



	1	2	3
Andrew	•		
Coleman	•		
Jimmy	•		
Maegan	•		
Marc	•		
Arun		•	
David		•	
Ken		•	
Mark		•	
Lauren		•	
Cecile			•
Dimitri			•
Kevin			•
Traci			•
Valeriy			•

# Trust-Based Business Development

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## Session 3: BD Mastery

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July/August 2016

**Deloitte.**



# 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?*



▶ ⏪ 🔊 🔊 0:28 / 1:23



# Honest Road Rage

# Connection before content

Meet and greet as many people as possible in the next 5 minutes\*, **asking and answering the following question** with each person:

*If you're really honest, what do you fear or feel apprehensive about when it comes to BD? (We all have something.)*

\*Start with the people you don't already know

# We're making progress

	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>					

# Session 3 focuses on true mastery

Review,  
Reconnect,  
Results



Managing the  
“F” Word (Fear)

Listening  
Mastery



PIAT: The Travel  
Agent Redux

Working Off  
Script



Making it  
Real

Remember: Building trust starts with being present





# Working Off Script: Zip-Zap-Zop



# Make it real: Your results

pp. 4-5

What's different about ...

- *Your thinking?*
- *Your doing?*
- *Others' reactions?*

Successes?

Obstacles?



# Last up: A client opportunity/challenge

An opportunity/challenge related to developing business with a new or existing client (new, revised, or same ol' same ol'):

- It's current
- You can identify 1 – 3 key stakeholders
- You can speak about it here

# Make it real: Say three things out loud

p. 7

- “My clients’ names are \_\_\_\_\_.”
- “The opp’y/challenge as I see it is \_\_\_\_\_.”
- “My wish/ideal/trupest desire for this relationship is \_\_\_\_\_.”

# Listening Mastery



# True story: Big R + high I

“I will be out of the office prepping for my daughter's wedding, enjoying being the Father of the Bride and then relaxing afterwards for a couple of days with my wife. I may be delayed in returning emails and at times on the 19th and 20th will have limited access to my email. If this is urgent, please contact Lena Fung at (212) 436-7725 or [lfung@deloitte.com](mailto:lfung@deloitte.com).”



# ELFEC: Expanding opportunities *with your client*

p. 8

## Mainline Snack Foods

	Version A	Version B
Engage		
Listen		
Frame		
Envision		

# Make it real: Getting issues on the table

p. 9

Consider your **client opportunity/challenge.**

How might you move the conversation from good to great?



# Remember: masterful listening can be learned

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

- **Groups of 3 in 3 rounds**
  - *Your own client*
  - *Listener*
  - *Observer*
- **1-minute setup:**

Describe your client's interests, concerns (as *she* would)
- **3-minute role-play**
  - Client—*be that client; WEAR THE GLASSES!*
  - Listener—*be yourself and paraphrase and empathize—only! (NO QUESTIONS!)*
  - Observer—*take good notes and keep the others in character*
- **2-minute debrief:**
  - Observer—share specific strengths, opportunities
  - Client—share your experience

p. 11

# 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?



**WHO SAID SALES  
WAS STRESSFUL?**

**I'M 32 AND I FEEL GREAT!**

# Working Off Script: “Yes, and ...”

1. Tell your partner something you really don't like/want to do (“Skydiving!”)
2. Your partner says something positive about it: “Skydiving is great because it's such a rush!”
3. Reply with something else that's positive: “Yes, and ... it also gives you a great story to tell!”
4. Switch and start over

# Managing the “F” Word (Fear)



# There are four sharks of fear in sales

<Notes>

- Execution (DO)
- Competence (KNOW)
- Outcome (GET)
- Shame-based

PERSONAL



# Your personal shark repellent

1. Write it/read it/talk it **p. 12**
2. State the 95% worst case scenario **p. 13**



# PIAT: The Travel Agent Redux



# Make it real: Putting it all together

p. 14

Consider your **client opportunity/challenge.**

What takeaways from the case study that you might apply?



# Working Off Script: The ABC Game



# TBBD Final Exam

p. 15



# Making it Real



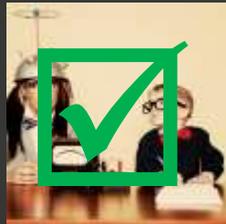
# We did it!

Review,  
Reconnect,  
Results



Managing the  
“F” Word (Fear)

Listening  
Mastery



PIAT: The Travel  
Agent Redux

Working Off  
Script



Making it  
Real

What tools, practices, mindsets,  
maxims, and ways of being from  
your TBBD toolkit are worth  
underscoring?

What have you **added**?

# Make it real: Your next actions

p. 18

1. My **one next action** with my client
2. My **30-day experiment**
3. The **learning I will share** with three people in my network
4. (**LATE ENTRANT**) My **S-reducing practice**

## Intimacy? At work? Really? (Part III)

Andrea.

This is our last tip (for now) in a three-part series on the subject of intimacy—a word that businesspeople don't usually associate with professionalism.

And yet, intimacy is a critical ingredient for trust-based relationships. It suggests a level of comfort, security, and rapport that directly impacts your ability to be influential, and that fosters the kind of relationships that make your businesses thrive.

In Parts I and II we looked at ways to build intimacy by being [positive](#) and [personal](#).

Today, we focus on being bold—in other words, having the courage to take personal risks that build trust in a relationship.

### Make it Real

This week, step outside your comfort zone. Here are three ways to do that:

1. **Acknowledge uncomfortable situations.** Caveats are conversational jewels: "Wow, this is awkward..." or "I wish I had better news..." or "The timing with this is embarrassing..."
2. **Say what needs to be said.** Practice doing it in 10 words or fewer. "We're not going to make the deadline" or "We just don't have the executive sponsorship we need" or "Jim is leaving the team." The direct approach works especially well in combination with caveats (see #1).

# In just a few words ...

**Round 1:** List *32 words max* that capture what you've learned (single words, short phrases, sentences, quotes) *5 minutes*

**Round 2:** Reduce your results to *8 words max* *3 minutes*

**Round 3:** Capture the essence in *4 words* (single words, short phrases, sentences, quotes)  
**NEW WORDS ARE OK** *3 minutes*



In just a few words ...

... what has made  
the biggest  
difference for you,  
personally?

