



APPWT WEB & AI SOLUTIONS

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The AppWT Reiki Master Business Manual

Reiki

Written by Anthony “Tony” Paris

AppWT Web & AI Solutions (AppWT LLC, a family company)



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A NOTE ON SPELLING

This manual is read in the United States, Canada, the United Kingdom and Australia. Where a word is spelled differently in different countries, both spellings appear the first time the word is used, like color/colour. After that, one spelling is used so the page stays easy to read.

HOW TO USE THE TECHNICAL NOTES

Smaller italic notes marked *For your tech person* hold the deeper detail: exact settings, file names and commands. You can skip every one of them and the manual still makes complete sense. Hand them to whoever looks after your website.

IMPORTANT

This manual describes security practices that AppWT uses and recommends. It is written as general guidance for business owners. It is not legal advice, and it is not a guarantee that any system cannot be attacked. Security reduces risk. No honest provider will promise to remove risk entirely.

Every incident described in this manual comes from work AppWT actually performed. Client identities are deliberately withheld, because a client's security incident is not ours to publish. Where the business involved is AppWT itself, we name ourselves.

A Note From Tony

The call that led to this book came from a Reiki Master who wanted a new website. Twenty minutes in, it was plain that the website was not her problem. She had no published rate, no cancellation policy, and no way for a stranger to book a session without sending a message and waiting for a reply.

I have run AppWT since July of 1997, and websites are only part of what we get asked about. Practitioners call about a page and then ask about a price. They ask what they are allowed to say on a flyer. They ask why a fair rate feels rude to name out loud. Those are business questions, and they arrive in almost every conversation we have with people who work with their hands in a quiet room.

This book exists because that instruction is missing from most training. A Master class has a full schedule already. Hand positions, ethics, self-practice and the attunement fill the days, so pricing, insurance, local rules and booking software are left out. That is a reasonable choice by the teacher and an expensive gap for the student. The gap is what you are holding.

So here is what this book will promise. It covers the business half of a Reiki practice and nothing else. Every chapter ends with something written down, and there are eighteen of them: a lineage record, a scope statement, five client forms, a run sheet, a rate floor, a liability ledger, a booking link, a class profit and loss, a phrase bank, a dated plan. Work the chapters and you finish with a folder of documents, not a good feeling.

Here is what it will not promise. It will not fill your calendar for you, and any book that says it will is selling you something. It does not teach Reiki, and it does not print the attunement, because that belongs to your lineage and passes from teacher to student. It is not legal, tax or medical advice. Where a decision needs your own attorney, accountant or insurer, the text says so plainly instead of guessing on your behalf.

One rule runs through every page and it does not bend. Nothing in this book will ever tell you to say that Reiki cures, treats, diagnoses or heals a condition. There are two reasons. The first is the person reading your words, who may put off care from a licensed health professional because of a sentence you wrote in ten seconds. The second is that published words are advertising, and advertising has rules. You will be given wording that is warm, honest and lawful. Reiki is complementary to licensed care and never a substitute for it.

Work through it in evenings. Read chapter one first, then part one in order, because the paperwork and the state lookup make everything after them possible. After that, take the part your practice needs next. Keep one folder, on paper or on a screen, and put every output in it with a date. Dating things is not fussiness. Rules change, rates change, and a note with no date on it is a guess wearing a nice shirt. Do not try to organize/organise the whole book into one weekend.

This is a second version, written for the market as it stands in 2026. Distance sessions are a normal, booked, priced product line now, and the old habit of treating them as a favor/favour squeezed between real appointments is retired. The federal rule on reviews and testimonials has been in force since late 2024 and it changed how you may ask. An AI answer now sits above the map results on many searches and summarizes what your other listings say. Some numbers move every year, so the book teaches the lookup and tells you where to confirm rather than printing a figure that ages badly.

Nothing in here is hard. Most of it is a decision somebody has to make, and you are the only person who can make it. A skeptical/sceptical stranger deciding whether to book you is really asking whether this is a business. Give her eighteen honest answers and she will have one.

Anthony “Tony” Paris

Founder, AppWT Web & AI Solutions · Livonia, Michigan

How to Use This Manual

Read chapter one first. After that this is a work file rather than a story, and you can take the parts in the order your practice needs. Each chapter ends with something you write down, so keep a folder open beside you.

The chapters build on each other in one direction. Part one produces the records and permissions that let the rest happen, and part three uses the cost floor from chapter nine in three later chapters. If you skip ahead and hit a number you do not have, the text names the chapter that makes it. Every output gets a date on it the day you write it.

The parts

Part One turns a certificate into a business. Four chapters map the three ways a practice gets paid, build a lineage record a stranger could check, teach you how to find and read your own state's current rule, and set up the entity, the insurance and the five client forms that protect both people in the room.

Part Two designs the thing a client actually buys. Four chapters break the hour into timed blocks with a first-session script, compare the four places you can work and set a room standard, build distance sessions as a full product line, and give you the referral rules and scripts for the disclosure that arrives in the intake chair.

Part Three replaces feeling with arithmetic. Four chapters build a rate from a full year of real costs, carry prepaid packages and gift certificates safely with lawful terms and a liability ledger, build the booking flow that ends most no-shows, and price the paid work that happens away from your session room.

Part Four opens the teaching line. Three chapters cost one class line by line before you announce a date, build the curriculum, student manual and certificates that hold up, then run the class day hour by hour and the ninety days of follow-up that turn students into your steadiest source of referrals.

Part Five covers your public words and your numbers. Three chapters give the full claim-safe language system with a phrase bank, show what a stranger actually touches when she looks for you in 2026, and close with bookkeeping, four monthly numbers and a dated ninety-day plan built from everything before it.

The boxes, and what each one means

DO THIS TODAY

A gold box is one action you can finish now. If you only ever act on the gold boxes, you will still be far safer than when you started.

FROM OUR FILES

A dark box is a real incident from AppWT work. Nothing in these boxes is invented. Where a detail was never verified, we say so rather than fill the gap.

FOR YOUR TECH PERSON

A smaller italic note like this one carries the professional detail: exact file names, headers, settings and commands. Skip every one and the manual still reads completely. Forward them to your web person.

The code blocks and the technical notes

Nothing in this book asks you to write software. The code blocks are column headers for a spreadsheet and sample wording for a page, printed in a plain block so the spacing survives. Copy them character for character, because the names of the columns are the part that matters. If you keep your books on paper, keep the same fields in the same order. The technical notes are short setup instructions for a booking tool, a website or a file store, and they are written for one person with a laptop.

What this book does not promise

It will not fill your calendar, and it does not teach Reiki or print the attunement. It is not legal, tax, insurance or medical advice, and it never tells you to say that Reiki cures, treats, diagnoses or heals anything. Rules differ by state and they change quietly, so where an answer would go stale the book teaches the lookup instead and tells you to date what you find. When a decision needs your own attorney, accountant, insurer or tax professional, the text says so and stops.

If you only have one afternoon

Do three things in this order. Find, print and date your own state's current rule on energy work from chapter three, then write the one-paragraph scope statement that goes with it. Build the cost floor in chapter nine, because every price, package and discount in the book is tested against that one number. Then run the pre-publish check from chapter sixteen over your home page, your directory profiles and your flyer, and delete any sentence that joins your work to a named condition or a promised result. That afternoon removes the three problems most likely to cost you real money.

Dates, and why the book keeps asking for them

Several facts in these pages have a shelf life. State rules, association requirements, insurance terms, tax dates and the reporting thresholds used by payment platforms all move. So the habit taught here is to write the date beside anything you looked up, and to check it again on a schedule the last chapter sets for you. A dated note tells you when to look again. An undated note tells you nothing at all.

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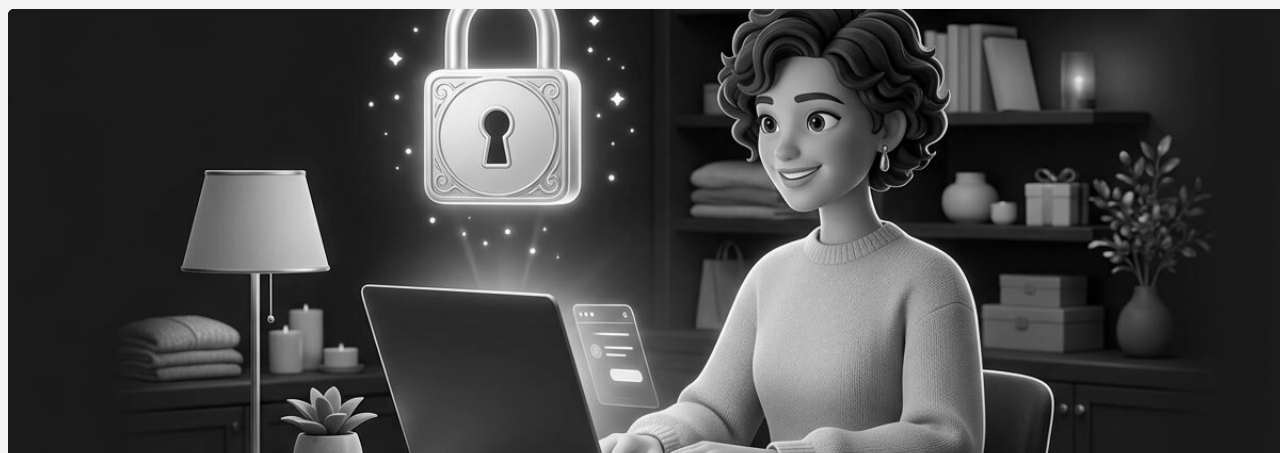
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PART ONE

From Certificate to Practice

A Master certificate proves training and predicts nothing about a calendar. These four chapters turn a credential into a business that can name its revenue lines, document its lineage, state its scope inside its own state's rules, and hand a client paperwork that protects both people in the room.



The Master Who Booked Four Sessions in April

Chapter 1. Why a certificate fills a wall and not a calendar, and the only three ways a practice gets paid

A Master certificate proves you finished the training, and it predicts nothing about who books you. This chapter separates the two, defines the terms the rest of the book uses, and maps the only three ways a Reiki practice gets paid. You finish it with one dated sentence naming the line that pays you now and the line you want paying you next year.

April has thirty days. Her April had four appointments. The certificate had been on the wall since February, in a black frame she bought the same week it arrived. The table was a folding massage table in the spare room, set up between a bookcase and a box of winter coats. She had business cards, a phone number printed on them, and a one-page website she built herself on a free tool. She had also spent three years and several thousand dollars of her own money getting to that certificate. Four sessions at seventy-five dollars is three hundred dollars for the month. The mortgage did not adjust. Neither did the insurance policy she had bought in January, or the linens, or the phone bill, or the eight hours she spent that month answering messages that never turned into a booking.

Here is the part that matters. She was good at the work. All four people who came said so, and two of them booked again before they left. Nothing was wrong with her hands, her training, or her table. She did not realize/realise it yet, but neither of her real problems was a skill problem. The first was that almost nobody within ten miles knew she existed. The second was that she had never been shown how a practice like hers actually gets paid. More training would not have fixed either one. Both are fixed by decisions, and nobody had told her those decisions were hers to make. She had no published rate, so she quoted a different number depending on who asked. She had no cancellation policy, so a Saturday could empty out at nine in the morning with no consequence to anyone but her. She had no way for a stranger to book without sending a message first and waiting for a reply. None of that is a spiritual failing. It is a list of missing parts, and a list can be worked through.

What a certificate measures, and what it does not

Some words first, because this book uses them on every page. A **practitioner** is anyone trained to give Reiki to another person. A **Master** is someone who has completed the highest training level in their line, which in most systems is the third level. A **Master Teacher** is a Master who has also been trained and authorized to teach, and to pass the practice on to students. Not every Master is a Master Teacher. The two get mixed up constantly, including on business cards, and the difference decides whether one of your three revenue lines is even open to you. A **session** is one booked appointment with one client, usually thirty to ninety minutes. An **attunement**, called a **placement** in some systems, is the ceremony a teacher performs to connect a student to the practice. Which word you use depends on your lineage. This book uses both, because its readers come from lines that use each.

A certificate is a record of training. It says that a named person completed a named level, on a date, with a named teacher, usually for a stated number of hours. That is real and it matters, and chapter two shows you how to make yours checkable by a skeptical/sceptical stranger. What a certificate cannot do is create demand. It does not tell anyone in your town that you exist. It does not put your name in front of a person searching at nine at night. It does not set a rate, write a cancellation policy, or answer the message asking whether you take walk-ins on Saturdays. Training and demand are two separate systems. Finishing the first one does not start the second one, and no amount of extra training will substitute.

There is a plain reason so many Masters hit this wall. Most Master trainings are not business trainings. Many contain no business instruction at all, and that is a design choice rather than a failing. A class built to teach hand positions, ethics, self-practice and the attunement already has a full schedule. Pricing, insurance, bookkeeping, local rules and booking software were not on that schedule because they were not the subject. So if you finished your Master level with a framed certificate and no idea how to fill a Tuesday, you were not taught badly. You were taught one subject well, and this is the other subject. The gap is normal, it is extremely common, and it closes with work you can do in evenings.

A certificate records what you were taught, and a calendar records what other people decided to pay for.

READ THIS ONCE, THEN HOLD IT FOR THE WHOLE BOOK

This is a business manual. It is not health advice, and it does not teach you how to practice Reiki. Reiki is complementary to care from a licensed health professional and is never a substitute for it. Nothing in this book will ever tell you to say that Reiki cures, treats, diagnoses or heals a condition. Those words create a health claim you cannot support, and in many states you are not permitted to make them at all. You will be given wording to use instead: supports, may help with, traditionally used for, many clients find. When a client is unwell, the correct move is always to encourage them to see a licensed professional and to keep seeing one. Chapter three covers what your own state allows you to say. Chapter sixteen covers how to write it on a page someone else will read.

Three lines of money, and only three

Strip away the marketing language and a Reiki practice can be paid in exactly three ways. You can be paid for sessions. You can be paid to teach. You can be paid for work that happens away from your session room, such as chair sessions inside an employer's building, a booth at a wellness fair, or a slot in a retreat weekend. Everything else is a version of one of those three. Product sales, if you add them later, ride along with whichever line brought you the customer. Most new Masters hold one line, almost always sessions, then feel confused when it will not carry the whole business. Most working Masters hold two. A practice holding all three is steadier than a practice holding one, because the three lines have bad weeks at different times. That is the whole argument for knowing your lines by name. When sessions go quiet in July, an event booking made in March still pays. When a class fills slowly, the session calendar keeps the lights on while you decide whether to run it. You do not need all three today. You do need to know which one you are actually in, and which one you are only imagining.

REVENUE LINE	WHAT IT DEMANDS	WHAT IT RETURNS
Paid sessions	A room, a table, insurance, a booking system, and one hour of your full presence for every hour sold.	Steady and predictable money that stops the day you stop. Capped by the hours you can physically work.
Teaching students	Master Teacher training in your own line, a curriculum, a student manual, a venue, and weeks of preparation before anyone pays you.	The largest single day of income most Masters ever earn, plus alumni who become the steadiest referral source you will have. Irregular and seasonal.

REVENUE LINE	WHAT IT DEMANDS	WHAT IT RETURNS
Paid work away from the session room	Travel, a portable chair, insurance and tax paperwork for the organizer, and comfort working in noise and in public view.	Several paid hours inside one booking, and contact with people who would never book a first session cold. Uneven, and usually scheduled months ahead.

The honest shape of each line

Sessions are the line almost every Master starts with, and the line with the hardest ceiling. Look at it in three parts. Time: every hour you sell costs you more than an hour. Add greeting, intake, positioning, turnover, linens, notes and payment, and one sixty-minute session takes closer to ninety minutes out of your day. Money: your income here is your rate multiplied by sessions delivered, and nothing else. Skill: the session itself is the smaller half of the job. The larger half is everything around it, meaning a booking page that works on a phone, a confirmation message that cuts no-shows, a rate you can say out loud without flinching, and the habit of rebooking before the client picks up her keys.

Do the arithmetic before you lean on this line. Say you can hold four sessions in a day, and you work three days a week in the room. That is a ceiling near forty-eight sessions a month before a single cancellation. Now take out no-shows, holidays, the week you are ill, and the hours of admin work nobody pays you for. The real number is always lower, and it is lower for everyone. This is why a completely full calendar at a low rate can still lose money, and why chapter nine builds your rate up from your actual costs instead of down from what feels polite to charge. Sessions pay steadily, they pay quickly, and they stop the moment you stop. One more thing decides whether this line works: the share of clients who come back. A practice where most clients come once needs a stream of new strangers every single month. A practice where most clients come back on a rhythm needs far fewer, and it can be built by one person with a phone and a room.

FOR YOUR TECH PERSON

If you take bookings online, keep one system as the single source of truth and export it to CSV every month. Add one field to every booking that records which line it belongs to: session, class, or event. You can only report later on the fields you captured at the time.

Teaching is usually the largest single line available to a Master, and the easiest one to lose money on the first time out. Time: preparation is measured in weeks rather than hours, because you write a manual, build a schedule and find a room before one student pays you anything. Money: it arrives in lumps. One class weekend can outearn a month of sessions, and then nothing arrives for a quarter. Skill: holding a room of six students is a different job from working on one body, and the paperwork behind it is real, including certificates, a permanent student register and a cancellation rule you publish before enrollment opens. You also need the authority to teach in your own line, which means Master Teacher training rather than Master level alone. Part four of this book prices a class honestly and then runs the day.

The third line is paid work that happens away from your session room. Chair sessions in an employer's building, a booth at a wellness fair, a slot inside a retreat weekend, a standing afternoon in a salon or a yoga studio. Time: it comes in blocks, so one booking can pay for four or six hours at once, and it is usually scheduled months ahead. Money: charged by the hour with a stated minimum, plus paid travel time. Skill: you have to work in noise, in public view, and in ten-minute pieces, which is not the same job as an unhurried hour in a quiet room. Organizers ask for paperwork before they ask for anything else, normally a certificate of insurance and a tax form. Volunteer work at a hospice or a hospital is not this line, because it is not paid, but it sits beside it and chapter twelve treats both honestly. This is also the line that reaches people who would never search for Reiki on their own. A person who tries ten minutes in an office chair on a Wednesday afternoon did not go looking for you. That is exactly why the line is worth its awkward hours and its loading and unloading.

THE MASTER WHO COUNTED FOR A YEAR

A Master in a mid-size city could not answer a simple question about her own business: where does the money actually come from? She started one sheet with three columns labeled/labelled sessions, classes and events, and she filled it in every Sunday night for twelve months. The count surprised her. Sessions were most of her bookings by a wide margin, and about half of her income. Two teaching weekends, eleven working days in total once preparation and follow-up were counted, brought in nearly as much as ten months of session work. Chair sessions at two employer wellness days paid the least per hour of the three, and produced more new session clients than her website did all year. She did not change one thing about how she practices. She changed what she said yes to, and which month she said it in.

FOR YOUR TECH PERSON

Give each line its own page and its own web address. Sessions, classes and events each get their own title, description and one clear action. A single page listing everything makes the visitor sort your business out for you, and most visitors will not bother.

Write one sentence before you read chapter two

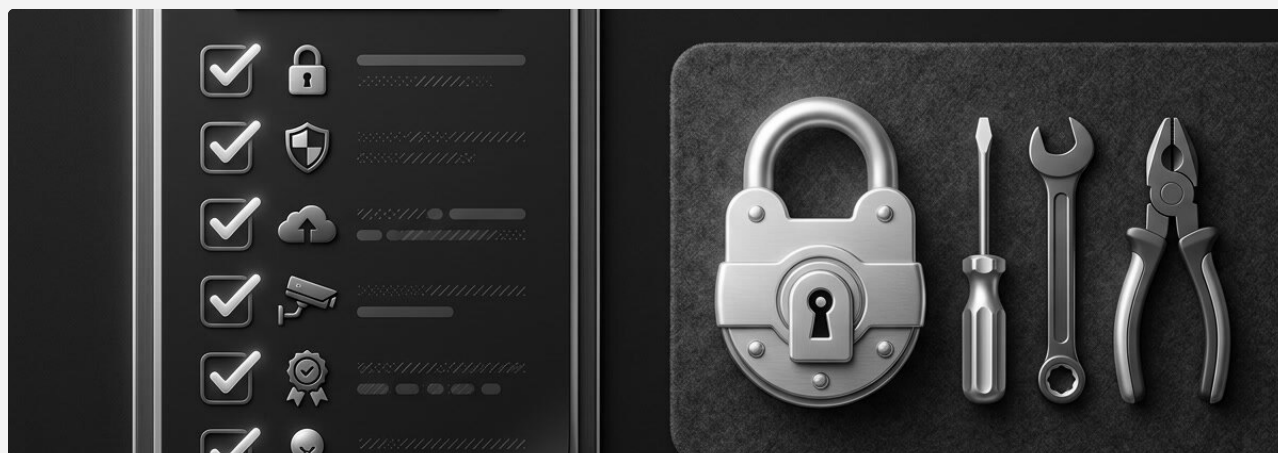
This book is built to be worked rather than skimmed. Every chapter ends with something written down, and this is the first one. Take one line on paper or one note on your phone. Name the line that pays you today, honestly, including if the honest answer is none of them yet. Then name the line you want paying you a year from today. One sentence, both halves, dated. It takes a minute, and it decides how you read the seventeen chapters after this one. If your answer is teaching, part four matters more to you than part two does. If your answer is sessions, then chapters five, nine and eleven are your first real work. Keep the note somewhere you will find it, because the final chapter asks you to read it back and check it against real numbers.

YOUR ONE SENTENCE

Write this out and put today's date on it: "Today my practice is paid mainly by _____. In twelve months I want it paid mainly by _____, and the first thing that has to change is _____." Fill the last blank with one concrete item, such as a published rate card, a working booking page, a written cancellation policy, or the Master Teacher class you have not booked yet. Vague answers such as more clients do not count, because they name a result instead of an action. Keep the note. Chapter eighteen compares it against the numbers your practice produced in the meantime.

WHAT TO REMEMBER

- A certificate records training completed, not demand created, and the two are built by completely different work.
- Most Master trainings contain no business instruction, so the gap you feel is normal rather than a sign you were taught badly.
- A Reiki practice has three revenue lines: paid sessions, teaching students, and paid work away from your session room.
- Sessions pay steadily and stop when you stop, teaching pays in irregular lumps after weeks of unpaid preparation, and away-from-room work pays in blocks booked months ahead.
- A Master and a Master Teacher are not the same thing, and only one of them can open the teaching line.
- This is a business manual, and Reiki is complementary to care from a licensed health professional and never a substitute for it.



Your Lineage, Your Certificate, and What Each Is Worth in Public

Chapter 2. Building a training record a stranger can check without taking your word for it

Your certificate proves a class happened. Your lineage record proves who taught it, in what system, for how many hours, and on what date. This chapter turns a framed piece of paper into a filed record, a lawful bio, and a training section on your website that holds up when somebody actually reads it.

A practitioner stood behind a folding table at a wellness fair on a Saturday in October. The banner was clean. The cards were printed. A woman picked up a card and asked one question. Who did you train with? The practitioner said a first name. Karen. The woman waited for the rest of the answer. There was no rest. The practitioner did not know Karen's last name, could not name the system she had been taught, and had no idea how many hours the class had run. The conversation ended politely in under a minute.

The woman who asked owned a small studio two towns away. She was looking for someone to run a monthly workshop, and she had asked every table the same question that day. She was not testing anyone. She needed a name she could check before she put a stranger in front of her paying members. The practitioner had five years of steady session work and a real certificate in a frame at home. She did not lose that booking on skill. She lost it on filing.

Your lineage line is the chain of teachers between you and the founder of the system you were taught. In Usui Reiki it runs back to Mikao Usui, who began teaching the system in Japan in the 1920s. Each name in the chain taught the next one. Your teacher sits one step above you. Your teacher's teacher sits above that. The line is a record, not a ranking. A long line is not better than a short one, and an old line is not better than a recent one. A documented line beats an undocumented line every time, because somebody outside your practice can look at it.