



# Trust-Based Business Development

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## Session 1: Trust, Influence and BD

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March 2015

**Deloitte.**

# In this moment that matters, what should I do?

- A. Leave the room
- B. Answer both questions
- C. Share what I learned at school
- D. Redirect attention to the client



# Trust is personal

1. Name  
2. Role

3. Number of  
months at  
Deloitte

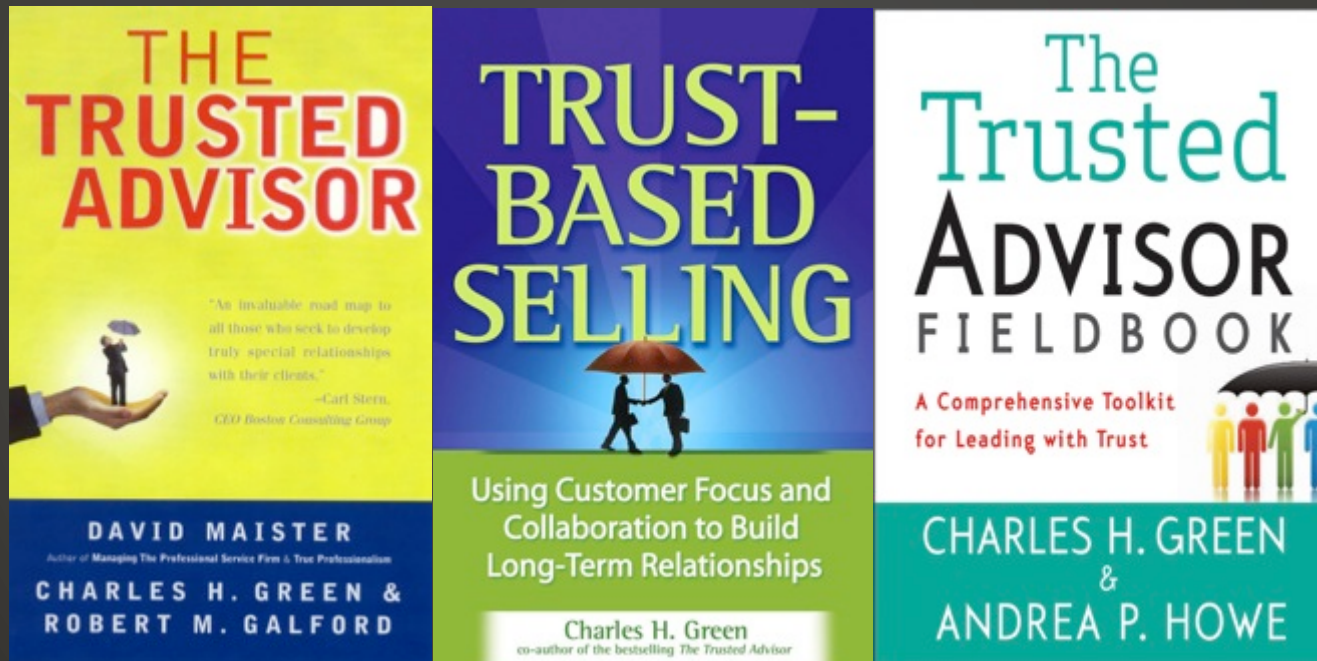
4. Why you  
chose this  
elective

5. An interesting  
tidbit or factoid  
that *no one in the  
room yet knows\**

*\*And you wouldn't mind if everyone knew*



# These are our building blocks





# What's the “so what” of trust?

p. 4



What are the  
natural results  
when you are  
trusted by  
your clients?











# Moments that matter are moments of trust

- Deep loyalty
- Better work
- The ability to ask for more
- More truth

*Source: The Deloitte Client Experience Lab: Making Moments Matter*

# This is a program, not an event

p. 5

	LAUNCH		MID		END
<b>In-person Immersion Workshops</b> <i>Mindsets and muscle memory</i>	 Trust, Influence, and BD		 BD Moments that Matter		 BD Mastery
<b>Action team meetings</b> <i>Relationship-building, on-the-job BD</i>					
<b>Team Coaching (limited)</b> <i>Precision application, fine-tuning</i>					





# Part 1 is an immersion experience

Foundations for  
Success



Deconstructing  
Trustworthiness



Assessing  
Trustworthiness



Being More  
Influential

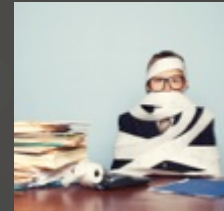


Day 1

Being More  
Influential (cont.)



Having Tough  
Conversations



Cross-Selling



Making it  
Real



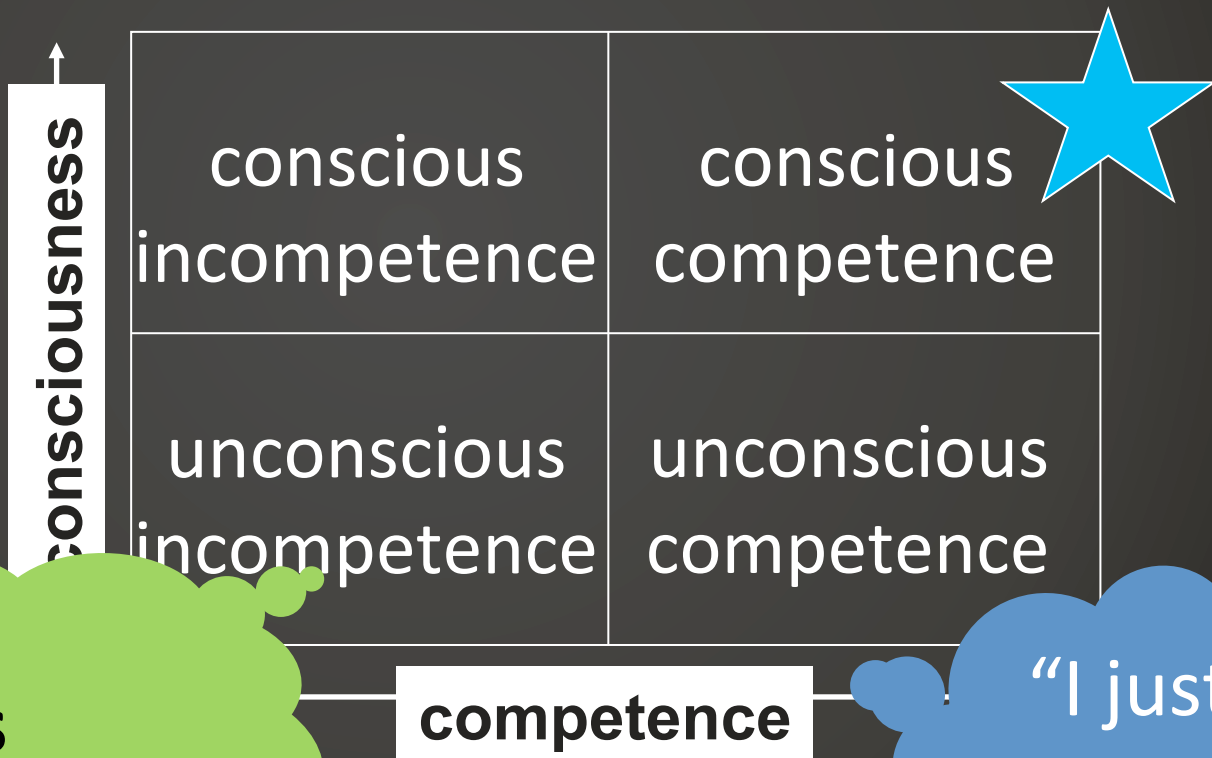
Day 2

# Building trust starts with being present





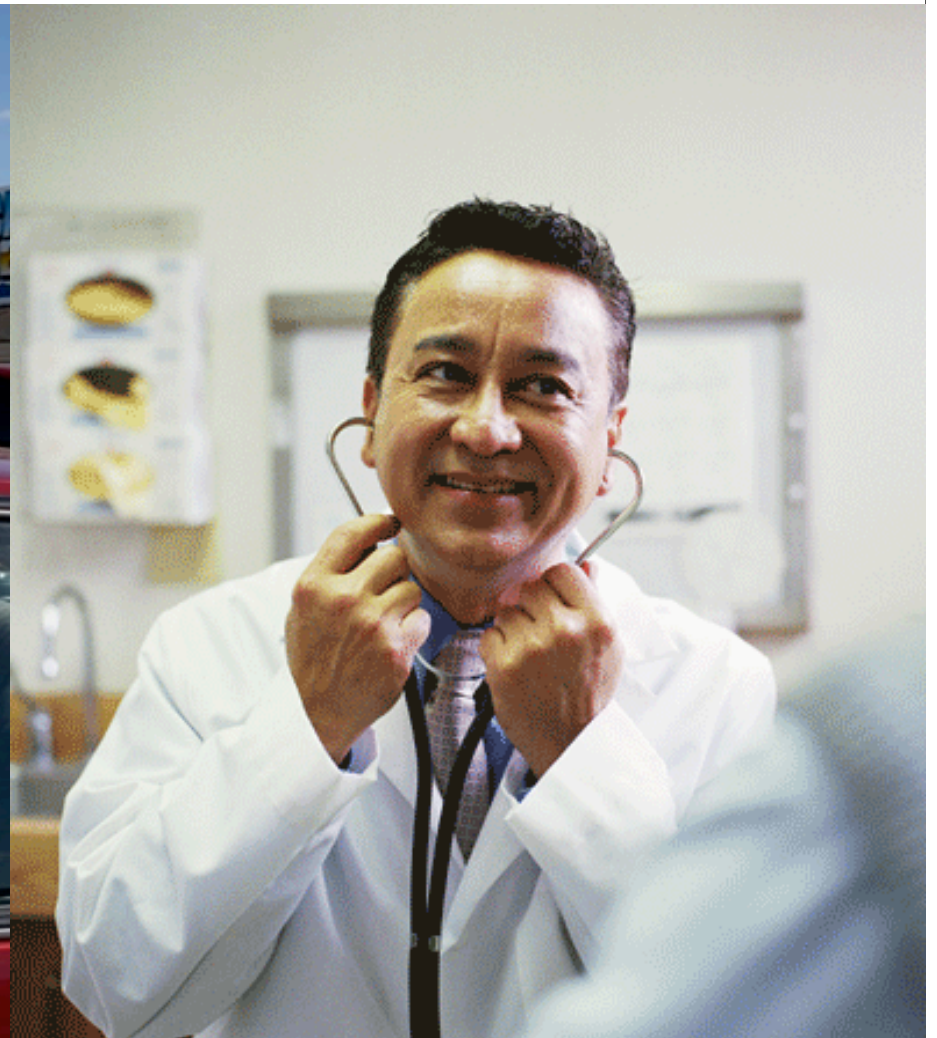
# Building trust also requires a large dose of self-awareness



**“I know this  
already (yawn).”**

**“I just do  
what’s  
right.”**

How you think about BD matters ... a lot



# Stop selling and start helping

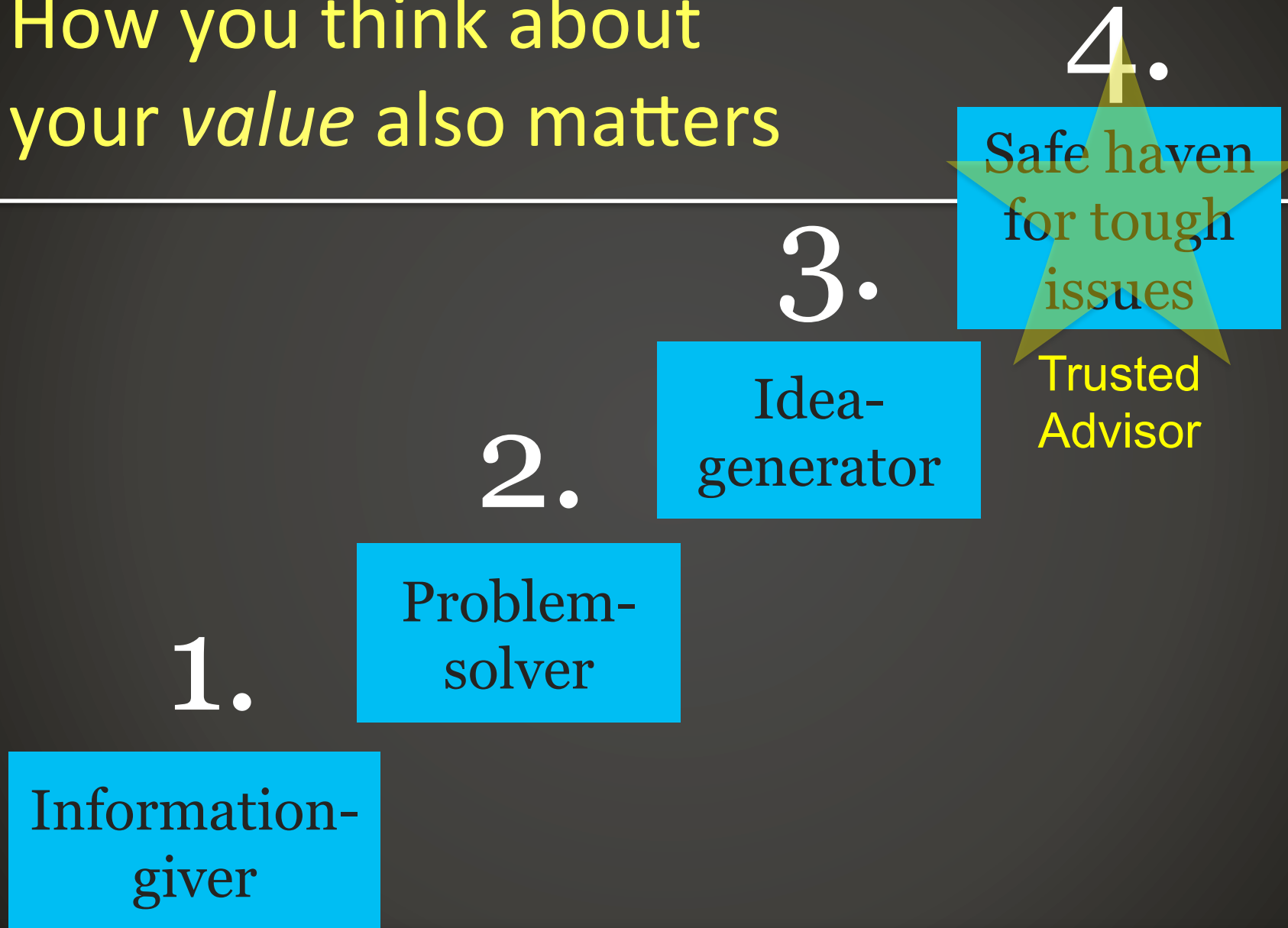
p. 6

“The objective of trust-based selling is to help the buyer do the right thing—for the buyer. Period”

—*Charles H. Green, author, Trust-Based Selling*



# How you think about *your value* also matters



# Remember your homework?

An opportunity/challenge related to developing business with a new or existing client:

- It's current
- You can envision a conversation between you and one key stakeholder
- You can speak about it here

# Make it real: Say four things out loud

- “My client’s name is \_\_\_\_\_.”
- “The opp’y/challenge as I see it is \_\_\_\_\_.”
- “I spend most of my time at Level \_\_\_\_\_.”
- “My wish/ideal>truest desire for this relationship is \_\_\_\_\_.”



1.

Info-giver

2.

Problem-solver

3.

Idea-generator

4.

Safe haven for tough issues



# How would you answer the 6 toughest sales questions?

**1. Why should we choose you?**

**3. How much experience do you have doing XYZ in my business?**

**2. What makes you different from your competitors?**

**5. We're happy with our present provider; why change?**

**4. We don't need what you're selling right now; why spend time?**

**6. Why are you so much more expensive?**

# Deconstructing Trustworthiness



# Looking up “trust” is a waste of time



# The Trust Equation brings clarity to ambiguity

p. 9

$$T = \frac{C + R + I}{S}$$

T trustworthiness  
C credibility  
R reliability  
I intimacy  
S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000



# Reliability is about actions

p. 10

Actions

Reliability

Dependability

Predictability

*I trust him to...*

# Reliability is the only variable that requires the passage of time

AND you can accelerate it:

- 5. Make lots of small promises
- 6. Be on time
- 7. Use their terminology

# Credibility relates to words

Words

Credibility

Truthfulness  
Credentials

*I trust what she  
says about...*

Actions

Reliability

Dependability  
Predictability

*I trust him to...*

# Here's how to build credibility quickly

1. Show you've done your homework
2. Take a point of view
3. Speak the truth ... always
4. Combine your words with presence



# Intimacy relates to safety

Words

Credibility

Truthfulness  
Credentials

*I trust what she  
says about...*

Actions

Reliability

Dependability  
Predictability

*I trust him to...*

Safety

Intimacy

Discretion  
Empathy  
Risk-taking

*I trust her  
with...*

# Even intimacy can be accelerated

8. Name the elephant

9. Listen with empathy

10. Tell them something you appreciate  
about them

11. Address people by name

# Self-orientation relates to focus

Words	Actions	Safety	Focus
Credibility	Reliability	Intimacy	Self-Orientation
Truthfulness Credentials <i>I trust what she says about...</i>	Dependability Predictability <i>I trust him to...</i>	Discretion Empathy Risk-taking <i>I trust her with...</i>	Motives Attention <i>I trust that he cares about...</i>

# There are ways to “get off your ‘S’” faster, too

12. Give away ideas

13. Build a shared agenda

14. Steer clear of premature problem-solving

15. Relax your mind



# The Trust Equation brings clarity to ambiguity

p. 9

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# Business Chemistry: Change the *how*, not the *what*

p. 11

	WORDS	ACTIONS	SAFETY	FOCUS
Driver	Brief, direct	Get it done	Debate	Winning
Pioneer	Exploratory	Act on impulse	Big ideas	Possibilities
Guardian	Organized	No surprises	Friendship	Structure
Integrator	Diplomatic	Feel familiar	Expressing feelings	Systems

# Moments and Moves: Work multiple variables

Use your  
booklet

p. 12

Bring a point of view

Walk in their shoes

Say what no one else will

Change the lens

Suspend self-interest

Own it

**Which  
variable is  
missing?**

Credibility

Intimacy

Credibility | Intimacy |  
Self-Orientation

Credibility

Self-Orientation

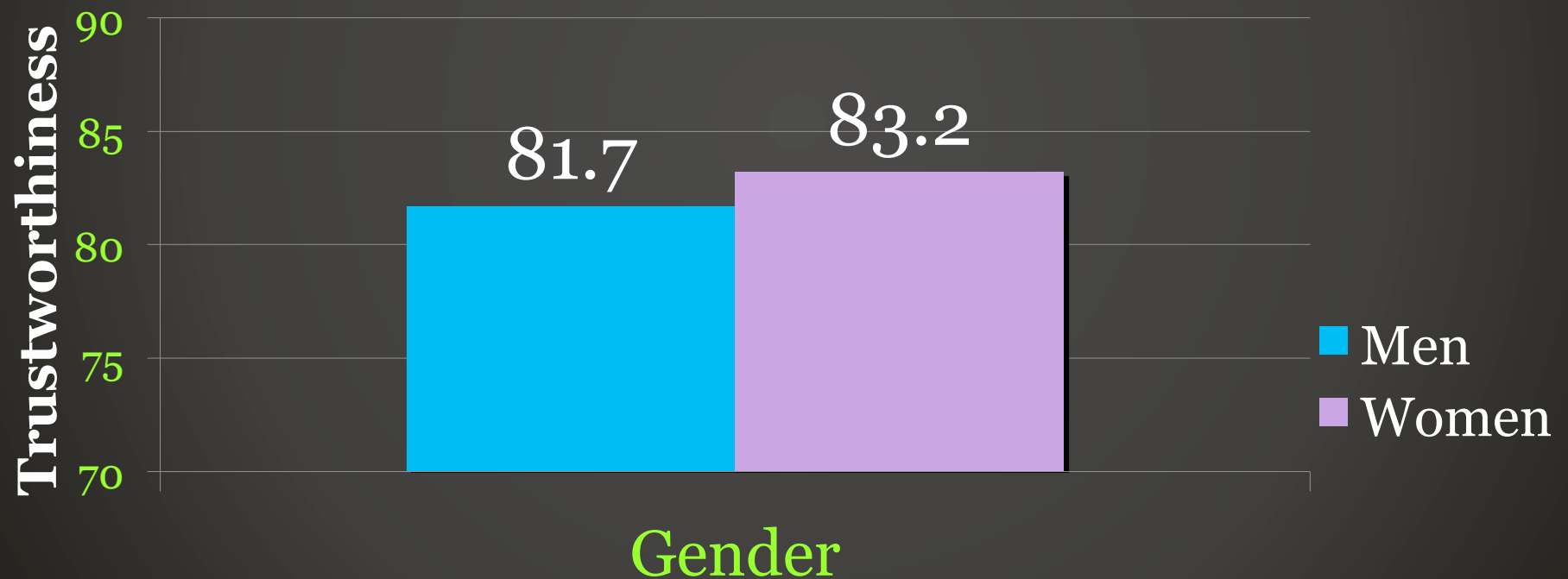
Self-Orientation



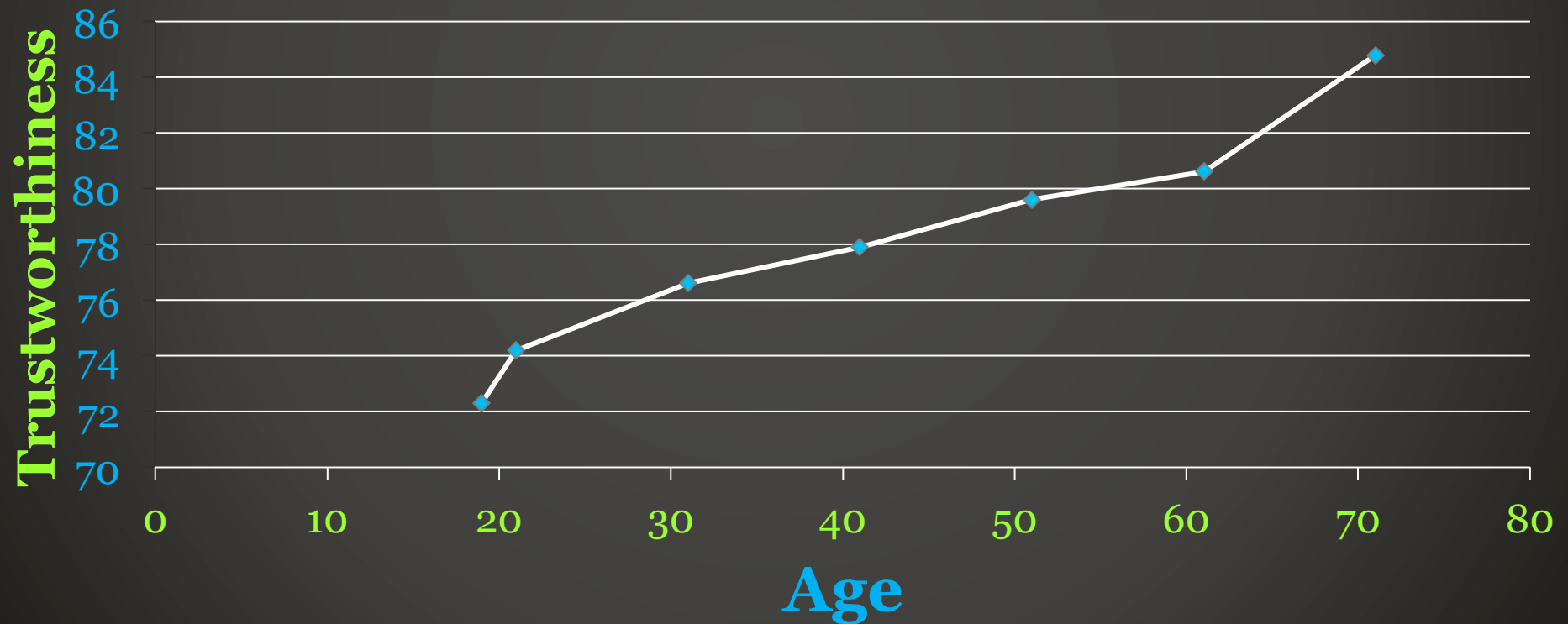
# Assessing Trustworthiness



# Who's more trustworthy: men or women?



# Do we get more or less trustworthy as we age?



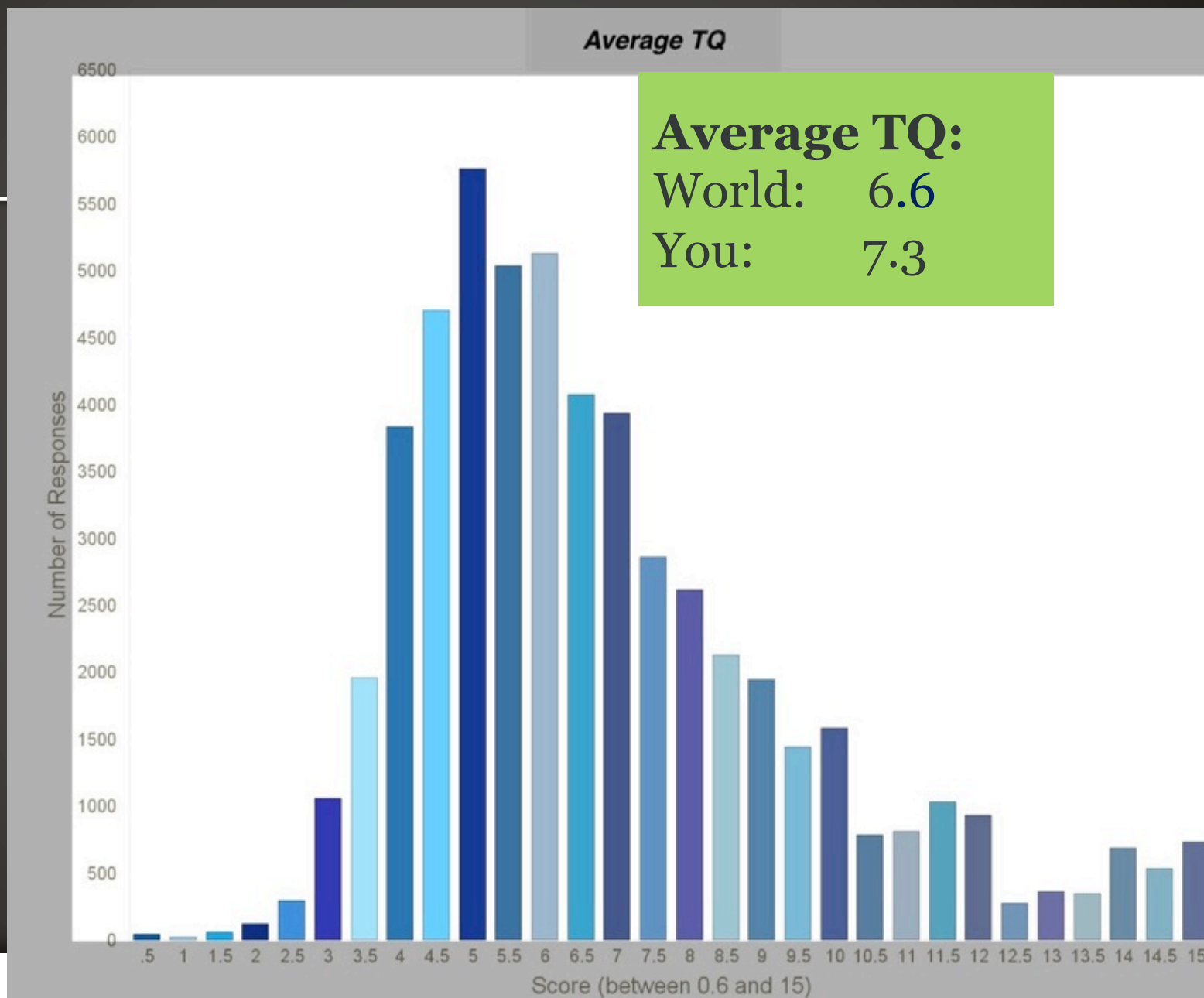
# Which variable matters most?

$$T = \frac{C + R + I}{S}$$

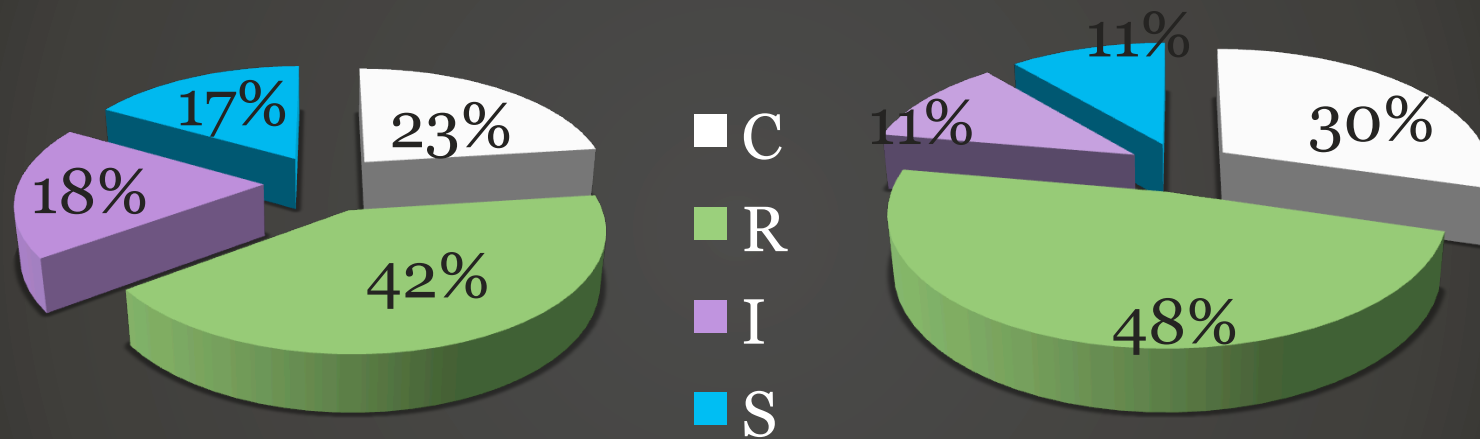
**T** trustworthiness  
**C** credibility  
**R** reliability  
**I** intimacy  
**S** self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

How trustworthy  
are *you*?



# Here's how you see your strengths

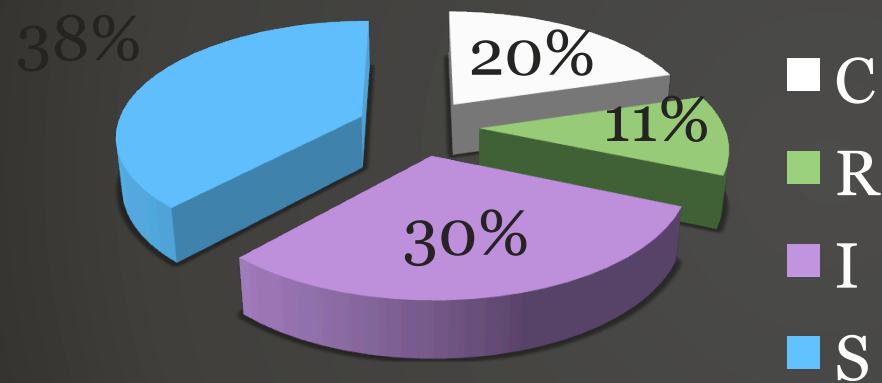


Total Population  
N = 63,939

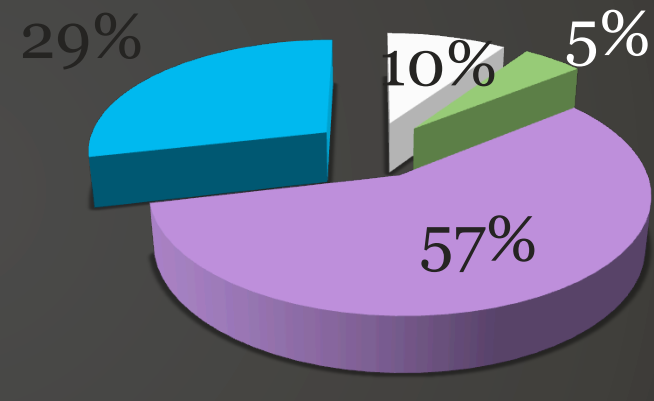
Class 4  
N = 19



# And how you see your areas of opportunity



Total Population  
N = 63,939



Class 4  
N = 19

# Make it real: Your TQ

p. 16

pp. 17 - 18

1. What do you naturally lead with?
2. In what ways do you score low on trustworthiness?
3. How are your scores reflected in your situation?
4. What's one specific action you might take?

$$T = \frac{C + R + I}{S}$$

T trustworthiness  
C credibility  
R reliability  
I intimacy  
S self-orientation

# Make it real: Your TBBD toolkit

p. 2

What tools, practices, mindsets,  
maxims, and ways of being are  
in your trust-based business  
development toolkit?

# Support for walking the talk: A two-pronged approach

1. Action .....  
Teams

p. 27

2. Executive .....  
Coaching



## Required Attendance Poll

Thursday, March 3 (PM) - Classroom 1044, Elective B: Trust Based Business Development

**USING YOUR DELOITTE MOBILE SEND A TEXT  
TO: 22333**

**Attended entire class** → **31948 ALL**

**Missed part of class** → **31948 MISSED X:00-X:00**

**Instructed** → **31948 INSTRUCTOR**

No Deloitte mobile OR received the response:

*“Only registered participants may respond to this poll”*

Jump to ‘Poll Everywhere’ on DNet and select ‘Respond to Poll’

**Confirm your poll submission**

Jump to ‘Poll Everywhere’ on DNet and select ‘View Response History’





# Trust-Based Business Development

Welcome back

## Session 1: Trust, Influence and BD

March 2015

**Deloitte.**

# What can these kids teach us about BD?



[www.trustedadvisor.com/DeloitteTBBD](http://www.trustedadvisor.com/DeloitteTBBD)

We're making progress

Custom  
breaks

Foundations for  
Success



Deconstructing  
Trustworthiness



Assessing  
Trustworthiness



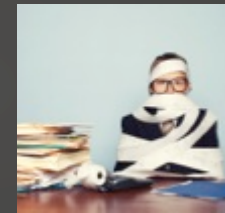
Being More  
Influential



Day 1



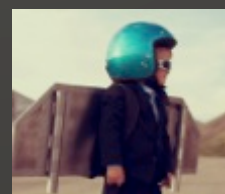
Being More  
Influential ~~(cont.)~~



Having Tough  
Conversations



Cross-Selling



Making it  
Real

Day 2

# A sneak peek at Sessions 2 and 3

## Session 2

- Cross-selling: 4 myths, how to break through internal barriers
- Buyer psychology: avoiding the Big Mistake
- How to make time for BD
- More on saying what no one else will

## Session 3

- How to be great off-script
- How to mitigate the 4 fears that destroy sales
- Listening: yet another level of mastery
- The Travel Agent: 6 months later

# Here are some Deloitte stats

Paired Top Strengths				TQ Rank Order	World Distribution	Deloitte Distribution
C	R	I	S			
	✓	✓		1	17%	16%
		✓	✓	2	9%	5%
✓		✓		3	8%	6%
✓	✓			4	38%	44%
	✓		✓	5	21%	22%
✓			✓	6	7%	7%



# The Trust Principles define four key values

p. 30

1. A focus on the other **for the other's sake, not just as a means to your own ends**
2. A collaborative approach **to relationships**
3. A medium- to long-term relationship perspective **not short-term transactional focus**
4. A habit of being transparent **in all your dealings**

# Introducing ... your Monday Morning Promise

M  
O  
N  
D  
A  
Y

1. Put two people in your network in touch *with each other*
2. Call a past client with no agenda
3. Send three handwritten notes of thanks
4. Have a meeting where your *only* goal is to listen
5. Invite a client for dinner ... six months from now
6. \_\_\_\_\_

# The Case of the Travel Agent

You're the Travel Agent:

What's your minimum acceptable outcome?

Ideal outcome?

p. 13



# Make it real: I and S

p. 14

Consider your **client opportunity/challenge**.

How might you improve your intimacy and self-orientation?





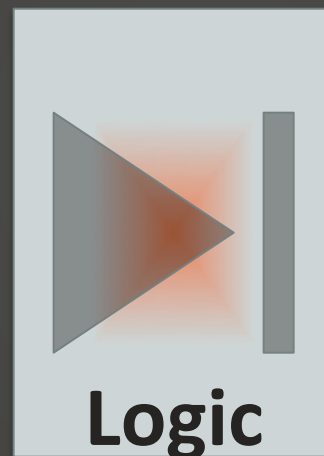
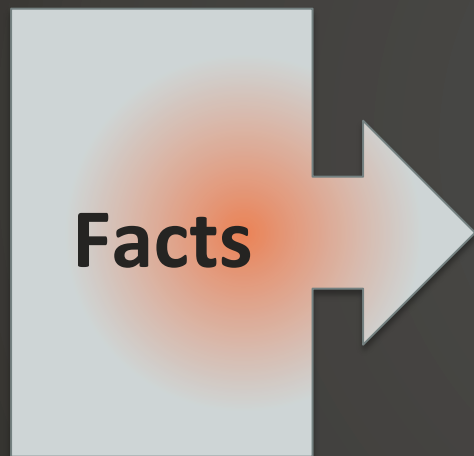
# Being More Influential



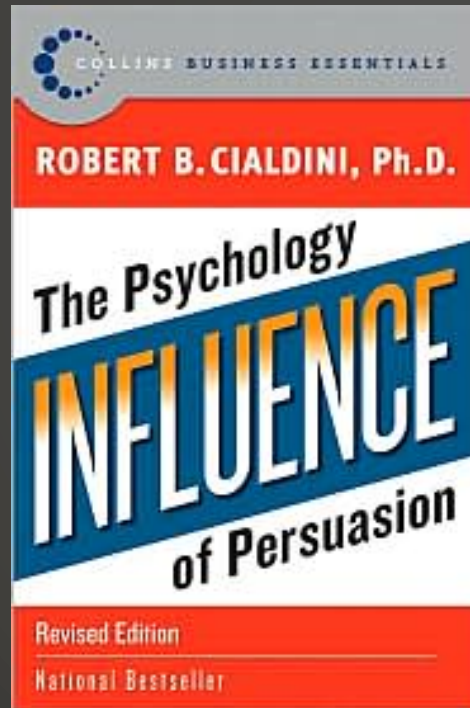


# Influence is as misunderstood as trust

p. 19



# What drives influence might surprise you



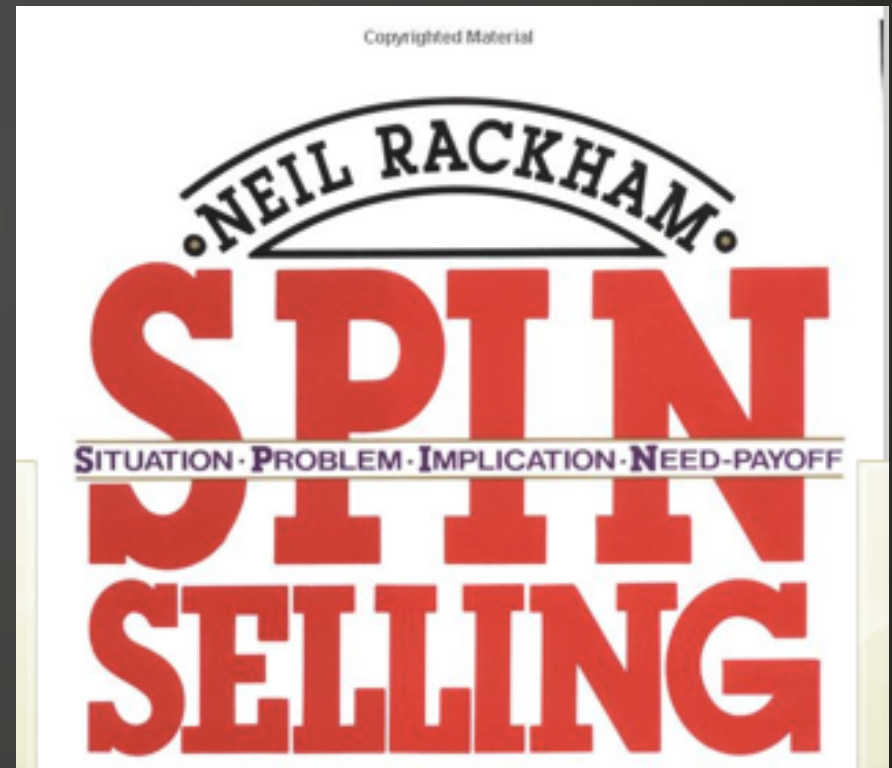
reciprocity

# Trust breaks down in conversations in two key ways



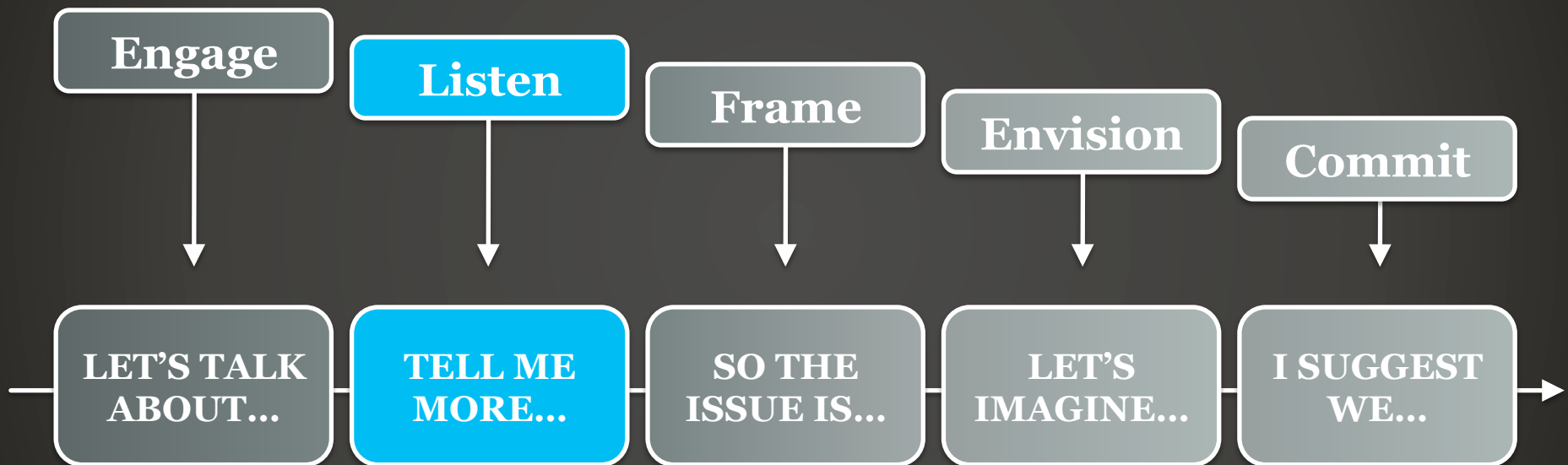
# Not listening has big consequences

“The most pervasive and hardest sales problem? **Premature solutions.** The mistaken belief that the sooner they can begin solving the problem, the more effective they will be.”



# Listening matters ... a lot

pp. 21-22



Influence, in fact, is a function of  
listening, not talking



empathy



# You have to earn the right to be right

p. 23

## RATIONAL



*Paraphrase*

## NON-RATIONAL



*Empathize*

Earn the Right

# The good news: masterful listening can be learned

- Groups of 3 in 3 rounds

- *Your own client*
- *Listener*
- *Observer*

- 1-minute setup:

Describe your client's interests, concerns (as *she* would)

- 4-minute role-play

- Client—*be that client; WEAR THE GLASSES!*
- Listener—*be yourself and paraphrase and empathize—only!*
- Observer—*take good notes and keep the others in character*

- 2-minute debrief:

- Observer—share specific strengths, opportunities
- Client—share your experience

	Round 1	Round 2	Round 3
Client	A	B	C
Listener	B	C	A
Observer	C	A	B

p. 24

# What did you discover?

**Listener**—What was hardest about this?

**Observer**—What did the listener do well?  
Opportunities for improvement?

**Client**—What was your experience? What “ahas” did you have?



# Use Business Chemistry to fine-tune your listening

p. 25



- “It sounds like ...”
- “If I understand you correctly ...”
- “In other words ...”
- “So from your perspective ...”
- “I can appreciate how [challenging/exciting/motivating/other] it would be to ...”
- “If I were in your shoes, I might feel ...”

# Make it real: Client-centric listening

p. 26

Consider your client  
opportunity/ challenge.  
What haven't you been  
**willing or able to hear?**  
What might you **listen**  
**for?**





# Having Tough Conversations





What tough messages do you have to deliver?










## Well, this is embarrassing.

Firefox is having trouble recovering your windows and tabs. This is usually caused by a recently opened web page.

You can try:

- Removing one or more tabs that you think may be causing the problem
- Starting an entirely new browsing session

### Restore Windows and Tabs

- ✓  Window 1
  - ✓  Facebook
  - ✓  Time Out | Vicki Elam
  - ✓  Go Easy on Yourself, a New Wave of Research Urges - NYTimes.com
  - ✓  Invoice: Andrea Howe
  - ✓  Google Docs - All items
  - ✓  Trusted Advisor - Consulting Skills - London

# Name It and Claim It is as easy as 1-2-3 ...

p. 31

1. Clarify the issue (Tip: 10 words or fewer)
2. Inventory top-of-mind concerns, risks, fears (*yours*)
3. Use caveats to say them out loud

## Caveats to conversations

“Mommy, I have to  
tell you something  
that makes my  
tummy hurt.”

“I may be  
completely  
missing the  
mark ...”

“There’s really  
no easy way to  
say this ...”

“At the risk of  
embarrassing  
myself ...”

“This is  
awkward ...”

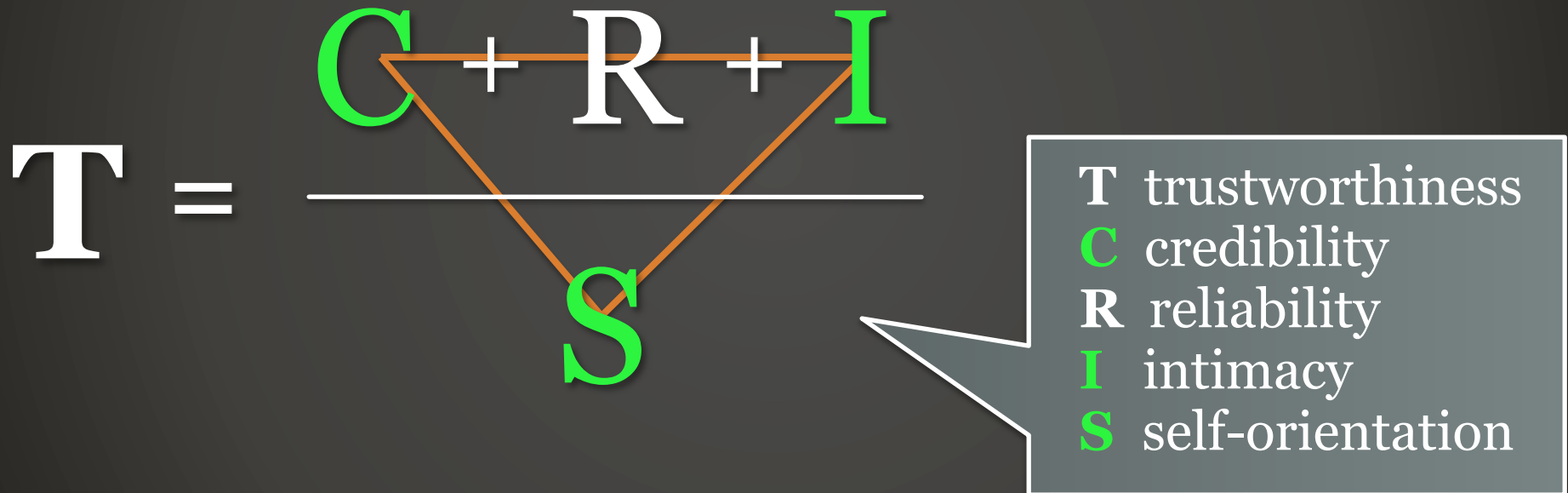
“I’m going to go  
out on a limb ...”

“You’re not  
going to like  
what’s coming  
...”

# Name It and Claim It is a socially acceptable way to put hard truths on the table

- “I may be completely missing the mark here, and I sure don’t want to step on any toes. I’m concerned we don’t have the executive sponsorship we need.”
- “There’s really no easy way to say this. We’re not going to make the deadline.”
- “At the risk of embarrassing myself, I’ve lost sight of what we’re really trying to accomplish.”

# Saying the hard stuff can be a trust trifecta



Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# Make it real: Getting issues on the table

p. 32

Consider your **client opportunity/challenge.**

What haven't you been saying that needs to be said? How might you NICI?





# Cross Selling



# The lure of the business card handoff: A demonstration

“Business Developer”

Widget Expert



Client

# Cross-selling done well: An alternative

- Ask the Widget Expert for help getting *just smart enough*

- Re-affirm the internal relationship



- Jointly explore the problem definition with the client
- Re-affirms the client relationship

- Broker introductions, exploration
- Iterate as necessary

# Let's revisit the 6 toughest sales questions

**1. Why  
should we  
choose  
you?**

**3. How much experience  
do you have doing XYZ in  
my business?**

**2. What makes  
you different  
from your  
competitors?**

**5. We're happy  
with our present  
provider; why  
change?**

**4. We don't need what  
you're selling right now;  
why spend time?**

**6. Why are you  
so much more  
expensive?**



## Make it real: Your toolkit (cont.)

p. 2

What other tools, practices,  
mindsets, maxims, and ways of  
being have been added to your  
trust-based business  
development toolkit?

# Make it real:

## Your next actions

p. 39

1. **My one next action** with my client:
2. **My Monday Morning Promise:**
3. **Our action team meeting** date/time:



[www.trustedadvisor.com/DeloitteTBBD](http://www.trustedadvisor.com/DeloitteTBBD)

## We did it

Foundations for  
Success



Deconstructing  
Trustworthiness



Assessing  
Trustworthiness



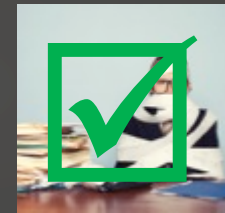
Being More  
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Day 1



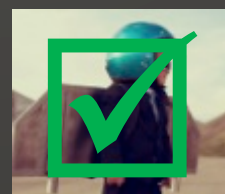
Being More  
Influential ~~(cont.)~~



Having Tough  
Conversations



Cross-Selling



Making it  
Real

Day 2

Reminder: Sign up for Session 2!



# Make it real: An intimacy workout

p. 40

# #10

## Required Attendance Poll

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**Missed part of class** → **32877 MISSED X:00-X:00**

**Instructed** → **32877 INSTRUCTOR**

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**Confirm your poll submission**

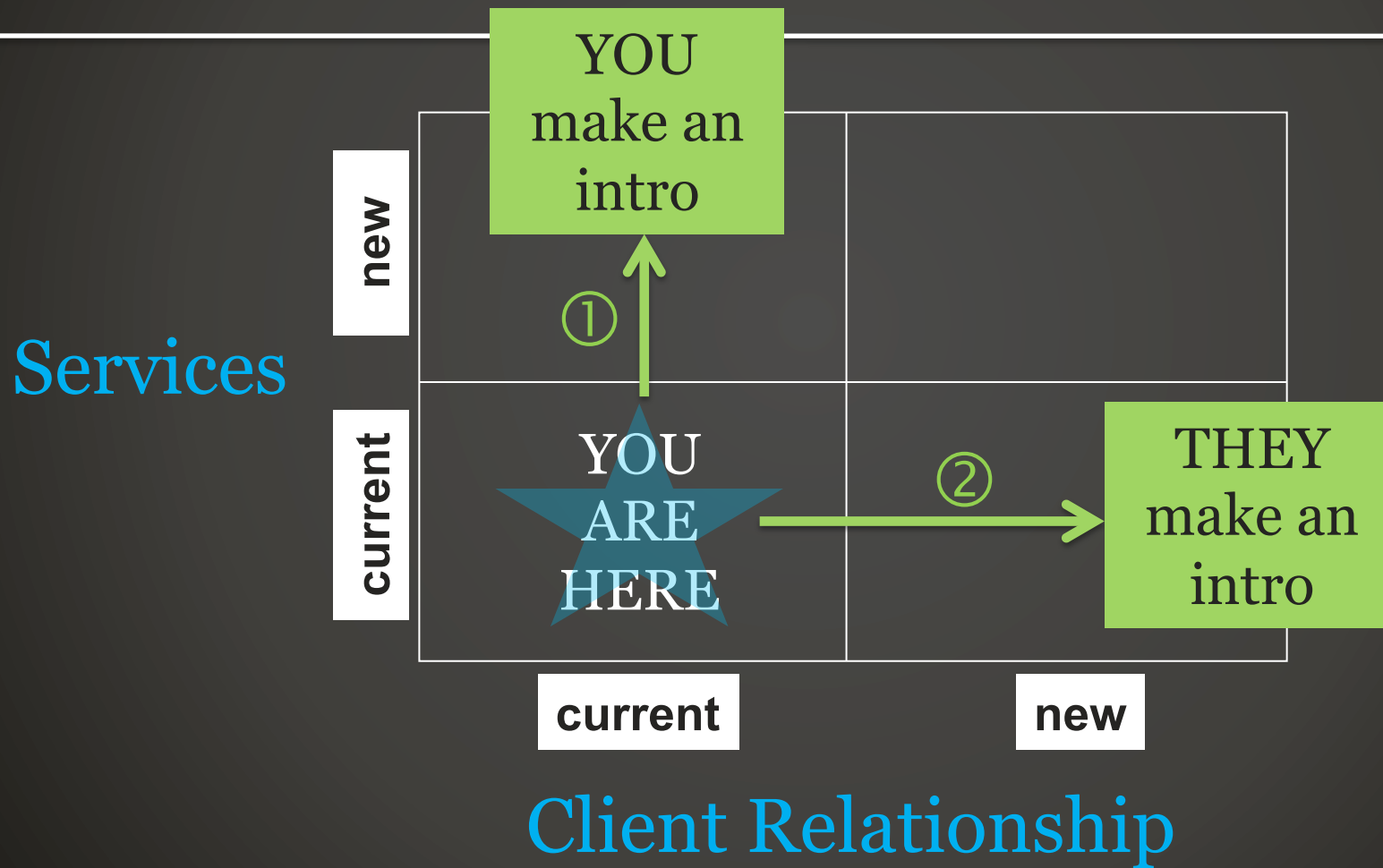
Jump to ‘Poll Everywhere’ on DNet and select ‘View Response History’



# Cross Selling



# It should be easy, right?





# The lure of the business card handoff: A demonstration

“Business Developer”

Widget Expert



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# Cross-selling done well: An alternative

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- Iterate as necessary

# Cross-selling is rife with myths

p. 33

**Myth #1:** You have to understand all your organization's services

**Myth #2:** Your clients don't want to help you sell

**Myth #3:** Cross-selling is no different from ongoing business development

**Myth #4:** You can't cross-sell until you've built up enough trust

# With cross-selling, *relationships* are the critical resource

p. 34

- In what ways is cross-selling done well within Deloitte Advisory today?
- What opportunities get left on the table and why?



# Let's practice generating leads

pp. 35 - 36



- What insights did you gain about Deloitte Advisory?
  - About cross-selling?
  - About yourself?
- What's a natural next action to take?

# One word check-in

If you had to describe **how you are as we begin today** in **ONE WORD**...

... avoiding words like “good,” “fine,” and “OK” (in the interest of being more descriptive) ...

*... what word would you choose?*