

# Getting Paid for Consultation

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Making a living, getting paid for what we do, getting value from our education . . . has become more complex. Veterinarians before us were paid for surgeries, medical treatment, and the drugs they compounded and dispensed. We, too, were brought up in this mold. But several changes in our world are forcing us out of our niche. Farmers are doing more and more of their own veterinary work as veterinary supplies and equipment are becoming more available through OTC distributors. The “miracles” we’ve mixed and the advice on “extra label” drug use is coming under more attack daily by consumer groups such as “Americans for Safe Food”, and government agencies such as the USDA-FSIS and the FDA’s CVM.

How can we change, how must we change . . . to meet these challenges and survive? We will continue to do surgery, treat animals, dispense medications and for some, compounding on a wide scale will continue until the FDA locks them up. Competing with the OTC distributors has and will continue to be viable for some in our profession, but many, if not most manufacturers continue to deal us a “bad hand” when it comes to pricing, thereby keeping us from competing with the OTC market. They offer the same product under different label names and colors . . . call ours “ethical”, and dig our grave deeper as our clients perceive us as “ripping them off” with higher prices. I think we must stop and ask, “Who are our friends?” Drug companies use us, they want our recommendations for our clients and neighbors to use their products, yet refuse to deal with us squarely. Their unfair practices will not change until we apply the pressure of non-patronage.

**There are many who feel we should not be involved with dispensing medications, and perhaps we should not. But, the time has not come when we can charge for the phone calls asking for advice, or draw more in hourly wages than a plumber. Until that day, we are forced to continue our dispensing.**

How can we participate in selling advice? We know we have information that will make our clients money. I emphasize “make” instead of “save” money. For years we have been caught up in finding a cheaper, more “cost-effective” way to handle animals and their health problems. We have trained our clients well. We have told them how to cut doses, use minimal vaccine programs, and how to mix cheaper, unapproved medications. They listened, and to that list of cost-cutting procedures, they added the elimination of our services. In most cases, as their problems increased they went back to using products we had advised them against using, but continued not to use us. How do we get back in the game? Chances are we will do little to change their buying

habits until we become involved in their operations, a real member of their team, a paid team member.

How do you become a team member? First you must analyze the situation in his terms. Know your customer, what are his wants, needs, and desires? As a team member you must be able to fulfill his wants, needs, and desires . . . on his terms, not yours. A mistake many of us make is to leave the impression that he is less than smart and that we would be better managers. It is his bottom line, him being free of problems, his satisfaction that counts. The bill for your services must appear to him as but a kernel of grain in a bushel of his own satisfaction for what those services bought. The object is not to lower our prices (drugs & services), but to raise our prices, and multiply his income and his satisfaction.

What does he want? In order to answer this you must first recognize who you’re working for. There are four basic personality types in this world . . . drivers, expressives, amiables, and analyticals. Recognizing a person’s personality type is a key to understanding what he wants.

*Drivers* are *highly assertive*, as recognized often by their variation in voice inflection. Yet, drivers are **not as responsive** as some people you know, as recognized by the limited use of their hands. Drivers measure their personal values by *results*. Lots, if not most veterinarians, fit in this mold. They need a climate that allows them to build their own structure, they seek efficiency, want to save time, seek support for their conclusions or actions. They make decisions based on options and probability. The benefits you offer drivers must answer “what.” You must be on your toes because drivers are not good listeners, for what they hear may threaten their base of control and they are specialists in *control*. When you back them in a corner they will become dictatorial . . . “Well, that’s all fine, but this is the way it’s going to be.” Veterinarians who are drivers will butt heads with managers who are drivers to find out who’s in control. You must not take control away from a driver or he will not use you.

*Expressive* personalities are *highly assertive* as recognized by the expressive use of their hands. Expressives measure their personal value by *applause*. They wear popular clothes and drive popular cars. Expressives need a climate that inspires to their goals, an environment that is stimulating. They want to *save effort*, and seek support for their dreams and intuitions. They make decisions based on *testimony* and *incentives*. The benefits you offer expressives must answer “Who? Who else are you working with?” The program you outline can fail because they are not good with details, or *checking* on progress. Expressives are social specialists, yet can be vicious when backed in a corner. They can verbally

chew you up in a minute, so be on guard when you hear a change in their voice. Expressives get along with veterinarians, because we are willing to remove effort from their lives. They are not looking for a lot of attention, just a lot of applause.

*Amiable* personalities, like expressives, are very responsive as recognized by the expressive use of their hands; but, unlike expressives they are not particularly assertive as recognized by the lack of fluctuation in their voice. Amiable people measure their personal value by the attention they receive. While you are giving them attention they welcome *suggestions*, but take time to be agreeable. When you disagree with them they will likely as not find points in your argument you both can agree on, and you will leave feeling like you succeeded when in fact he will go on his merry way. It's his way of saving relationships, and *relationships* are very important to the amiable person. They feel a deep need to know "*why*" they should do what you advise, and look for *assurances* and guarantees that they are making the correct decision. But, even after they have made the decision they frequently fail to *initiate* the decisions you agreed upon. They are great "support" people, and once a program is started they tend to be *supportive* of what's trying to be accomplished and of all the people involved in carrying out the program.

The last personality type is the *analytical* person. He is not particularly assertive or responsive, seldom using his hands or voice to emphasize his points. The analytical person tends to be busy all the time, yet is very low-key about it. They like an environment that is *detailed*. They love to make sure the little things are right and are troubled deeply when you lose control of the details. Lots of nutritionists are this way . . . that may be why the good ones are so good. In working with them they need to know "*how*" things work, be accurate and precise. They do tend to get lost in the numbers, however, and sometimes have trouble making decisions, especially quick decisions. Give them time to think a matter through. In helping them make decisions, support their principles . . . their thinking process. Give them evidence and back the idea with how it will be serviced. If the issue you are promoting is in conflict with his thinking, and you press the point, he will withdraw to avoid the situation. You may view him as a procrastinator, but he is not. He will be in deep conflict. If you make the issue public and he loses face, your relationship is dead. There is nothing he dislikes more than to be wrong about an idea he has thought through.

We all have some of each of these personality traits and find ourselves moving back and forth between traits. But, when we are in the mode of a particular type, all our decisions and reactions are predictable at that point in time. As a consultant it becomes our job to recognize the mode a person is in and supply benefits that fulfill the need of that person at that time, for the good of his operation. Once you recognize who you're working with and what type of answer it will take to satisfy his needs, you have made the first step in positioning yourself as someone who can sell advice. You will be able to

get done what they want done.

Next, we have to position ourselves similarly to other professionals, but not M.D.'s, who get paid for advice. The veterinary profession has coat-tailed the human medical field in many aspects. That will not work if you want to consult. The professional that does get paid for consulting, that we would be most familiar with, is a C.P.A. What does he provide that you cannot do yourself? The C.P.A. provides you with *detailed* analysis of your situation, allowing you to save time and effort. They help you analyze the results of your activities and give you assurances that you really know where your business is. Notice . . . the major needs of all four personality types were met . . . detail, analysis, time, results, effort, assurances. These are the keys you must reduce to paper. Concrete evidence that your clients needs have been met and that the money you made him by improved operation performance (drivers-improved efficiency and better results, expressives-effort saved and recognition, amiables-attention from peers and improved relationships, analyticals-smoother activities and accurate decisions) was much, much greater than your fee. All your clients want to minimize their management problems and feel a real reward for their operations.

**Who is your target? Research has shown that people involved in more than one business, operations that are owned by several people, and operations highly leveraged with good cash flow are the primary users of consulting services. These may include feed manufacturers and drug companies as well as animal production units.**

How then can you provide a service a step beyond what they are accustomed to from veterinarians? All operations, small or large, have a need for a wide variety of services. The key is completing the circle on the services you provide. It means evaluating your services and your recommendations in such a manner that your client always knows that he received added value many times over your fee. The value must not only be economic, but must be the satisfaction from having his other personal needs met.

Computers are an excellent tool for analyzing his operation and value of your services. Programs such as LOTUS 123 are relatively simple to run and are very versatile. You must be thorough and professional in your approach to analyzing his operation. It is the regular (monthly, quarterly, etc.) feedback you can offer that will put you in the class of a consultant. Part of your feedback will involve evaluating products or procedures in his operation. Just because it works for one operation doesn't mean it will work for him. You can help him fit new technologies to his operation. The use of simple statistical formulas, such as Chi-square, pooled mean, and regression analysis are available on many sophisticated calculators, making it easy to evaluate data and predict health performance.

The test most of us are familiar with is the Chi-Square. It is performed as follows:

**SAMPLE**

A	B	A+B	10	90	100	Vacc. 1
C	D	C+D	30	70	100	Vacc. 2
A+C	B+D	A+B+C+D	40	160	200	
$(AD-BC) 2 (A+B+C+D)$			$(700-2700) 2 (400)$			
$X^2 = \frac{(AD-BC) 2 (A+B+C+D)}{(A+B)(C+D)(A+C)(B+D)}$			$= \frac{(100)(100)(40)(160)}{(100)(100)(40)(160)} = 25$			

With one degree of freedom at the 90% confidence level, any value greater than 2.7 would suggest the values you observed were real differences, therefore, in this example Vaccine 1 is the winner.

**Chi-Square** is very useful in evaluating products and new techniques. Six replications are usually required before the variation between groups is accounted for.

Another useful test is **Pooled Means**. It is useful to test differences in the average value (performance, sickness rate, etc.) between large groups of animals. For example, if the old sickness rate for a specific class of cattle has been 30% and you change a procedure and observe only 20% morbidity following the change in the next 10 groups, is the observed difference reliable enough for you to put your credibility on the line? To test this you can use the formula:

$$Z = \frac{\frac{P_n - P_o}{P_o(1 - P_o)}}{N}$$

And if the value you solve Z for is greater than 1.28, you can be 90% confident in the new procedure.

$$Z = \frac{\frac{.2 - .3}{(.3)(.7)}}{10} = .69$$

Since the value you solved for is less than 1.28, you cannot be 90% assured in the new procedure and should continue testing.

While there are many other very useful statistical tests, the last test I will discuss will be **Regression Analysis**. Simple regressions, comparing the relationship between factors, has been perhaps the most valuable procedure I have used in my work. It allows you to establish the value between factors that effect health, and predict how those factors will effect future groups. The following example will illustrate how to use regression analysis in a health program. (NOTE: The TI59, Radio Shack 100, and most personal computers have these formulas built in.)

To compare shrink vs. death loss in 5 pens of cattle (these are fictitious values only for this example);

DL%	Shrink %	DL2	DLxSH	SH2
0	2	0	0	4
1	3	1	3	9
2	4	4	8	16
3	5	9	15	25
4	6	16	24	36
10	20	30	50	90

$$SSdl = 50 - \frac{(10)(20)}{5} = 10$$

$$SSdl = 30 - \frac{(10)2}{5} = 10$$

$$SSsh = 90 - \frac{(20)2}{5} = 10$$

Predictor (P) = SSdlsh/SSsh = 10/10 = 1. Thus, every 1% increase in shrink increase death loss 1%.

While this example was simple, the relationship between factors is seldom this obvious. To calculate the reliability (r2) of the predictor, use the following equation:

$$r^2 = (SSdlsh)^2 / (SSdl)(SSsh) = (10)^2 / (10 \times 10) = 1$$

r2 of 1 is a perfect predictor. The closer to 0, the less the correlation. For example, say .25 would suggest that only 25% of the death loss might be related to shrink; thus, 75% of the death loss would be related to other factors such as order buyers, breed, season of year, animal weight, etc. Mathematical analysis of your program and his operation is a big step and can be included as part of your routine reports.

In a monthly health report you can include evaluations of death and sickness rates for the previous 30 days and predict what they will be during the remaining ownership; analyze all causes of death and sickness; pinpoint specific problem areas and how they relate to management, personal, environment, and disease. You can analyze all health costs (prevention and treatment) and project health effect on performance. Each quarter you can analyze the health-performance interface between animal source (specific order buyer, sale barn, etc.) and shrink, animal type (breed & flesh condition), and prevention programs (changes & new techniques that have been instituted).

**Personal training can also be a big part of your services. At monthly meetings, seldom lasting longer than a lunch break, you can review where their problems have been, what to look out for doing the next month, discuss a disease topic, and evaluate progress on their goals.**

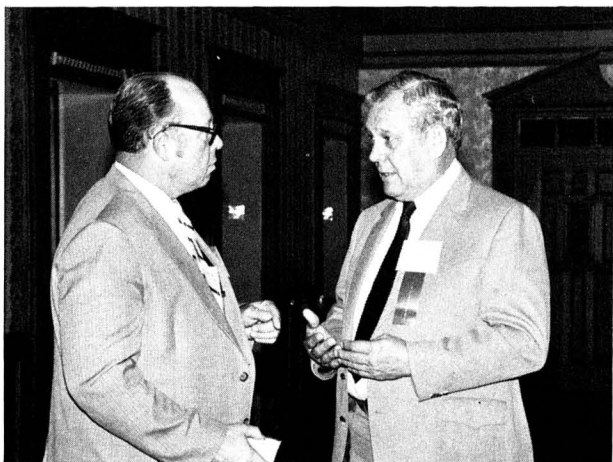
Reviewing your reports and training sessions with the owner or manager is a must, asking lots of questions to make

sure everything is on track. You need to anticipate his concerns and be ready to ask a lot of questions about his view of the problems. By asking questions you will be in a better position to judge what personality type he is operating in at that time, and then provide solutions acceptable to his needs. If you can use his data and your data analysis to tailor the solution to his specific needs, he will be much more comfortable. Then let him participate in finding the solutions. He will like them a lot better and be more willing to accept any problems associated with the solutions.

Once you successfully establish yourself in a consulting role with one client, you can use your activities to springboard into other operations. At that point you will have demonstrated to other operators that indeed you have a service worth their consideration. To build momentum you can become involved in the industry . . . giving talks, writing articles, owning cattle, and/or active membership in related professional associations.

Be creative in your approach such that your solutions are always specific to each operation. People will pay for specific answers while generic answers are generally free. Be creative in your fee schedule, too. Make the method of payment comfortable. Some operators will be more comfortable with monthly fees, and yet others with a fee per animal unit. Hourly fees are not a bad place to start, but they can be a real trap, placing a lid on your involvement in his operation.

Personality Types				
Type	Look For	Give	Answer	Look Out For
Drivers	Assertive (Voice)	Results Control Efficiency	What	Dictating
Expressives	Assertive (Voice) Responsive (Hands)	Praise Ease Dreams	Who	Attacking
Amiables	Responsive (Hands)	Attention Suggestions Assurance	Why	Agreeing
Analyticals		Details Precision Principles	How	Avoiding



You will still get lots of calls for free advice. Just keep the free advice generic and always drop a hint about the value of one of your consulting clients is receiving from solutions tailor-made to fill their needs. You will be amazed how many of these free calls will convert to steady consulting clients. Then all you have to do is never lose sight of their needs.

### Response to Pressure

Drivers---->Dictate---->Avoid  
 Expressives---->Attack---->Agree  
 Amiables---->Agree---->Attack  
 Analyticals---->Avoid---->Dictate

### Steps to Successful Consulting

1. Recognize possible clients.
2. Recognize client's personality.
3. Question to find needs of his operation & personality.
4. Analyze data and get feedback from analysis.
5. Tailor solutions specifically to his needs. Avoid threatening his position.
6. Evaluate and review progress regularly with client.
7. Add extra value (personal training).
8. Get involved in industry.
9. Be specific yet creative in your approach.

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