

Ohio Board of Cosmetology Approved

Course Name 8 Hour Post Graduate CE Course.

Assertiveness Training & Business Building on a Budget.

This course is for Cosmetologists, Estheticians, Natural Hair Stylist, Hair Designers, & Nail Technologists and is not intended for instructors. This program provides all 8 required CE's, but does not renew your license. That must be done through the state

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4. Answer sheet. (Bottom Page 39) Your signature and cosmetology license number are required to receive your certificate of completion. ***We report your course completion to the Ohio State Board of Cosmetology and must include your license number.***
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SECTION 1. ASSERTIVENESS TRAINING (4 Credit Hours)

Learning Objectives

Understand the importance of assertive behavior and how it can help you personally and professionally.

How you interact with others can be a source of considerable stress in your life. Assertiveness training can reduce that stress by teaching you to stand up for your legitimate rights, without bullying others or letting them bully you.

1. Assertiveness was initially described as a personality trait by Andrew Salter in 1949.
2. It was thought that some people had it, and some people didn't, just like extroversion or stinginess. But Wolpe (1958) and Lazarus (1966) redefined assertiveness as "expressing personal rights and feeling." They found that nearly everybody could be assertive in some situations, and yet be totally ineffectual in others. The goal of assertiveness training is to increase the number and variety of situations in which assertive behavior is possible, and decrease occasions of passive collapse or hostile blow-up.

You are assertive when you stand up for your rights in such a way that the rights of others are not violated. Beyond just demanding your rights, you can express your personal likes and interests spontaneously, you can talk about yourself without being self-conscious, you can accept compliments comfortably, you can disagree with someone openly, you can ask for clarification, and you can say no. In short, when you are an assertive person, you can be more relaxed in interpersonal situations.

Some people think that assertiveness training turns nice people into irascible complainers or calculating manipulators. Not so. It's your right to protect yourself when something seems unfair. You are the one you best knows your discomfort and your needs.

Investigators such as Jakubowski-Spector (1973) and Alberti and Emmons (1970) discovered that people who show relatively little assertive behavior do not believe that they have a right to their feelings, beliefs, or opinions. In the deepest sense, they reject the idea that we are created equal and are to treat others as equals. As a result, they can't find grounds for objecting to exploitation or mistreatment. It is likely that they learned as children traditional assumptions that implied that their perceptions, opinions, feelings, and wants were less important or correct than those of others. They grew up doubting themselves and looking to others for validations and guidance.[1]

You did not have much choice about which traditional assumptions you were taught as a child. Now, however, you have the option of deciding whether to continue behaving according to assumptions that keep you from being an assertive adult. Each of these mistaken assumptions violates one of your legitimate rights as an adult:

Mistaken Traditional Assumptions

Your Legitimate Rights

- | | |
|---|--|
| 1. It is selfish to put your needs before others' needs. | You have a right to put yourself first sometimes. |
| 2. It is shameful to make mistakes. should have an appropriate response for every occasion. | You have a right to make mistakes. |
| 3. If you can't convince others that your feelings are reasonable, then they must be wrong, or maybe you are going crazy. | You have a right to be the final judge of your feelings and accept them as legitimate. |
| 4. You should respect the views of others, especially if they are in a position of authority. Keep your differences of opinion to yourself. Listen and learn. | You have a right to have your own opinions and convictions. |
| 5. You should always try to be logical and consistent. | You have a right to change your mind or decide on a different change of course. |
| 6. You should be flexible and adjust. Others have good reasons for their actions and it's not polite to question them. | You have a right to protest unfair treatment or criticism. |
| 7. You should never interrupt people. Asking questions reveals your stupidity to others. | You have a right to interrupt in order to ask for clarification. |
| 8. Things could get even worse, don't rock the boat. | You have a right to negotiate for change. |
| 9. You shouldn't take up others' valuable time with your problems. | You have a right to <i>ask</i> for help or emotional support. |
| 10. People don't want to hear that you feel bad, so keep it to yourself. | You have a right to feel and express pain. |

11.	When someone takes the time to give you advice, you should take it very seriously. They are often right.	You have the right to ignore the advice of others.
12.	Knowing that you did something well is its own reward. People don't like show-offs. Successful people are secretly disliked and envied. Be modest when complimented.	You have a right to receive formal recognition for your work and achievements.
13.	You should always try to accommodate others. If you don't, they won't be there when you need them.	You have the right to say no.
14.	Don't be anti-social. People are going to think you don't like them if you say you'd rather be alone instead of with them.	You have a right to be alone, even if others would prefer your company.
15.	You should always have a good reason for what you feel and do.	You have a right not to have to justify yourself to others.
16.	When someone is in trouble, you should help them.	You have a right not to take responsibility for someone else's problem
17.	You should be sensitive to the needs and wishes of others, even when they are unable to tell you what they want.	You have the right not to have to anticipate others' needs and wishes.
18.	It's always a good policy to stay on people's good side.	You have a right not to
19.	It's not nice to put people off. If questioned, give an answer.	You have a right not to always worry about the goodwill of others.
20.	You will lose customers if you raise your prices.	You have the right to raise prices just like other businesses.

As you continue through this chapter, keep in mind that assertive communication is based on the assumption that you are the best judge of your thoughts, feelings, wants, and behavior. Nobody is better informed than you regarding how your heredity, history, and current circumstances have shaped you into a unique human being. Therefore, you are the best advocate for expressing your position on important issues.

Because of your uniqueness, there are many times when you differ with significant people in your life. Rather than overpower the meek or give in to the aggressive, you have the right to express your position and try to negotiate your differences.

Symptom Relief

Assertiveness training has been found to be effective in dealing with depression, anger, resentment, and interpersonal anxiety, especially when these symptoms have been brought about by unfair circumstances. As you become more assertive, you begin to lay claim to your right to relax and are able to take time for yourself.

Time for Mastery

Some people master assertiveness skills sufficiently for symptom relief with just a few weeks of practice. For others, several months of step-by-step work are necessary to experiencing significant change.

Instructions

1. *Three Basic Interpersonal Styles*

Assertiveness is a skill that can be learned, not a personality trait that some are born with and others are not. The first step in assertiveness training is to identify the three basic styles of interpersonal behavior.[2]

Aggressive style. In this style, opinions, feelings, and wants are honestly stated, but at the expense of someone else's feelings. The underlying message is "I'm superior and right, and you're inferior and wrong." The advantage of aggressive behavior is that people often give aggressive individuals what they want in order to get rid of them. The disadvantage is that aggressive individuals make enemies, and people who can't avoid them entirely may end up behaving dishonestly toward them in order to avoid confrontations.

Passive style. In this style, opinions, feelings, and wants are withheld altogether or expressed indirectly and only in part. The underlying message is "I'm weak and inferior, and you're powerful and right." The advantage of passive communication is that it minimizes responsibility for making decisions and the risk of taking a personal stand on an issue. The disadvantages are a sense of impotence, lowered self-esteem, and having to live with the decisions of others.

Assertive style. In this style, you clearly state your opinion, how you feel, and what you want without violating the rights of others. The underlying assumption is "You and I may have our differences, but we are equally entitled to express ourselves to one another." The major advantages include active participation in making important decisions, getting what you want without alienating others, the emotional and intellectual satisfaction of respectfully exchanging feelings and ideas, and high self-esteem.

To test your ability to distinguish interpersonal styles, label person A's behavior in the following scenes as aggressive, passive or assertive.

Scene 1

A: Is that a new dent I see in the car?

B: Look, I just got home, it was a wretched day, and I don't want to talk about it now.

A: This important to me, and we're going to talk about it now.

B: Have a heart.

A: Let's decide now who is going to pay to have it fixed, when, and where.

B: I'll take care of it. Now leave me alone, for heaven's sake!

A's behavior is A. Aggressive B. Passive C. Assertive

Scene 2

A: You left me so by myself at that party. . . I really felt abandoned.

B: You were being a party pooper.

A: I didn't know anybody---the least you could have done is introduce me to some of your friends.

B: Listen, you're grown up. You can take care of yourself. I'm tired of your nagging to be taken care of all the time.

A: And I'm tired of your inconsiderateness.

B: Okay, I'll stick to you like glue next time.

A's behavior is A. Aggressive B. Passive C. Assertive

Scene 3

A: Would you mind helping me for a minute with this file?

B: I'm busy with this report. Catch me later.

A: Well, I really hate to bother you, but it's important.

B: Look, I have a four o'clock deadline.

A: Okay, I understand. I know it's hard to be interrupted.

Scene 4

A: I got a letter from Mom this morning. She wants to come and spend two weeks with us. I'd really like to see her.

B: Oh no, not your mother! And right on the heels of your sister. When do we get a little time to ourselves?

A: Well, I do want her to come, but I know you need to spend some time without my in-laws underfoot. I'd like to invite her to come in a month, and instead of two weeks, I think one week would be enough. What do you say to that?

B: That's a big relief to me.

A's behavior is A. Aggressive B. Passive C. Assertive

Scene 5

A: Boy, you're looking great today!

B: Who do you think you're kidding? My hair is a fright and my clothes aren't fit for the Goodwill box.

A: Have it your way.

B: And I feel just as bad as I look today.

A: Right. I've got to run now.

A's behavior is A. Aggressive B. Passive C. Assertive

Scene 6

(While at a party, A is telling a group of women how much she enjoys being a working mother. The group criticize her for not feeling guilty about sending her son in day care.)

A: Not so. I feel it is good for me to get out of the house and feel productive. I also believe it is beneficial to my son to meet new friends and learn new things. I am fortunate to be able to work part time.

A's behavior is A. Aggressive B. Passive C. Assertive

Now that you have labeled person A's responses in these scenes as aggressive, passive, or assertive, it may be useful to compare your assessment with ours:

Scene 1. A is aggressive. A's seemingly innocent question is actually an accusation in disguise. A's insistence on immediate action with total disregard for B's state of mind sets up a polarized conflict in which B is likely to feel wrong, withdrawn, and defensive.

Scene 2. A is aggressive. The tone is accusing and blaming. B is immediately placed on the defensive and no one wins.

Scene 3. A is passive. A's timid opening line is followed by complete collapse. The file problem must now be dealt with alone.

Scene 4. A is assertive. The request is specific, non-hostile, and open to negotiation.

Scene 5. A is passive. A allows the compliment to be rebuffed and surrenders to B's rush of negativity.

Scene 6. A is assertive. She stands up to the prevailing opinion of the group and achieves a clear, non-threatening statement of her opinion.

2. *The Assertiveness Questionnaire*

Step two in assertiveness training is to identify those situations in which you want to be more effective. Having clarified the three interpersonal styles, rate each situation if it relates to you as follows.

1. Comfortable
2. Mildly uncomfortable
3. Moderately uncomfortable
4. Very Uncomfortable
5. Unbearably threatening.

(Note that the varying degrees of discomfort can be expressed whether your inappropriate reactions are hostile or passive.)

WHEN do you *behave* non-assertively?

Asking for help

Stating a difference in opinion

Receiving and expressing negative feelings

Receiving and expressing positive feelings

Dealing with someone who refuses to cooperate

Speaking up about something that annoys you

Talking when all eyes are on you

Protesting a rip-off

Saying “no”

Responding to undeserved criticism

Making a request of authority figures

Negotiating for something you want

Having to take charge

Asking for cooperation

Proposing an idea

Taking charge

Asking questions

Dealing with attempt to make you feel guilty

Asking for service

Asking for a date or appointment

Asking for favors

Other

WHO are the people with whom you are non-assertive?

Parents

Fellow workers, classmates

Strangers

Old friends

Spouse or mate

Employer

Relatives

Children

Acquaintances

Sales people, clerks, hired help

More than two or three people in a group

Other

WHAT do you want that you have been unable to achieve with nonassertive styles?

Approval for things you have done well

To get help with certain tasks

More attention, or time with your mate

To be listened to and understood

To make boring or frustrating situations more satisfying

To not have to be nice all the time

Confidence in speaking up when something is important to you

Greater comfort with strangers, store clerks, mechanics, and so on

Confidence in asking for contact with people you find attractive

To get a new job, ask for interviews, raises, raising your own prices for services you offer, and so on

Comfort with people who supervise you or work under you

To not feel angry and bitter a lot of the time

To overcome a feeling of helplessness and the sense that nothing ever changes

To do something totally different and novel

To have time by yourself

To do things that are fun or relaxing for you

Evaluating your responses. Examine your answers, analyze them for an overall picture of what situations and people threaten you. How does non-assertive behavior contribute to the specific items you checked on the “what” list? In constructing your own assertiveness program, it will be initially useful to focus on items you rated as falling in the 2-3 range. These are the situations that you will find easier to change. Items that are uncomfortable or threatening can be tackled later.

3. *Describing Your Problem Scenes*

Step three in assertiveness training, according to Sharon and Gordon Bower, is to describe your problem scenes. Select a mildly to moderate uncomfortable situation that suggests itself from items on the Assertiveness Questionnaire. Write out a description of the scene, being certain to include *who* the person involved is, *when* it takes place if you are assertive, and your goal. Always be specific! Generalizations will make it difficult later on to write a script that will make assertive behavior possible in this situation. The following is an example of a poor scene description.[3]

I have a lot of trouble persuading some of my friends to listen to me for a change. They never stop talking, and I never get a word in edgewise. I would be nice for me if I could participate more in the conversation. I feel that I’m just letting them run over me.

Notice that the description doesn’t specify *who* the particular friend is, when this problem is most likely to occur, *how* the non-assertive person acts, what *fears* are involved in being assertive, and a specific goal for increased involvement in the conversation. The scene might be rewritten as follows:

My friend Joan (who), when we meet for drink after work (when), often goes on nonstop about her marriage problems (what). I just sit there and try to be interested (how). If I interrupt her, I’m afraid she’ll think I just don’t care (fear). I’d like to be able to change the subject and talk sometimes about my own life (goal).

Here is a second poor scene description:

A lot of times I want to strike up a conversation with people, but I worry that maybe they don’t want to be disturbed. Often I notice someone who seems interesting, but I can’t imagine how to get their attention.

Once again there is a lack of detail. No clear statement is made as to *who* these people are, *when* the experience takes place, *how* the non-assertive person behaves, or the specific *goal*. The described scene will become much more useful by including these elements:

There is an attractive man who always brings a bag lunch (who) and often sits at my table in the cafeteria (when). I would like to start up a conversation by asking about his boss, who has a very hard to get along with reputation (what), but he looks so intent on his book I'm afraid he would be put out if I interrupted (how, fear). I'd like to start a conversation with him tomorrow (goal).

Write three or four problem scenes, and for each scene try to relive your thoughts and feelings when you were actually experiencing it. You might notice, for example, that in each problem scene you gun yourself down with negative thoughts. ("I can't do it, I'm blowing it again, boy do I look stupid," and so on), or you usually feel tense in the stomach and seem to be breathing way up in your chest. This exercise will help you cope with habitual thoughts and physical reactions that make you uncomfortable when you act assertively, by making you more aware of your responses. Once you recognize a negative reaction you can come up with strategies to overcome them. For example if you have a constant fear of speaking in front of a group and it is necessary to your job performance to excel in this area you could take steps to become a better public speaker. If you fear speaking in front of a group that includes a certain person, you would need to identify what about that person makes you uncomfortable being an assertive speaker. Coping skills training, deep muscle relaxation, breathing exercises and so on should all be useful with these uncomfortable thoughts and feelings. At this point however we will concern ourselves with behavior-changing your habitual way of dealing with these problem situations.

4. *Your Script for Change*

The fourth step in assertiveness training is writing your script for change. A script is a working plan for dealing with the problem scene assertively. There are six elements in a script.[4]

1. Look at your rights, what you want, what you need, and your feelings about the situation. Let go of blame, the desire to hurt, and self pity. Define your goal and keep it in mind when you negotiate for change.

2. Arrange a time and place to discuss your problem that is convenient for you and the other person. This step may be excluded when dealing with the spontaneous situations in which you choose to be assertive, such as when the person cuts ahead of you in line.

3. Define the problem situation as specifically as possible. This is essential for focusing the discussion. Here is your opportunity to state the facts as you see them and share your opinion and beliefs. For example: "It's time to make a decision about where we're going to eat tonight. I know you love Mexican food, but we've eaten at Tijuana Joe's the last three times we've gone out for dinner. We're in a rut!"

4. Describe your feelings so that the other person has a better understanding of how important an issue is to you. Once they are expressed, your feelings can often play a major role in helping you get what you want, especially when your opinion differs markedly from that of your listener. If nothing else, the listener may be able to relate to and understand your feelings about an issue even when he totally disagrees with your perspective. When you share your feelings, you become less of an adversary.

There are three important rules to remember when assertively expressing your feelings:

1. Do not substitute an opinion for a feeling. ("I feel that Mexican food should be abolished!"). The more accurate feeling statement is "I hate Mexican food!"
2. Use "I messages" that express your feelings without evaluating or blaming others. Rather than saying "You are inconsiderate" or "You hurt me," the I message would be "I feel hurt."
3. "I messages" connect the feeling statement with specific behaviors of the other person. For example, "I feel hurt when you ignore my wishes about where we eat." Contrast the clarity of this message with the vague blame statement, "I feel hurt because you are inconsiderate."

5. Express your request in one or two easy-to-understand sentences. Be specific and firm! Instead of expecting others to read your mind and magically meet your needs, as in the case of the passive individual, you state clearly your wishes and needs. Rather than assuming that you are always right and entitled to getting your way, as an aggressive person might, you state your wants and preferences, commands. For example: "I would really like to go to a French restaurant tonight."

6. Reinforce the other person to give you what you want. The best reinforcement is to describe positive consequences. "We'll save money.... We'll have more time together... I'll give you a backrub... My mother will only stay a week... I'll be less tired and more fun to be with.. I'll be able to get my work in on time... Little Julia will do better in school, " and so on.

In some cases, positive reinforcement may be ineffective. If the person you're dealing with seems resistant or you feel that you're having trouble motivating him or her to cooperate with you, consider describing some negative consequences for failure to cooperate. The most effective negative consequences are description of the alternative way you will take care of yourself if your wishes aren't accommodated.

If we can't leave on time, I'll have to leave without you. Then you'll have to drive over later on your own.

If you can't clean the bathroom, I'll hire someone to do it once a week add it to your rent.

If you keep talking in this loud attacking voice, I'll leave. We can talk again tomorrow.

If your check bounces again, we'll have to work on a cash basis only.

Notice that these examples are different from threats. The consequences of non-cooperation is that the speaker takes care of his or her interests. The consequences are not designed to hurt, merely to protect. Threats usually don't work because they make people so angry. If you do make a threat ("You won't go to my sister's wedding? I won't go to your family reunion"), make sure you are willing and able to back it up. Even then it will often do more harm than good.

The first letters of each script element combine to spell "LADDER." You may find this a useful mnemonic device to recall the steps toward assertive behavior. The LADDER script can be used to rewrite your problem scenes so that you can assert what you want. Initially, LADDER scripts should be written out and practiced well in advance of the problem situation for which they are created. Writing the script forces you to clarify your needs and increases your confidence in success.

As an example of a LADDER script, let's say that Jenelle wants to assert her right to half an hour each day of uninterrupted peace and quiet during her lunch hour while she does relaxation exercises. Kelly often interrupts with questions and attention-getting maneuvers. Jenelle's script goes like this:

Look at your rights, what you want and what you need.

It's my responsibility to make sure that Kelly respects my needs, and I am certainly entitled to some time to myself.

Arrange a time and place to discuss the situation.

I'll ask her if she's willing to discuss this problem when she gets to work tomorrow. she isn't, we'll set a time and place to talk about it in the next day or two.

Define the problem specifically.

At least once, and sometimes more often, I'm interrupted during my lunch break while I'm in the middle of my relaxation exercises----even though I've shut the door and asked for some time to myself. My concentration is broken and it becomes harder to achieve the relaxation.

Describe your feelings using "I messages."

I feel angry when my time alone is broken into and frustrated that the exercises are then made more difficult.

Express your request simply and firmly.

I would like not to be interrupted when my door is closed, except in an emergency. As long as it is closed, assume that I am still doing the exercises and want to be alone.

Reinforce the possibility of getting what you want.

If I'm not interrupted, I 'll come in afterward and chat with you. If I am interrupted, it will increase the time I take doing the exercises, and I won't have time to chat during lunch break.

In another example, Sheila has felt very reluctant to approach her boss to find out why she was turned down for a promotion. She's received no feedback about the reasons for the decision, and Sheila is now feeling somewhat negative toward the company, and her boss in particular. Sheila's script is as follows:

Look at:	Resentment won't solve this. I need to assert my right to reasonable feedback from my employer.
Arrange:	I'll send her a memo tomorrow morning asking for time to discuss this problem.
Define:	I haven't gotten any feedback about the promotion. The position I applied for has been filled by someone else, and that's all I know.
Describe:	I felt uncomfortable not knowing at all why I didn't get it and how the decision was made.
Express:	So I'd like to get some feedback from you about how my performance is seen, and what went into the decision.
Reinforce:	I think your feedback will help me do a better job.

These scripts, like the problem scenes earlier, are specific and detailed. The statement of the problem is clear and to the point, without blaming, accusing, or being passive. The feelings are expressed with “I messages” and are linked to specific events or behaviors, not to evaluation of Jenelle’s co-worker or Sheila’s boss. “I messages” provide a tremendous amount of safety for the assertive individual because they usually keep the other person from getting defensive and angry. You are not accusing anyone of being a bad person, you are merely stating what you want and feel entitled to.

Successful LADDER scripts do the following:

1. When appropriate, establish a mutually agreeable time and place to assert your needs.
2. Describe behavior objectively, without judging or devaluing.
3. Describe clearly, using specific references to time, place and frequency.
4. Express feelings calmly and directly
5. Confine your feeling response to the specific problem behavior, not the whole person.
6. Avoid delivering put-downs disguised as “honest feelings.”
7. Ask for changes that are reasonably possible, and small enough not to incur a lot of resistance.
8. Ask for no more than one or two very specific changes at a time.
9. Make the reinforcements explicit, offering something that is really desirable to the other person.
10. Avoid threats or negative consequences that you’re not willing or able to do.
11. Keep your mind on your rights and goals when being assertive.

Using these rules, we can now distinguish between good and bad scripts. For example, for two months, Julie has wanted to take a continuing education workshop in advanced skin care. Twice, her husband has an excuse for why he can't watch the children on the day the workshop is offered. Julie's script:

- L I'm sick of being bossed around,
A so I'm going to tell him tonight.
D A few months is long enough to wait.
D He's too selfish to help
E but he's just going to have to suffer through one day
R If he doesn't like it, he can just kiss this marriage good bye.

Julie has violated these rules for a good script:

1. By not getting agreement on the time and place for the discussion
2. By using non-specific and accusing phrases such as "bossed around"
3. By failing to specify exactly what the problem is.
4. By describing her husband as selfish, rather than expressing her own feelings about specific behaviors.
5. By not specifying times, or duration she has waited to take the course.
6. By threatening negative consequences that she isn't willing or able to carry out.

Julie's script could be successfully rewritten as follows:

- L It is vital for me to have time to pursue interests that will increase my income
- A I'll ask him to discuss it after breakfast Saturday morning, or as soon as possible afterwards.
- D I've missed two previous workshops because you weren't available for watching the children on course dates. I've waited two months.
- D I feel frustrated that I haven't been able to explore something that really excites me. I also feel hurt when you do other things rather than help me take the course.
- E I'd like you to look after the children on Saturday morning between 8:00 am and 6:00 pm. The class is an 8 hour workshop.
- R If you're willing, I'll take you to your favorite restaurant for dinner next Saturday night, but if your not, we'll have the expense of a babysitter.

The described problem behavior has become specific, the expressed feelings non threatening. Julie's reinforcements are realistic and explicit. It should be noted that negative reinforcement is often not necessary, and that positive reinforcement may require no more than the assurance that you will feel good if certain behavior change is made. Elaborate promised can usually be avoided.

You can now write your own LADDER scripts. Using your written scripts, rehearse in front of a mirror. If possible, tape-record your rehearsals to further refine your assertive style. It is helpful to rehearse scripts with a friend, and get immediate feedback. Let yourself imagine, or better yet, act out, the worst possible response that could be made to your assertive request. Get desensitized to the "nightmare" response by facing it, and then preparing your own countermeasures.

Short Form Assertiveness Technique

The short form assertiveness technique is designed for situations where you lack the time or energy to prepare an entire LADDER script. Assertiveness can be condensed to three basic statements:

1. Your thoughts about the problematic situation. This is a non-blaming, non-pejorative description of the problem as you see it. You stick as closely as possible to objective facts, making no inferences about the motives or feelings of others.
2. Your feelings. These are “I statements” about your emotional reaction to the problem. Try to avoid the implication that you’re holding the other person responsible for your feelings. You’re angry, sad, hurt or disappointed. But your main message should be that you are trying to solve a problem, not blame the other person wrong.
3. Your wants. As in the LADDER script, make your request specific and behavioral. Don’t ask your tardy client to be more “considerate.” Request specifically that he or she call if more than 15 minutes late.

Whenever you’re in a situation that requires an assertive request response, quickly run through the three short form components in your mind.

*I think...*we’ve been working every night for two weeks on our salon remodel.

*I feel...*tired, grumpy, and pressured by your desire that it be done in one month’s time.

*I want...*not to work more than three nights without one night off.

Make sure you’ve developed some idea of what you think, feel and want before starting to speak. Try to express each component of your assertive statement in order. Finish one part before going on to the next.

Make the greatest effort to follow the rules about being non-blaming and making “I” statements. If you stick to these two, simple rules, you’ll find the other person far less defensive and far more cooperative. Stay away from attempts to prove that your needs are more important or legitimate than the other person’s. Just keep on track with a statement of facts, feelings, and a specific request for change.

Now keep practicing. Think of at least three situations where you’d like to be more assertive. As you recall each one, pretend you are really there and have to make some response. Quickly go over the three parts of your assertive statement, then say it out loud. Listen to how it sounds. Is it blaming? Is your request specific enough? Are you saying clearly what you want? Are you criticizing the other person’s motives or feelings? Correct what doesn’t sound right and try saying it again.

5. *Assertive Body Language*

The fifth step in assertive training is to develop assertive body language. Practice with the mirror will help you follow these five basic rules:

1. Maintain direct eye contact.
2. Maintain an erect body posture.
3. Speak clearly, audibly and firmly.
4. Don't whine or use an apologetic tone of voice.
5. Make use of gestures and facial expression for emphasis.

6. *Avoiding Manipulation*

The sixth and final step to becoming an assertive person is learning how to avoid manipulation. Inevitably, you will encounter blocking gambits from those who seek to ignore your assertive requests. *The following techniques* are proven ways of overcoming the standard blocking gambits.

Broken record. When you find that you are dealing with someone who won't take no for an answer or refuses to grant you a reasonable request, you can carefully choose a concise sentence to use as your broken record and say it over and over again. You could say to your insistent four year old, "Branden, I am not going to give you any more candy." You might say to the client who insists she must have her money back, "Barbara, our policy is no returns on opened product packages." Briefly acknowledge that you have heard the other person's point, and then calmly repeat your Broken Record without getting sidetracked by irrelevant issues. "Yes, but...Yes, I know, but my point is...I agree, but...Yes, but I was saying...Right, but I'm still not interested."

Content-to-process shift. Shift the focus of the discussion from the topic to an analysis of what is going on between the two of you. ("We're getting off the point now." "We've been derailed into talking about old issues." "You appear to be angry with me.")

Defusing. Ignore the content of someone's anger, and put off further discussion until he has calmed down. ("I can see that you are very upset and angry right now. Let's discuss it later this afternoon.")

Assertive delay. Put off a response to a challenging statement until you are calm, have more information, or know exactly how you want to respond. ("Yes...very interesting point...I'll have to reserve judgment on that...I don't want to talk about it at this time.")

Assertive agreement. Acknowledge criticism with which you agree. You don't need to give an explanation unless you wish to. ("You're right, boss, I am half an hour late...my care broke down.")

Clouding. When someone is putting you down in person, acknowledge something in the criticism with which you can agree, and ignore the rest. Agree in part: "You're right. I am late getting to my next client." Agree in the probability: "You may be right that I am often late." Agree in the principle (agreeing with the logic without agreeing with the premise). "If I were late as often as you say, it certainly would be a problem." When clouding, rephrase the critic's words so that you can honestly concur. By giving the appearance of agreeing without promising to change, you soon deplete the critic of any reason to criticize you.

It is helpful to prepare yourself against a number of typical *blocking gambits* that will be used to attack and derail your assertive requests. Some of the most troublesome blocking gambits include:

Assertive inquiry. Prompt criticism in order to find out what is really bothering the other person. ("I understand you don't like the way I lead the meeting last night. What is it about my speaking out that bothers you?")

Laughing it off. Your assertion is responded to with a joke. ("Only three weeks late? I've got to work on being less punctual!") Use the content-process shift ("Humor is getting us off the point") and the Broken Record ("Yes, but....").

Accusing gambit. You are blamed for the problem. ("You're always so late getting finished with work, I'm too tired to clean the reception area.") Use clouding ("That may be so, but you are still not doing your job.") Or simply disagree ("Six o'clock is not too late to finish work").

The beat-up. Your assertion is responded to with a personal attack, such as, "Who are you to worry about being interrupted, you're the biggest loudmouth around here." The best strategies to use are assertive irony ("Thank you") in conjunction with the broken record or defusing ("I can see you're angry right now, let's talk about it after the meeting").

Delaying gambit. Your assertion is met with, "Not now, I'm too tired" or "Another time, maybe." Use the broken record, or insist on setting a specific time when the problem can be discussed.

Why gambit. Every assertive statement is blocked with a series of "why" questions, such as, "Why do you feel that way... I still don't know why you won't do that... Why did you change your mind?" The best response is to use the content-to-process shift. ("Why isn't the point. The issue is that I'm not willing to do that") or the broken record.

Self-pity gambit. Your assertion is met with tears and the covert message that you are being sadistic. Try to keep going through your script using assertive agreement (“I know this is causing you pain, but I need to get this resolved”).

Quibbling. The other person wants to debate with you about the legitimacy of what you feel, or the magnitude of the problem, and so on. Use the content-to-process shift (“We’re quibbling now, and have gotten off the main concern”) with the assertion of your right to feel the way you do.

Threats. You are threatened with statements like, “If you keep harping at me like this, you’re going to need a new sales representative.” Use assertive inquiry (“What is it about my requests that bother you?”) As well as content-to-process shift (“This seems to be a threat”) or defusing.

Denial. You are told, “I didn’t do that” or “You’ve really misinterpreted me.” Assert what you have observed and experienced, and use clouding (“It may seem that way to you, but I’ve observed...”)

<p style="text-align: center;">SECTION 2. BUSINESS BUILDING ON A BUDGET (4 Credit Hours)</p>
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Learning Objective

Learn strategies that will help anyone build a business with very little money.

We've all heard the phrase, "It takes money to make money." But is that always true? Is starting or building a significant salon, nail boutique or esthetic practice reserved for those that already have deep coffers? Must you have millions in the bank to get your idea off the ground? Not necessarily.

In this course, we will take a look at how you can start a business on a very low budget. Commonly referred to as "bootstrapping," starting a business with very little capital is not only *possible, it can be extremely rewarding*. Not only do you have the chance to earn a significant return on a minimal capital investment, the process of launching a business from nothing can give you what it takes to be a successful entrepreneur. The knowledge and experience you gain can propel you into other, bigger ventures. Multimillionaire CEOs don't start out that way. You need to hone your skills as an entrepreneur and take on progressively more difficult challenges.

Starting a cosmetology related business on a shoestring budget is a lot like starting any kind of business. You still need to master the essential steps to planning and executing on your business idea. However, you need to know more. You need to know how to tackle each of these challenges with a minimum of outside resources and a maximum of creativity and entrepreneurial spirit. That is the focus of this course.

Bootstrapping Basics

In order to start a business on a shoestring budget, you'll need to:

- Harness your talents and creativity and direct them at the right kind of challenge. What is it that you are good at, excel at and love about the cosmetology industry?
- Analyze your business opportunity on the cheap by doing low-cost market and industry research.
- Use inexpensive means to learn about your customer and your competition.
- Develop a solid brand identity...on a budget.
- Become a genius at getting cash in the door before you let it fly out the window.
- Run your business as a well-oiled machine, eliminating waste and keeping costs in check.
- Prepare to take your business and yourself to the next level.

1: What it Takes to Make Something Out of (Almost) Nothing

Do You Have What it Takes?

The hard work of entrepreneurship isn't for everybody. Successful entrepreneurs share some common traits that help them navigate the challenges of building business. In addition, it is simply not possible to start every kind of business on a budget. Some ideas are more suited to bootstrapping than others. In this section of the course, we'll take a look at what kind of *people, and what kind of ideas, are best suited for starting a business on a shoestring.*[5]

Deciding What Kind of Business to Start

When it comes to starting a business on a shoestring, not all business ideas are created equal. Choosing an endeavor well suited to your budget is a key determinant of your chances of success. So, what makes a business idea worth considering for the frugal entrepreneur?

- Home-based. As a cosmetologist, esthetician or nail technologist you can operate a licensed salon adjacent to your home if you follow state board rules for a residential salon. It must be completely separate from the home for example, you must have a separate entrance to the salon. But it is a lower cost possibility in some cases. As a licensed professional, you could work out of your home as a sales representative for cosmetic manufacturers with as little as a personal computer, fax machine and telephone line. Think about starting up a business that you are able to run out of your home or home-office. Not only are the costs associated with establishing a separate location (such as rent or purchase price, furnishings, taxes, and so on) considerable, but they must be incurred even before you make your first sale. The cash-strapped entrepreneur would have a hard time covering those costs upfront.
- Not capital-intensive. Some businesses simply require you to spend a lot of money before you open your doors. Building a large salon or spa, for which you would need to acquire a large standing inventory are one example. But you could start with one chair and expand as you go.
- Cash-generating products. One way to quickly get cash in the door is to, start with products or services that have short sales cycles and are easy to deliver. Selling products that give you immediate cash and help you break-even quickly is one strategy for the entrepreneur on a budget. It's easier and faster for you to get payment for a bottle of shampoo or nail polish than it is for you to get paid brokering a complex property transaction.
- High-value services. Another strategy for the frugal entrepreneur is to focus on a business for which each sale generates a high volume of revenue. This helps keep your cost of sales low and allows you to focus on executing each project. The less you overhead you have the higher profit margin. Just because you get a million dollar loan and open a beautiful Spa, doesn't mean you will be making a lot of money if you have to pay a large lease and have a huge marketing budget.

Prudent Points

"When you are starting a business on a shoestring, it's more important than ever to set realistic goals for yourself and your business. You need to be sure of what you're getting into."

Traits of the Successful Esthetic Related Entrepreneur

Just as not every idea is well suited for a shoestring start-up, not every person is well suited to be a bootstrapping entrepreneur. Successful entrepreneurs share some common traits that help them meet the particular challenges starting a business puts before them.

Bootstrapping Basics

Successful entrepreneurs are:

- Passionate
- Tenacious
- Persistent
- Self-reliant
- Risk-takers
- Focused
- Curious

When it comes to starting a business on a shoestring budget, two of these traits are especially important. An entrepreneur must be passionate about his start-up business. It can be long time before you really start reaping the rewards of your business, and it can be easy to let other endeavors distract you. Your passion is what will keep you focused on moving your idea forward.

A bootstrapping entrepreneur must also be something of a risk taker. You must be willing to experiment. If the first thing you try isn't working, you have to be able redirect your efforts and try another approach. Too much caution can stand in the way of a successful start-up.

2: Market Research for the Budget Minded

Will the Customers Come?

Great. You've thought of a shoestring-friendly start-up idea and you've determined that you've got what it takes to see it through. What now? Are you ready to hang your shingle and start peddling your services?

Not by a long shot. Every entrepreneur can benefit from taking a disciplined approach to planning her business. For even a simple idea, you'll want to first figure out who you plan to sell your product or service to, then learn all that you can about the purchasing habits of those individuals. For the cost-conscious entrepreneur, of course, you want to do that as inexpensively as possible. In-depth knowledge of your market helps you better develop your product or service, allows you to estimate your revenue, and helps you devise a marketing plan. We're next going to take a look at getting to know your market, on the cheap.

Validate your Market

Getting to Know Your Customers

"If you build it, they will come," simply doesn't work for entrepreneurs. Nobody is going to build a winning business—large or small—unless there is a demand for the product or service being offered and the entrepreneur knows how to let customers know about it. To discover whether it's worth your time to launch a business, you need to take the time to research and learn about your market.

The first step is to figure out exactly what kinds of people, will be likely to buy your product or service. These potential customers are your target market. Identifying your target consumer will help you understand whether or not there is a market for your product or service.

Researching and analyzing your target market helps you do two things. First, it helps you gear your product and service menu development and marketing strategy to your most likely "typical" customer. For example, imagine you intend launch a salon for kids only. If, through your market research, you discover that the area you are intending on opening your kids cuts salon has a high senior citizen to young adults with children ratio you might think about opening your business in another area.

Second, your market research will start to give you an idea of how many customers you might have, and how much money they might spend on your product. For example, if you are thinking about offering high end facials you will do better in a higher socio-economic area, where the majority of households can afford your services. In order to estimate potential revenues for your business, you must first understand the size of your market opportunity. As an entrepreneur heading a cash-strapped start-up business, you must be especially confident in your revenue projections. You simply won't have the cash to "float" the business for very long while you wait for sales to materialize.

You can define and describe a target market according to:

- *Demographic factors (such as their age, income, sex, etc.) that help you understand their abilities needs, and interests.*
- *Psychographic factors (such as their political leanings, habits, social preferences, etc.) that describe your target market's beliefs, emotions, or attitudes.*
- *Behavioristic factors (such as price, brand name, customer service, etc.) that reflect the key things that matter to your target market when they make a purchase.*

As an entrepreneur, remember that you can design your target market, not just tap a market segment that is already buying competing products. For example, existing make up artists might be targeting high end weddings. You might find a niche with middle class bridal make up and target people who had never considered using a professional make up artist before. The key benefits could be that you will actually save the wedding hosts money while making the endeavor more time efficient for the bride.

Learn About Your Market on the Cheap

Not everyone needs to hire an expensive research firm to get information about their market. It's possible to get quality information without spending too much of your valuable money or time. The key is to identify the really important questions you want to answer so that you don't waste money or time acquiring information that you don't really need. *Before you start conducting research, make sure you know what information you're looking for.*

Bootstrapping Basics

Consider the following inexpensive strategies when researching your market:

- Review newspapers and yellow pages for competing businesses.
- Interview customers of similar businesses.
- Use libraries and librarians to help you gather free information about your industry.
- Check for freely available information on the Internet

Gather the opinions of your friends, relatives, or strangers on your idea.

- Talk to suppliers to get their insight on the market.
- Consider low-cost test advertising to gauge interest in your idea.
- Consult with your local Small Business Association.

Tips for Conducting Market Research:

- Define your target market specifically.
- Ensure that there is a demand for your product or service.
- Identify the information you need before you start conducting research.
- Take advantage of free information sources such as the Internet and libraries.
- Use your family, friends, and network.
- Consult your suppliers.
- Quantify the demand for your product or service.

3: Customer and Competition for the Cost Conscious

Is There Room for You?

You've taken an initial pass at figuring out who will be likely to purchase your product or service. Now you have to get to know them even better—find out what makes them tick and why they decide to buy what they do. As a small-time start-up, you have a built-in opportunity to create an advantage by knowing and serving your customers really, really well.

In addition, you have to identify all the other options your customers have. Even if you've established that there is a demand for your product or service, you have to see if there are competitors who could satisfy that demand as well or better than you do.

You can't afford to get this part of your business planning wrong. Starting a business on a shoestring budget means that you must have as much certainty as possible that you have chosen a winning competitive strategy. In this section, we'll take a look at how to get the information you need to succeed without breaking the bank.

Why You Must Know Your Customer

There is one thing that might be actually easier for the entrepreneur starting a very small business on a shoestring—getting to know his or her customer. Customer knowledge is never more critical than it is for the bootstrapping entrepreneur. In fact, your proximity to your customer can give you a real competitive advantage.

Taking the time to get to know your customer means that you can tailor and customize your product or service to them. This is a major trend in the cosmetology market. You can discover additional un-met or under-met needs that you might be able to satisfy. Continually growing your customer knowledge can help you choose the most lucrative market niche to pursue. In addition, by creating a detailed picture of your target customer and what drives their purchasing decisions, you can develop a very efficient and effective marketing plan. Instead of casting a wide and costly net, you can use a “strategic strike” to most directly reach exactly those customers you want to attract.

Prudent Points

"You should know your target customer so well that you could point to one walking down the street."

How to Get the Low-Down on Your Competition

The first step is to know your customers. Next, you need to understand your competition. There might be a customer need for your product or service, but if that need is being met by one of your competitors, it doesn't do you much good. There won't be room for you in the marketplace.

Your customer research will tell you what benefits are important to your customers when they make purchasing decisions about your produce or service. In fact, you should have identified some key drivers—the one or two things about your product or service that really compel people to buy it. When you research your competitors, think about how each competitor stacks up in the minds of consumers in terms of providing those key driver benefits.

Your competitive research can give you some other important information. It can tell you about the strengths and weaknesses of your competitors and give you insight into their operations. Try to answer questions about each competing business:

- What products/services do they offer?
- How big is the organization?
- What is their market share?
- How do they advertise?
- Who are their customers?
- Where do they do well? Where do they struggle?

Once you have obtained and organized the information on your competitors, analyze how your business measures up against the competition. Consider those factors that matter most to your target market and think about how you compare to your competitors in those areas. Many businesses succeed by identifying a market niche—a particular segment of the market overlooked by the competition.

Bootstrapping Basics

Here are some inexpensive ways to get information on your competitors:

- Approach your competitor as a potential employee.
- Approach your competitor as a potential customer.
- Gather literature from your competitor.
- Review your competitor's advertisements.
- Talk to competitor customers.
- Examine your competitor's web site.

Tips for Researching Your Customer and Competition:

- Make sure you know what information you want to obtain *before you start doing research.*
- *Create a competitive advantage by knowing your customer extremely well.*
- *Use creative means to get information about your competitors.*
- *Find a market niche.*

4: Budget Branding

Make Your Company Look Big

Having a small budget is no reason to look like you do. If customers are going to give you their hard-earned money, they have to believe that you're a real professional that will be there now and in the future.

In this section of the course, we'll see how you can avoid looking like a fly-by-night organization and use the few dollars you have to attract and retain quality customers.

Get Creative

Positioning your product or service in the marketplace is just as important for a bootstrapping entrepreneur as it is for big business. When you have limited funds, you really need to use your wits to help you accomplish this inexpensively.

Bootstrapping Basics

Here are some inexpensive ways to develop and distribute your brand message:

- Sponsor a competition for student artists to create your brand identity.
- Employ student writers to craft engaging copy.
- Think about powerful do-it-yourself campaigns, such as stickers or fliers that you deliver to carefully-chosen locations.
- Use inexpensive web tools to build your brand.

Tips for Budget Branding:

- Focus on customer retention—roll out the red carpet for each and every customer.
- Make your esthetic practice, spa, salon or nail salon “look big.”
- Find creative ways to position your product and develop your brand identity.
- Plan and execute inexpensive marketing campaigns.

5: Cash is King

Keeping Your Business Afloat

You've found some clients. You've scored some jobs. Now you have to figure out if the dollars and cents make sense. For the bootstrapping entrepreneur, every penny counts. In order to take control of your business, you must master the financial tools required to manage effectively. Running out of money will make you shut your doors in a hurry. We're going to look at some ways to avoid that scenario.

Painting Your Financial Picture

In essence, when you create financial assumptions for your start-up company, you are trying to make the most accurate assumptions possible about:

Revenue: You need to estimate reasonable sales volume and revenue growth over time.

Costs: There are three main types of costs to consider and include.

- *Start-up costs: These are expenses that must be incurred before the business starts operating, such as real estate or equipment purchases.*
- *Fixed expenses: These are expenses that do not change, or vary, based on the amount of sales, such as insurance or professional services.*
- *Variable expenses: These are expenses that fluctuate directly with the volume of business, such as labor or raw materials.*

Tips for Counting on Cash:

- Spend as little as possible.
- Cut expenses as much as possible.
- Chase invoices as soon as they are late.
- Optimize your payment terms.
- Be lean and mean.

6: Be Penny AND Pound Wise - Operating Frugally

Balancing Your Budget

At the end of the day, all that matters for the bootstrapping entrepreneur is whether he can pay his bills (and, eventually, turn a profit). Running your business is where your real creativity comes into play. It's time to rely on your wits and find creative ways to keep expenses to a minimum. In this section, we'll look at a few ways to do that. Ultimately, though, it will all be up to you to find the best solution for your business.

It's Your Money

As a bootstrapping entrepreneur you need to focus on operating as tightly as you can. Remember that you're a sole business owner on a budget. Everything that you spend really and truly comes out of your own pocket. Now is not the time to waste office supplies or make unnecessary long distance phone calls.

When you choose to make a purchase, ask yourself how the item you're buying is going to improve your bottom line. If you can't come up with a good answer to that question, don't make the purchase. Every dollar in expense should be directly tied to two dollars in income. This not only increases your profits, but it keeps more of that precious cash in your hands for longer.

Keeping Costs Down

Tips for Operating Frugally:

- Grow your staff in phases: hire interns and part-timers before considering full time employees.
- Instead of hiring high-price talent, seek "diamonds in the rough."
- Consider running your business out of your home.
- Save on fees by establishing a sole proprietorship, or using a flat-fee incorporation service, rather than hiring an attorney to incorporate.
- Lease equipment rather than buying it.

- See if you can barter with customers or suppliers for needed goods or services.
- Limit or avoid inventory.

Getting Funding

Eventually, you might find that your bootstrapped darling is growing up. Your plans for the future could include trying to obtain an influx of capital to allow for expansion or significant growth. What can you do now to best position yourself for future financing? Let's take a look.

What Will a Future Investor Look For?

Whether your future plans involve courting a lender or an equity investor, there are things you can do right now to improve your chances of obtaining the capital you need in the future. As you get your shoestring start-up off the ground and oversee its operations, protect and cultivate these important items[6]:

- *Credit history. Just like when you apply for consumer credit, a lender will look at your past credit history to help determine if you are likely to make timely and complete payments on a new debt. In the case of a small business loan, the lender will look at both your personal credit history and at any business credit history you have established.*
- *Management skills. Because an investor or lender is relying on the success of your business venture, he will look closely at your management experience and skills.*
- *Documentation. Before approaching a lender or investor, you must prepare a proposal and a complete business plan. A lender or investor will use these materials and the past performance of your company to evaluate the opportunity.*

Prudent Points

"It's never too early to start developing relationships with bankers and potential investors."

Planning for Growth

If you select a good idea, research your market, customer, and competitors, position your product or service, and manage your cash well, the day may come when you are ready to expand your operation. Growing your business isn't something you should do thoughtlessly, however. Let's take a look at some things you should keep in mind when the opportunity to expand is upon you.

Growing Your Business Strategically

You've successfully started a company on a shoestring budget and created a real entity. If you're successful, you'll inevitably be faced with the challenge of how to grow your organization.

As you do so, bring the discipline and focus that got you to this point to begin with to the table. Use those skills to evaluate new opportunities and determine whether or not they are worth making a calculated risk. The exact same skills that enabled you to make something out of (almost) nothing can help you make something bigger and better.

Self Assessment Question Sheet

Section 1. Assertiveness Training.

Select the best answer for each question (questions 1-20) and mark them on the answer sheet found on page **39**. For faster service complete your test online at www.AdvancedAestheticSeminars.com

1. How you deal with people can be a considerable source of stress in your life? T F
2. Assertiveness Training changes your personality and makes you a bully. T F
3. The goal of Assertiveness Training is to increase stress in your life. T F
4. You are assertive when you stand up for your rights without violating the rights of others. T F
5. Assertive people are more comfortable in interpersonal situations. T F
6. Mistaken Traditional Assumptions violate our Legitimate Rights. T F
7. Assertiveness Training assumes that other people are the best judge of our thoughts, feelings, wants and behavior. T F
8. Assertiveness Training has been helpful for treating depression and anger. T F
9. There are three basic interpersonal styles. T F
10. The first step in Assertiveness Training is to learn how to kick box your opponent. T F
11. Step two in assertiveness training is to identify those situations in which you want to be more effective. T F
12. Describing your problem scenes is useless in becoming more assertive. T F
13. A script is a working plan for dealing with the problem scene assertively. T F
14. Making threats are a good way to exhibit assertive behavior. T F
15. LADDER is a mnemonic device that stands for the first letters in an assertiveness script. T F
16. Manipulation is good way to be assertive. T F
17. Defusing is one of many techniques that are used in assertive training. T F
18. A blocking gambit is used to attack or derail your assertive requests. T F
19. Laughing it off is a description of a blocking gambit. T F
20. If someone uses the “why gambit” the best response is to use the content-to-process shift. T F

Self Assessment Question Sheet

Section 2. Business Building on a Budget.

Select the best answer for each question (questions 20-40) and mark them on the answer sheet found on page 39.

20. The statement “It takes money to make money.”, is always true T F
21. Bootstrapping is the term used to describe how to start a business with very little capital. T F
23. The focus of this section is to learn to tackle challenges with a minimum of outside resources and a maximum of creativity. T F
24. In order to start a business on a shoestring budget, you’ll need to take a second mortgage out on your home. T F
25. It is possible to start any business on a budget. T F
26. Deciding what kind of business within your chosen field is important when it comes to starting a business. T F
27. Cash-generating products are one way to quickly get cash in the door, because they have short sales cycles. T F
28. A strategy for the frugal entrepreneur is to focus on LOW-value services. T F
29. The lower your overhead, the higher your profit margin. T F
30. Setting realistic goals for yourself is an important part of starting a business on a budget. T F
31. A few characteristics of a successful entrepreneur are: Passionate, self-reliant and quick-tempered. T F
32. It is important to be a risk taker when it comes to bootstrapping. T F
33. Market research can be done inexpensively and includes developing your product, estimating revenue and devising a market plan. T F
34. Unless there is a demand for the service or product being offered and the entrepreneur knows how to let people know about it, the business will fail. T F
35. The first step is to figure out exactly what kinds of people will be likely to buy your product or service. T F
36. Hiring an expensive research firm is an essential part of bootstrapping. T F
37. It is important to look like a large company because it gives your business credibility with the customer and lets them know you are not a “fly-by-night” organization. T F
38. There are five main types of costs to consider when starting a business. T F
39. You should hire your staff all at once to keep costs down. T F
40. Investors look at credit history, management skills and documentation so it is important to protect and cultivate these items. T F

Licensee Information

Questions? Call us at 1-513-874-7546

Please fill in the form below. Mail this sheet with payment to:

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8374 Princeton-Glendale Road, Suite 2
West Chester, Ohio 45069

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|-----------------|-----------------|-----------------|-----------------|
| 1 True / False | 11 True / False | 21 True / False | 31 True / False |
| 2 True / False | 12 True / False | 22 True / False | 32 True / False |
| 3 True / False | 13 True / False | 23 True / False | 33 True / False |
| 4 True / False | 14 True / False | 24 True / False | 34 True / False |
| 5 True / False | 15 True / False | 25 True / False | 35 True / False |
| 6 True / False | 16 True / False | 26 True / False | 36 True / False |
| 7 True / False | 17 True / False | 27 True / False | 37 True / False |
| 8 True / False | 18 True / False | 28 True / False | 38 True / False |
| 9 True / False | 19 True / False | 29 True / False | 39 True / False |
| 10 True / False | 20 True / False | 30 True / False | 40 True / False |

COURSE EVALUATION

This is the licensee's evaluation of the continuing education course
Comments are appreciated.

Course Name 8 Hour Post Graduate CE Course. Assertiveness Training & Business Building on a Budget.

(circle one - 1 being Worst 5 being the Best)

I would rate this course.....1 2 3 4 5

The content of this course was up to my standards.....1 2 3 4 5

The course material was easy to understand.....1 2 3 4 5

The course material met the stated objective.....1 2 3 4 5

I would recommend this course.....1 2 3 4 5

I feel this course will help me in my career.....1 2 3 4 5

Comments _____

I agree to allow Advanced Aesthetic Seminars, Post Graduate Education to use my *comments*.
(check yes or no)

Yes ____

No ____

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End Notes

- [1]Davis, Martha, Robbins Eshelman, Elizabeth, McKay, Mathew. 1995. *The Relaxation & Stress Reduction Workbook*. Oakland, CA: New Harbinger Inc.,
- [2]Gabor, D. 1994. *Speaking Your Mind in 101 Different Situations*. New York: Simon & Schuster.
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- [5]Www.sba.gov
- [6]Gambino, Henry J. 1994. *Milady's Estheticians Guide to Business Management*. Albany , NY: Milady Publishing Company