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Setting Up and Operating a Sport and Exercise Psychology Consultancy Practice

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Abstract

In this chapter, Hannah and Paul tell their unique stories of setting up their sport and exercise psychology practice as businesses in the UK. Hannah established a successful group consultancy business and shares advice and guidance in the first half of this chapter. She explores how she began, getting those first clients, how and why group consultancy works for her, and finishes with tips and advice on how to navigate the minutia of this type of work. In the second half of this chapter, Paul discusses the lessons learned to open and run a thriving private practice over the past 15 years and, more recently, launching an online directory of Sport Psychologists. The training routes in sport and exercise psychology prepare practitioners for the practice of sport psychology rather than the business of sport psychology. The business of sport psychology, therefore, requires practitioners to learn from supervisors and other successful entrepreneurs in the field. With a proliferation of digital services for business, almost everything to begin and develop your business can be planned and executed from a computer with internet access. The future of private practice is awash with opportunities for the faithful practitioner.

Getting Started

When I (Hannah) thought about becoming, and eventually became a Sport and Exercise Psychologist (from now on, I will refer to my job as a Sport Psychologist), I knew I wanted

to be a Psychologist, and I knew I wanted to work with a population that I would understand – athletes.

What I did not know was how I was going to work. I assumed, perhaps naively, that I would become employed by a large organisation or team and work as an employee. However, there are few full-time applied roles and so it became apparent to me quickly that I would need to set up my consultancy. What I also learned is that I did not want to do it on my own. I wanted to create a group of practitioners that I could trust and that would allow me to build a brand and offer a service to athletes I was proud of. When training to become a Sport Psychologist, no one told me I would need a knowledge of the business world, and so this chapter aims to explore how I started my consultancy, Optimise Potential, and how I made it into a group consultancy that thrives financially and allows me to be the boss.

People will often say that they love the idea of being their own boss. And I get it. It seems, on the face of it, really enticing, with flexible hours, flexible responsibility, flexible holiday. However, starting your own business, being your own boss, is incredibly hard. It is hard logistically and financially. Having no one to answer to means that it is all down to you. If you don't work hard, the business does not progress. For many years, I worked all weekends, and no phone call went unanswered, even on a Sunday evening. There is stiff competition, and you have to stand out, and doing that means working harder and smarter than your competitors. If a new/potential client contacts me, they never wait over 24 hours for a reply. They have rewarded me for my promptness and organisation, and I would encourage that attention to detail for others starting out.

I will pause here to say that often those of us in a helping profession can feel daunted or ashamed in talking about money and financial gain. You cannot, however, do your job well without being paid to do it. Under-charging undervalues and undermines your work, all the training you did to get to this point and the profession. You cannot pour from an empty cup,

and sometimes that proverbial cup needs to be filled with financial security. Being paid and being paid well to do what you have trained for also means that when a client or team comes along that cannot afford you, you can offer your services for discount or pro bono. But you cannot offer a discount or pro bono work if you cannot make ends meet.

Why Private Practice?

As I already mentioned, my foray into private practice stemmed from necessity, but looking back and actively working in private practice to this day, I can comfortably list a huge number of pros. Working in private practice allows you to gain experience, and it allows you to do so in a vast range of sports. In my time, I have had runners, swimmers, divers, equestrian athletes, gymnasts and boccia players, come through my doors, just to name a few! I have delivered workshops to lacrosse players, tennis players, triathletes, footballers and so many more. The breadth of sport type and client type that I have got to work with would have been impossible in a role with a single team or organisation. This proficiency in a range of sports has allowed me to gain experience that is useful for my CV and career progression, but also private consultancy work also pays better. While not without its own overhead, the money I can make with a single private session is often more than what I can make seeing a player as part of a scholarship scheme or National Governing Body.

Setting Up for and Securing Your First Clients

After my MSc and starting on my supervision journey meant it was time for me to find work. It takes time to build experience and build connections within this world, and it is important to know that your supervisor will (most likely) not provide you with clients or work. That is your responsibility. I have outlined my personal journey to working full time in sport psychology in Figure 6.1. You can see that I coached gymnastics to help subsidise my supervision while I gained a client base. But the question everyone has is how did I secure that first client? How did I get started?

Figure 6.1 My personal timeline from undergrad graduation to moving Optimise Potential to a group consultancy. OP = Optimise Potential.

The first thing to know is that I didn't necessarily do it all "right." I didn't set out a business plan to start, but perhaps if you are reading this ahead of starting your work, your foresight and organisation out-matches mine and you will be in a better place than I was and create a plan. That being said, what I did (what we outline below) worked for me to get those first clients despite being rather ad hoc in creation. Before we dive into the logistics, I will add that when reaching out to your potential first clients you need to know how to describe sport psychology quickly and clearly and what you can offer to potential clients. Figure out a way to market your work that is truthful and exciting both in written format and when networking in person (readers are referred to Chapter 7 of this book for guidance on marketing yourself) (Figure 6.2).

Figure 6.2 Checklist for your first client.

To start consulting you need "the basics": you need to have a consent form that will keep you and your potential clients safe, you need to be clear on prices and cancellation fees and you need to know how you will work. You need a clear process when a client comes to you, engages in your services and how they will pay (aspects of these basics to consider can be found in Figures 6.3, 6.4 and 6.5). I can recommend contacting other therapists, counsellors or Psychologists and asking about sessions or visiting their websites to see real-life examples of the aforementioned.

Figure 6.3 Items to consider for inclusion in a client intake form.

Once you have a few clients engaged in your services (more on finding those below), you can grow the "nice to haves" (see Figure 6.2). You don't need everything in place to get started, and you will adjust many aspects of your consent form, prices and website as you move forward, but it is important to get a few key things in place. As I discuss how I got my first

clients, you will see that my order and method may not have been the “right order” upon reflection, but it is an honest account of my experience so you can learn from me and what I did right... and wrong!

Figure 6.4 Items to consider when establishing prices.

Figure 6.5 Aspects to consider when establishing how you will work and run your private practice.

Despite now feeling like it is a “nice to have,” the first thing I did was set up my website and had a logo designed. I think a website is not essential, but it is helpful, and I would suggest it should be your priority after setting up “the basics” (see Figure 6.2). For the website, I used Wix,¹ but there are various platforms that can help you set up a professional-looking website. But be aware that there are fees. Paying for domain names, email addresses and website upgrades can cost about £100–£200 a year depending on the number of domains. The website needs to be the first point of information about what you can offer to clients and so information should be accurate. When starting my website, I decided to not name it after myself because I thought I may have the long-term goal of creating a business that was a group consultancy and a brand larger than me. Something for you to consider as renaming is often hurtful to brand success. To start a website, I also needed a logo, again something that can take financial investment. For a logo that will go on the website, business cards, shirts and more, taking the time and resources to have one that looks professional is key. It needs to be yours, and so that you own the copyright. It needs to be of excellent quality so that you can blow it up as large as you may want from tiny business cards to banners!

Once I had my logo and website, I started making phone calls and sending emails. I emailed local physiotherapy clinics to see if I could be on their websites as someone they referred to and trusted. The more places my name was on the internet, the better. Starting grassroots with local clubs is also a great place to begin. Emailing local swim clubs, Sunday league rugby

clubs, local gyms and so forth is much more likely to get you that first workshop experience than emailing all the Premier League academy clubs in the nation. It also will allow your confidence to grow as an applied practitioner. Most likely, coming out of your MSc, you will lack applied experience, and that is okay. But this is your time to get that experience and not worry about how elite or fancy the club is where you find that experience. Workshops are a great place to start, they can feel less intimidating than a 1-2-1 meeting with an athlete and it also exposes your work to many more people in one go. It was doing workshops for local clubs that eventually got me enough experience to land a part-time role with Swim England, which is when my applied career really took off.

That First Workshop

Let's say you get that first workshop with a local club: there are a few things to think about when you give a workshop that you might not learn in your MSc, namely what are the logistics? I have shown up to rooms where I was promised a projector and there wasn't one (this has prompted me to buy a small cheap one). Or there was a projector, but no plug. Sometimes, athletes are sitting on the floor, and it is hard to write and therefore pay attention or get engaged (I now travel with clipboards). I have printed worksheets to increase engagement for the 30 attendees only to show up and find there are 50 athletes there. Knowing what to prepare and deciding what is your responsibility versus that of the clubs is important to nail down and to nail down in writing. Even if you are working for free, learning to draw up a short contract of what you will provide and what the client/club handles is key. What happens if training runs late and so your workshop starts late and you miss the last train home? What if your workshop needs tools or materials, you thought the coach was printing, and they thought you were printing? If online, who provides the Zoom link? In short, write a contract and spell it all out. You will look professional and save yourself from tons of mess.

Of course, smaller clubs have less budget and so you have to think about what you will do/can do for less money *and* gives you that experience in your early days. As mentioned before, you need to make money and working for free beyond your first workshop or two or first few clients will only devalue your work and the profession. It is very hard to ask for payment after working somewhere for free, so establish that if you will work for free or for a discount, it is a one-off. Get this in writing. Talking to clubs about each member paying £3 to attend a workshop is a great way for you to at least get some money for travel or any expenses. If you can offer free work as you gain confidence, that is an option, but work on increasing your fees as soon as possible. You can remain flexible and open to negotiation, but you can't work for free forever. People will pay for what they value, so make your service something of value. Also, something I learned long ago is that when clients pay for sessions, they also value the sessions more, will put more effort into your work together and won't cancel last minute!

Why Group Consultancy?

When I first set out to practise sport psychology, I did so on my own. However, a group consultancy, something I had only seen outside sport psychology in more clinical realms, quickly became of interest. In group consultancy, you have peers to learn from, colleagues to enjoy and the business can be bigger than you and therefore it can reach more people and you can make money while you yourself are not working. A group consultancy does not need to only be a group of psychologists. Some of the most successful consultancies are those that are set up across-discipline and Optimise Potential have partnered with some great sport nutritionists and strength and conditioning coaches over the years.

Expanding to Group Consultancy

About two-and-a-half years after first reaching out to a local swimming club, I felt my consultancy could expand to more practitioners. The reality of this work is that most clients want a session somewhere between 4 pm and 8 pm each evening or on the weekend. So even though I was not technically at full capacity, I was rapidly running out of 6 pm and 7 pm slots. I also wanted to expand as I knew it would offer me professionalism I currently didn't have, and I wanted to expand what I had created and remain in charge. This reality, coupled with two coffee shop chats I had with Serena MacLeod and Hannah Winter, meant that I considered how I could expand the consultancy.

When expanding to other practitioners, it can be nerve-racking. It is your name, your reputation and your brand on the line. So a lot of thought needs to go into who you will hire and bring into your group; be picky. Before my coffee shop chats with Serena and Hannah, I don't think I knew what I was looking for in a fellow consultant, but once I met them, I learned a few things that I knew would make them great. The first thing was that they wanted to be part of a peer network and learn from me, and I wanted to learn from them. They were also slightly different to me in how they practised and where they saw their niche (e.g., Serena has expertise in para and disability sport). I knew that by having them on the team, it would expand Optimise Potential's expertise, not simply be a replica of my own. Finally, I could see myself wanting them to be my Psychologist if I was choosing one. I liked their mannerisms, their training and their style. Neither had a wealth of international experience working with famous athletes, but they were (and are!) good at what they do, eager to learn, self-aware of what they need to progress in their own careers, great team players and kind. In short, I could see their potential as practitioners and as colleagues and that is why I picked them. The same was true when, a few years later, I expanded the consultancy to include Louise Byrne and Alex Stoyel. Louise and Alex each had unique expertise in other therapy modalities and sports that expanded Optimise Potential and meant that we remain greater

than the sum of our parts (see Figure 6.6 to read why Serena, Hannah, Alex and Louise find it valuable to be part of a group consultancy).

Figure 6.6 Quotes from OP practitioners on why being part of a group consultancy is valuable to them.

Legal and Logistics of Group Consultancy

When Serena and Hannah (and eventually Louise and Alex) joined my consultancy, I did not have enough work to promise them full-time employment. Some weeks, I would have enough work, and in others, I wouldn't. So we operate with everyone as self-employed, but we work as a group consultancy. I do not employ them, which means I do not pay sick leaves, holidays or pensions. I will next outline how we work.

- All the consultants in the group must have their own liability insurance and be part of a recognised training route in the UK or be accredited by governing bodies. They each have their own supervisors as part of their post-MSc qualifications, but I am there as a mentor as the most experienced practitioner in the group.
- By being part of Optimise Potential, I run the website, pay for the Google advertisement fees, and in the past, I have offered shared office space. When clients come to me either through the website or through word of mouth, I pass them along to one of my consultants. When I do, I do all the legwork of creating and sending an intake form, letting the potential client know about our Terms and Conditions (which include things such as how to pay, late fees and cancellation policies). I allow my practitioners to just do their jobs, which is to be a Sport Psychologist and minimise the administrative burden on them. I offer workshops and 1-2-1 work to whoever is the best fit for that client's needs and based on the

capacity of the practitioners in the group. I know what type of client each of my practitioners is best at working with and what they enjoy most. I keep an updated account of everyone's current capacity so that I can pass along an incoming client with logistical ease and know that the support they are getting is top-notch.

In return for my work, and for being part of the brand which has a much larger reach than any single one of us alone, they pay me a referral fee of 10% on each session they do with a client for the first eight sessions, and they pay £25/month to be listed on the website. These fees are what I feel are right. It can be tempting, especially when working in a helping profession, to feel the need to justify them. However, I have learned that if someone does not want to be part of the consultancy because of the fees, then they will not join. While it is wonderful to work with colleagues that I now call friends, there is a business to run, and that business must come foremost for everyone's sake. You can be flexible or open to negotiation regarding your consultancy fees, but don't undervalue yourself by over-justifying why you do what you do.

I also require certain things from my consultants. For example, they must help with social media posts, creating them and promoting them. Each person must do two a year so that we have content every few weeks. They must promote the consultancy in the work that they do. When I send them an email, I expect a reply within 48 business hours, but if it is a new/potential client, then I expect them to reply within 24 hours. I have earned the reputation of being prompt and responsive and I want that same reputation for my entire consultancy. If a client writes to three sport psychology firms when searching for a Sport Psychologist, I want our group to be the one who replies first.

I write everything I expect from my consultants in a contract. Even though when starting out, it felt casual, not having things in writing only makes things more complicated in the long run. Even if you are setting up a consultancy with friends from your MSc, create a contract

and make it professional. If you are running the consultancy, it is important that at least in part of your relationship you know that while you are friendly; you are the boss.

Operating as a Consultancy

The aim of any consultancy is to operate as one rather than a collection of individuals, and for everyone to rise to new career heights together because of the group. This took several years for Optimise Potential, but we have eventually got the entire group hired and have a retainer fee with a few organisations. As with the ethos, you want the work you can do to be greater than the sum of your parts. One of the hardest things as the Founder and Director of a consultancy in which everyone operates as freelance or self-employed is keeping your consultants engaged in being part of the group. This is key, as you do not legally require them to sign non-competes or to turn down other work. If your consultants can get work elsewhere and not have to pay a referral charge, what entices them to be part of your group? Offer them what they cannot get elsewhere. That can be things like mentorship, reduced admin for them to do, advertising, enjoyment of having colleagues, shared resources (such as workshop slides and worksheets for clients) and a consistent workload that shows them that the consultancy allows for more work to come in. At Optimise Potential, I offer these things to my practitioners and do things like holiday parties and organise speakers to come in for peer mentorship chats. Being part of my consultancy also means that I advocate for my practitioners. I set up the payment and fees policy, so they do not have to have those trickier conversations. I will be the one who says, “no we do not offer that type of work for free.” I will chase up those people who have not paid my practitioners and so forth. I act as a buffer if needed with the business side of things.

Final Thoughts

The overall aim of group consultancy is for the group to be improved at offering great sport psychology services than a sole individual could ever do on their own. For you, as the Founder and Director, it means that you will end up doing more work as a small business owner rather than as a Sport Psychologist. Consider that. Being your own boss is hard, being others' bosses is also hard. It takes a lot of love and care to grow something from nothing, but in terms of career progression and potential financial gain, there are enormous benefits to reap.

Launching a Private Practice

Setting yourself up in private practice means dealing with two major themes: one is professional and the other is personal. I (Paul) shall open with the personal theme because it determines so much of our professional success or failure in the years that follow. When I opened my private practice, I did so for several reasons: independence, flexible working hours, working from home and time away from the upheaval of company politics and ways of working. Although I value financial income and a sense of achievement, these motives were, and remain, low on my list of primacies. I hold a mix of pure and shadow motives for being a Sport Psychologist. Through supervision, I learned that one of my pure motives is to help others and one of my shadow motives is to meet my needs through helping others. If I do not recognise my motives, I cannot be sure how they influence my actions when working with clients, so I continue to explore these motives under supervision. Four common shadow motives in helping professions like sport and exercise psychology are (1) the drive for power, (2) meeting our own needs through others, (3) the need for others to like and value us and (4) the wish to heal (Hawkins & McMahon, 2020). I raise these points here so that we can know ourselves, our motives, shadow and pure, and stop ourselves from using others inadvertently, for our purposes, or project parts of ourselves onto clients rather than facing those parts

ourselves. In private practice, these motives ebb and flow, so it is our duty to make sense of these personal challenges running a private practice.

We might see one professional practice succeed while another falters, yet all the external factors (e.g., accessibility to clients, office space, consultancy support) appear similar. The differences between those businesses that succeed and those that fail usually lie at a business level with specifics such as an insufficient cash flow or capital to begin, a deficient business plan, a faltering advertising strategy and a scarce customer base. But if we add to this list (1) personal challenges, (2) few business skills and (3) motivation to address the business challenges and the encroaching demands (e.g., supporting a family, working from home), we might sink under their pressure. To begin, we need to address motivation, dependable business skills, planning and managing acceptable risks.

We can help ourselves by talking to others who run a successful private practice, read business books, watch tutorials for advertising ideas, for example, and seek a business advisor. I benefitted from setting up a trading company when I was 20 years old, which runs successfully to this day. One of the first steps to set up a business is to write a business plan.² A business plan helps you to clarify your idea, set goals, identify problems and measure progress. A business plan forecasts sales income, cost of sales, overheads and profit. I read several books available in most libraries to develop my business plan and my accountant assessed my business plan with me. The books offer step-by-step guides to follow. Because you are your business, your well-being is central to the success of your business plan. We need to take care of ourselves and part of this process is remaining agile personally and professionally. For example, professional agility might mean offering services by telephone, e-mail, online and face-to-face. But it might also mean diversifying your portfolio of work by lecturing, public speaking, book writing, course writing, contributing to local and national media and so forth. You might not enjoy all tasks associated with running a successful

business, so I try to work with a 4:1 ratio. For every four engaging, enjoyable and enriching tasks (e.g., meeting clients, writing blogs, giving workshops and reading), I undertake one necessary but less enjoyable task (e.g., invoicing) for my business success. This ratio works well for me and keeps the scales tipped in favour of my intrinsic motivation.

Managing Our Time and Resources

My time matters to me, and I like to have psychological boundaries between my work and family life. I begin by addressing legal and business issues to erect this psychological boundary, offering peace of mind for me and my clients. At the outset, we have legal issues to manage for our safety and security and that of our clients. For example, we can address General Data Protection Regulation (GDPR) for the information your record about your clients by using an online system (e.g., <https://www.writeupp.com>) that also helps to organise a host of related issues (e.g., bookings, invoicing, contracts) that reduce your administrative burden and increase your time to work with your caseload. Many practitioners use their website to explain their services, fees, late appointments, insurance and affiliations for the client's benefit. You can help clients make the best decision for their needs by offering this information and assurance about your qualifications, approach, accreditations and fees.

While we offer the client confidence in us and our ability to work with them safely, we also need to stay safe; therefore, once qualified, we can develop our CPD by attending training events and conferences, auditing our practice and asking clients for their evaluation of our practice. Through ongoing supervision, we can practise self-care and perhaps offer supervision to fellow practitioners in sport and exercise psychology. Dealing nimbly with problems keeps problems in their place and in perspective. With a growing caseload, we need dependable professionals to whom we can refer clients (e.g., General Practitioner, Counselling Psychologist).

The benefits of working in private practice I wrote about above ought to be tempered with the costs of holidays, room rent (if you see clients in a practice), unpaid leave, telephone, Wi-Fi, marketing, computing, travel and parking. Some of these items are capital items (e.g., car, computer, phone, photocopier, furniture) depending on whether you have a rental practice space you would also have costs such as water, heating, electricity and business rates. To pay these expenses, we need clients – no clients, no money, no practice. Earning money means we need to consider our location, our competition and the services we offer. In our line of work, we offer our time for money; however, we might exchange our expertise for money with an online course (e.g., learning to focus) too. Today, we can offer services to a worldwide audience using Skype, FaceTime, Zoom or a host of other online systems. With this global audience, offering services online is sensible, efficient and exciting for service providers and service users. Imagine a swimmer in Sydney wishing to work privately with a Sport Psychologist in London whom she valued because of the psychologist's expertise, training, honesty, trust and sound practical support. Even with the distance and time difference, it's still possible for good service delivery to unfold online.

The greatest challenge after gaining our qualifications to practise is marketing and advertising our services to a local and worldwide audience. I have spent about one-fifth of my consultancy time developing all areas of my practice, especially for members of the community to find my services online, understand my credentials, get to know me and my ways of working and book my services using an online payment system. Many businesses offer goods and services for an e-mail address to build a portfolio of followers. These goods and services might include an e-book, workbook, resource manual, downloadable MP4 or access to a video series. These offerings take your time; however, they form part of your marketing and advertising investment, which flourishes cumulatively.

Being a good sport psychology consultant and establishing a flourishing private practice depends on your digital presence more now than ever because most people are searching and purchasing needs and wants online using their mobile phones (readers are referred to Chapter 8 for advice on using digital technology to enhance their consultancy). For this reason, we need to be accessible online (e.g., website, social media, directory listing) and mobile friendly with values and standards of service from our digital profile that exude responsiveness, efficiency, effectiveness and trustworthiness.

Many sport psychology consultants split their time between private practice and other employment (e.g., university teaching). When we work for an employer, we often miss the significance of what they offer until we set up a private practice, such as paid holidays, maternity pay, office space, equipment (e.g., computer, telephone), training, pension, colleagues and more. It is not always easy to secure employment and it's possible to be made redundant. While we become our own boss in private practice with our time and flexibility as options, we need to consider securing office space, equipment, insurance, pension and so on. Now in the 2020s, we can enjoy the best of both worlds with the security and flexibility of each option. The move towards online consultancy means we do not need office space or to rent rooms, pay business rates, heating and electricity if we are working from a home office (of course, we pay indirectly for these goods and services through our cost of living). You can set up a website in a few hours (e.g., the Wix platform) and be available for online customers thereafter. You can invest in paid advertising, search engine optimisation, list in an online directory and be ready to see clients at your availability. You can set up a limited company at Companies House³ and complete your own accounts or seek the support of an accountant whose services you can secure for £350/per year depending on the time spent on your accounts. I have benefitted enormously from the expertise of an excellent accountant.

Along with a colleague, I set up another business – Sporting Bounce – an online directory for general professionals working in sport to connect local people with local service providers.⁴ Professionals working in sport advertise their services in our directory through their profile page which details all their credentials, contacts, experience and so forth. Then, we promote their profile page to their local community through online advertising (e.g., Google Ads, social media outlets, e.g., Twitter, Instagram). This business demanded significant capital investment and time; the capital I gathered through my (1) trading company and (2) my private practice. My colleague and I believe in generating business services and security for other professionals who perhaps cannot help themselves easily at this point in time.

I enjoy the blend of researching, writing and teaching at university, working with clients in private practice and running my other companies to help others to generate an income to enjoy their lives. Although I enjoy this variety of challenges, I do so within time boundaries (i.e., 9–6 pm) and not working at evenings or weekends. My natural idleness and lack of ambition mean I work efficiently to enjoy time outside work, especially spending time with my children, my wife, my friends and myself. I enjoy a full life because I spend my time doing things I enjoy. What I feel is most important here is not just the practicalities shared but also that you can learn along the way and most, if not all issues, are practical or emotional. The good news is that you can help yourself solve these practical or emotional issues with the help of mentors, supervisors, family and friends. Though I hold no ambition for fame and fortune, I love mastering tasks. If you see a queue, you will probably find me at the back of it, but it's not an issue for me because I gain all my happiness and enjoyment in being with others, reading, writing and mastering tasks (e.g., baking a cake, woodworking). In short, I love simple processes and I let outcomes take care of themselves. So if you wish to set up a successful private practice, enjoy the processes along the way (as a good Psychologist might suggest), bask in the small wins they offer you, and getting better is its

own reward. I set the bar low and I keep it low; yet in there lies a wonderful success. My behaviours are simple yet cumulative, which means though I might only write 500 words in one working day, it grows to 50,000 words after 100 days. Let's finish this chapter by you choosing to do one simple, low-bar task, to help you start your private practice.

- Visit a website provider like Wix and see which business options suit you.
- Send an e-mail to a company specialising in SEO or PPC advertising to find out more about their services.
- Write one blog of 500 words about your favourite topic in applied sport psychology and share it on a social media platform.

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Hawkins, P., & McMahon, A. (2020). *Supervision in the helping professions* (5th Ed.). McGraw-Hill Education. Kindle Edition.

¹ www.wix.com.

² Santander provides a template for writing a business plan online which can be found at <https://www.santander.co.uk/cs/gs/StaticBS?blobcol=urldata&blobheadername1=content-type&blobheadername2=Content-Disposition&blobheadervalue1=application%2Fpdf&blobheadervalue2=inline%3Bfilename%3D59%5C214%5CuB1+Writing+a+business+plan.pdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1314010759188&maxage=3600>.

³ <https://www.gov.uk/government/organisations/companies-house>.

⁴ www.sportingbounce.com.