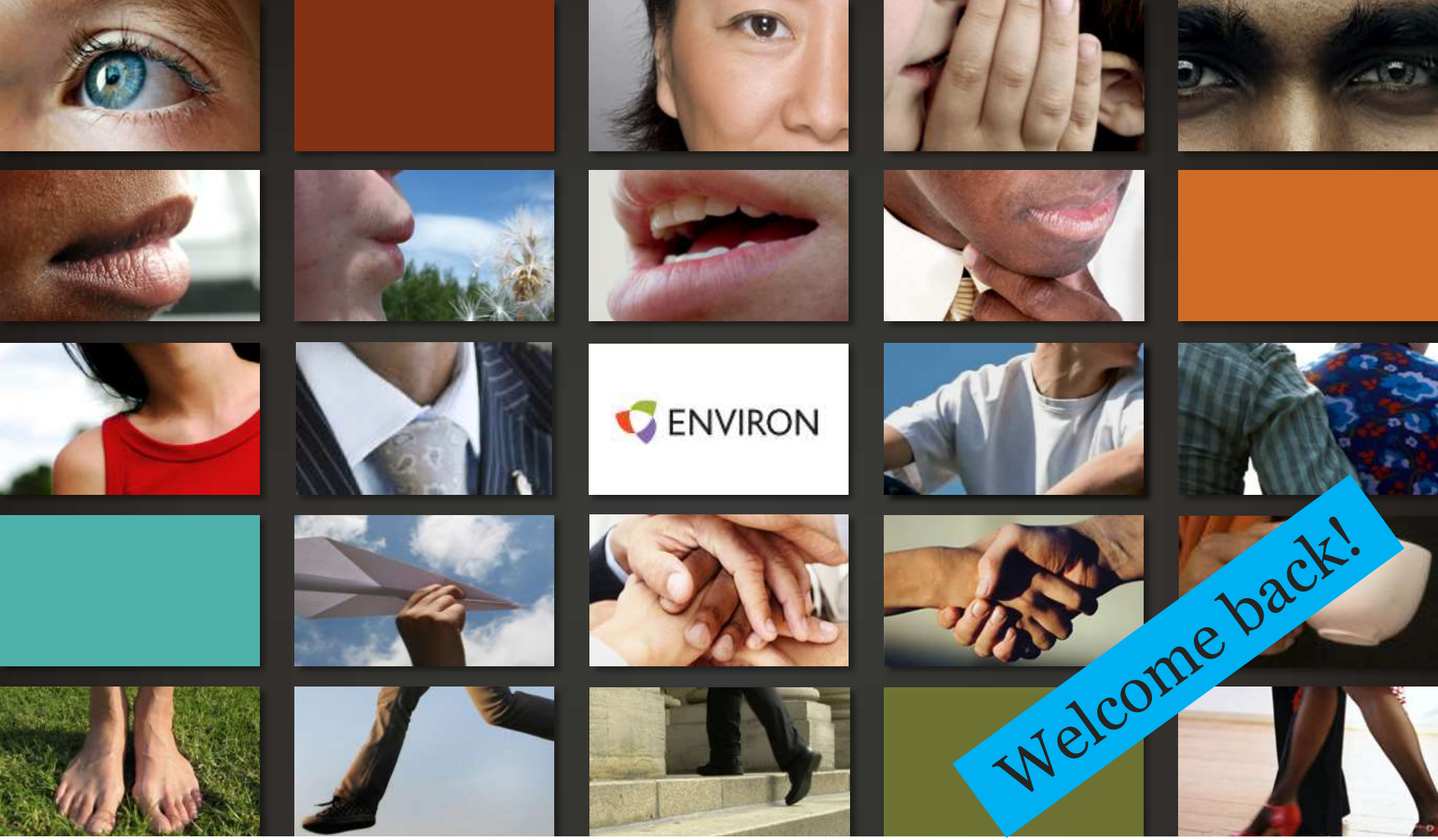

Trust-Based Business Development – Part II

ENVIRON Immersion Program | September 2014

Meet Robert Scoble

Photo courtesy of Thomas Hawk

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Connection before content

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

What's a noteworthy event or accomplishment for you since we met in June?

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We'll be covering a lot of ground in Part II

Day 1		Day 2	
Reflections and Review			Influence and Listening: Redux
The Trust Principles as Strategy			Cross-Selling
Selling by Doing			Making it Real

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Building trust
starts with being present

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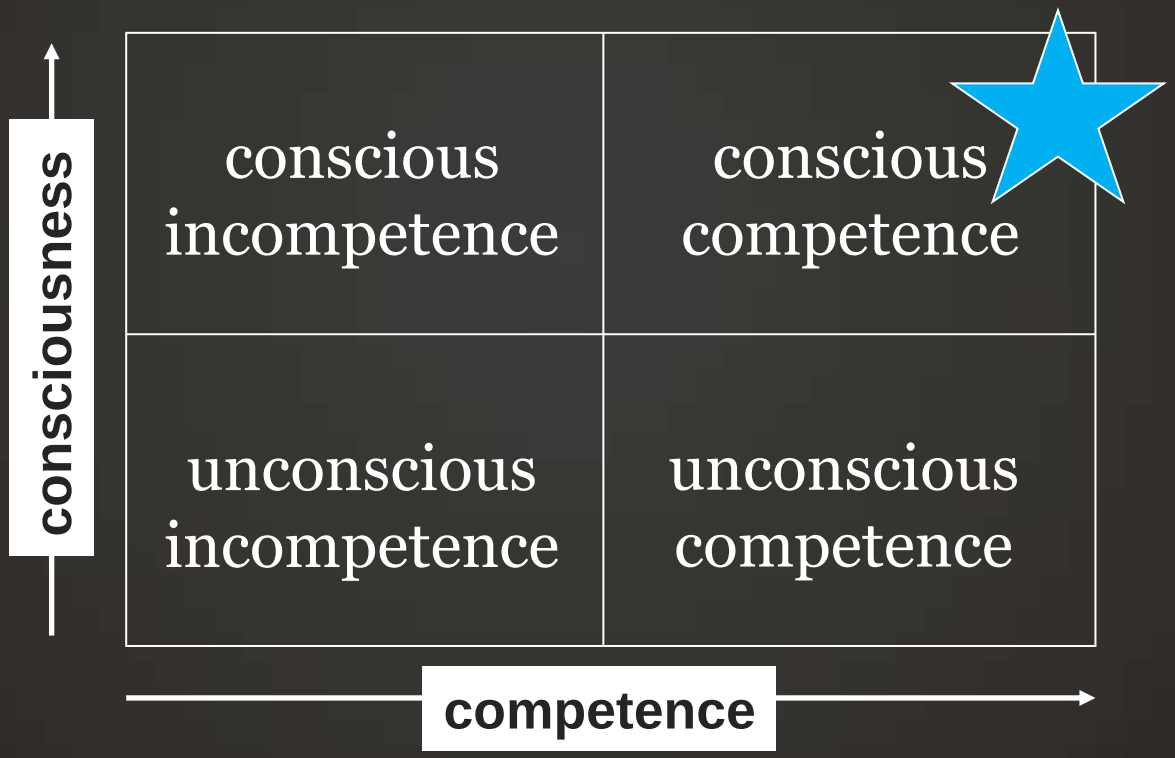
“Mastery” is more than “really good”



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What do you really think about BD?

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Reflections and Review

Quiz time!

Mindsets make a difference

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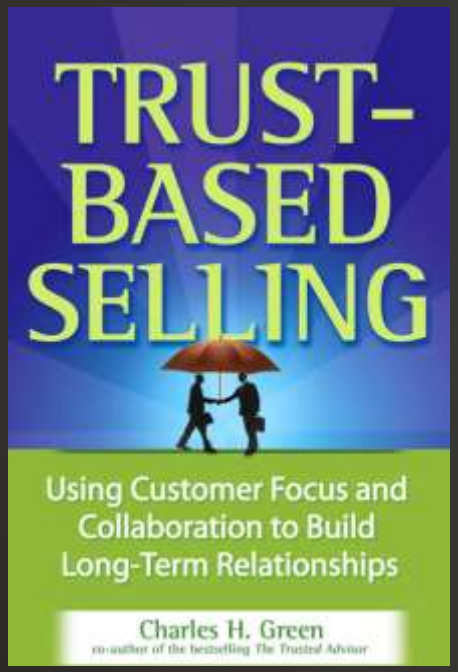
Trust-based selling is about helping



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

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The Trust Principles define four key values

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

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Credibility = Truthfulness + Credentials

Words

Credibility

Truthfulness
Credentials

I trust what she says about…

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True reliability requires consistency across stakeholders

Words	Actions
Credibility	Reliability
Truthfulness Credentials *I trust what she says about…*	Dependability Predictability *I trust him to…*

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Personal risk-taking increases intimacy

Words	Actions	Safety
Credibility	Reliability	Intimacy
Truthfulness Credentials *I trust what she says about…*	Dependability Predictability *I trust him to…*	Discretion Empathy Risk-taking *I trust her with…*

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The more you know yourself, the better you can manage yourself

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

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What's in a Temperament?

Derived from the two strongest variables

Your *innate preference* when it comes to building trust

Trust Temperament™	C	R	I	S
Expert	✔	✔		
Catalyst	✔		✔	
Professor	✔			✔
Doer		✔	✔	
Steward		✔		✔
Connector			✔	✔

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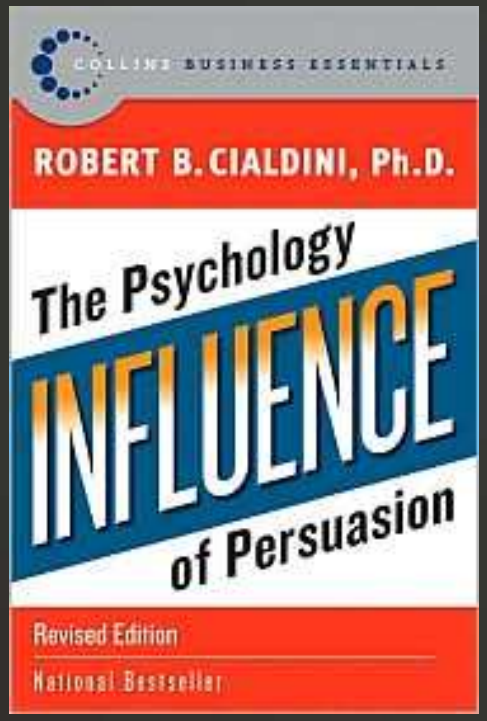
What drives influence might surprise you



reciprocity

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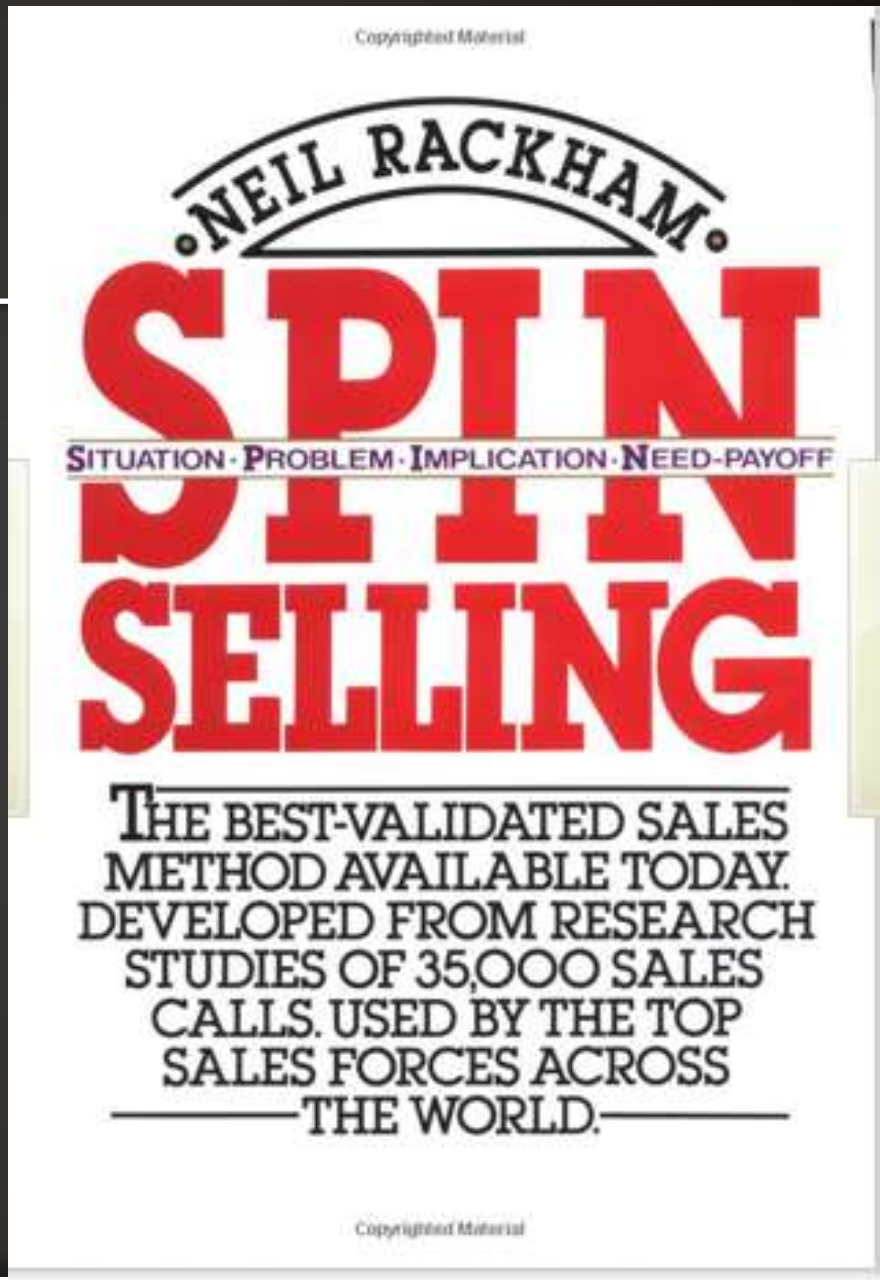
Not listening has big consequences

"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."



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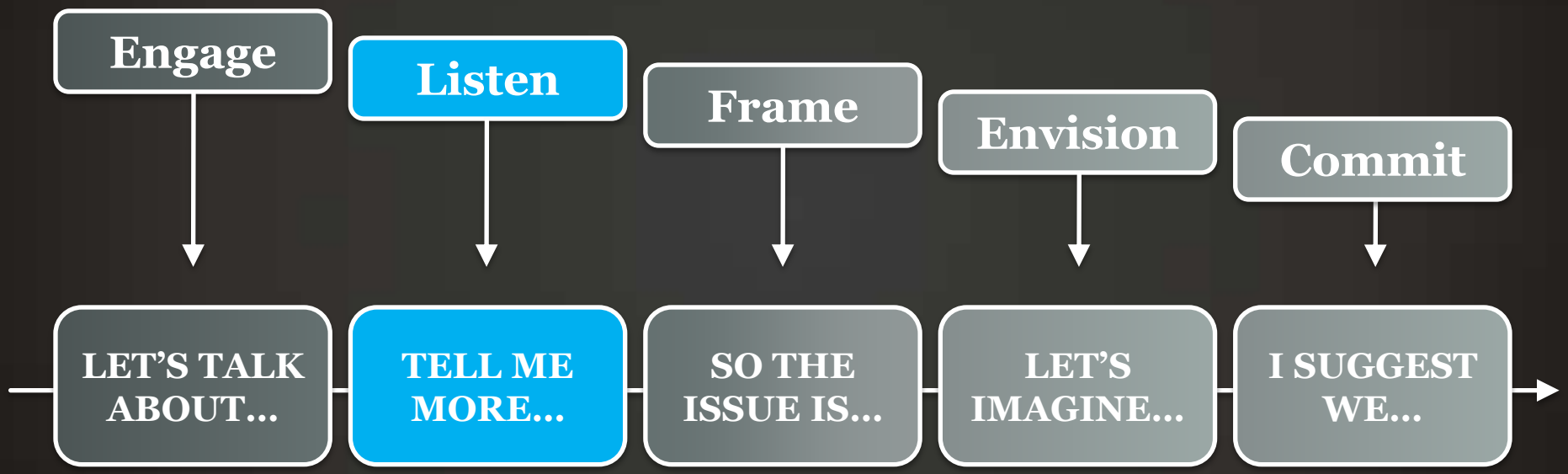
Listening matters … a lot



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Saying the hard stuff can be a trust trifecta

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

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

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

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Trust-based relationships are distinctive

	Focus:	Energy:	Output:	Success:
Expertise-based	Answers, expertise	Explaining	Information	Timely, high quality
Needs-based	Business problem	Problem-solving	Solutions	Problems resolved
Relationship-based	Partner org'n	Providing insights	Ideas	Repeat business, sole-sourced
Trust-based	Partner as a person	Under-standing partner	**Safe haven for tough issues**	Mutually rewarding relationship

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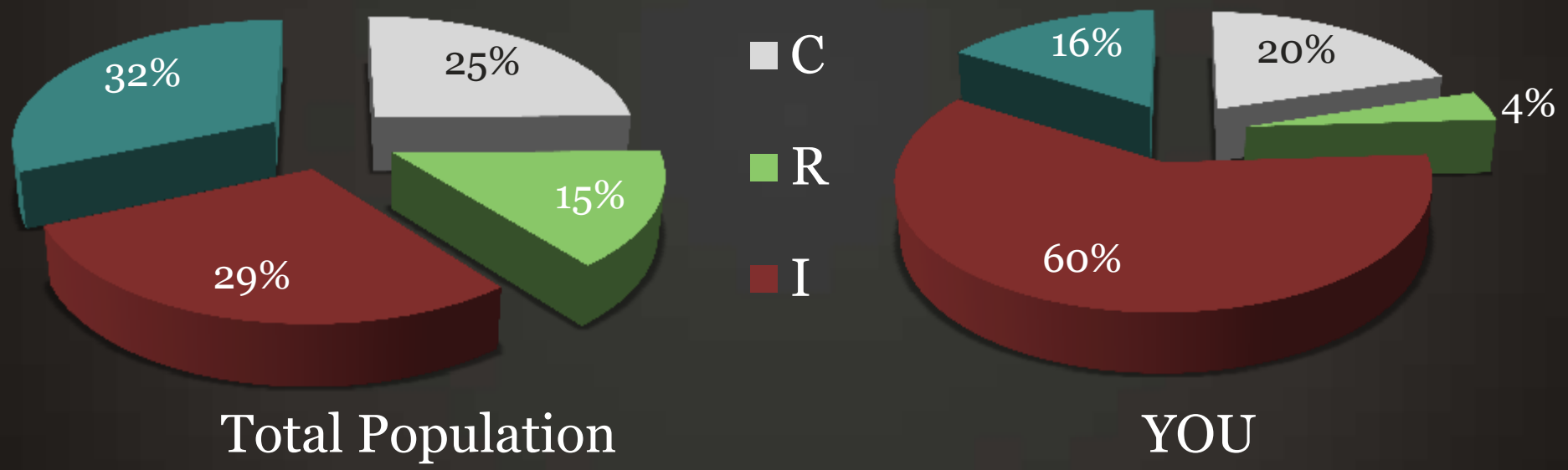
Here's how you see your areas of opportunity



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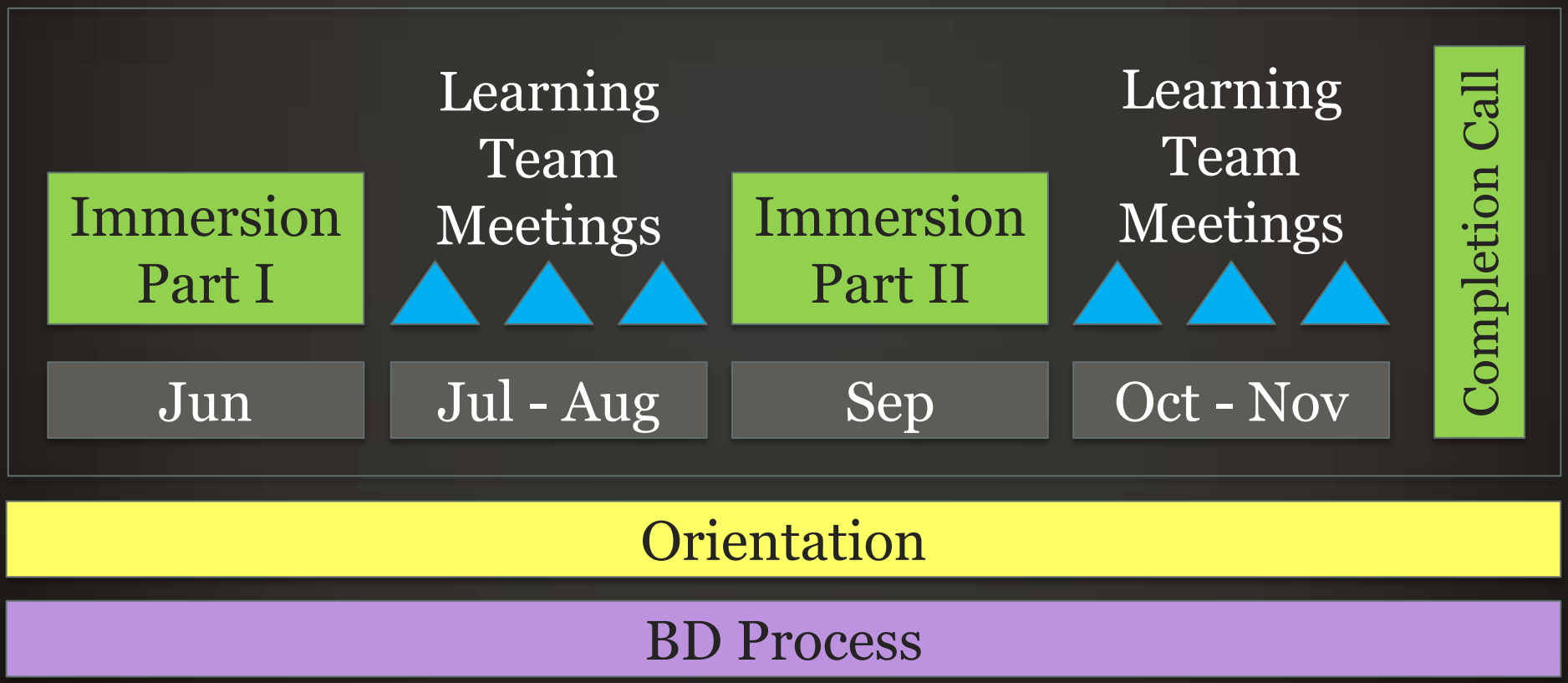
You're part of a program, not an event



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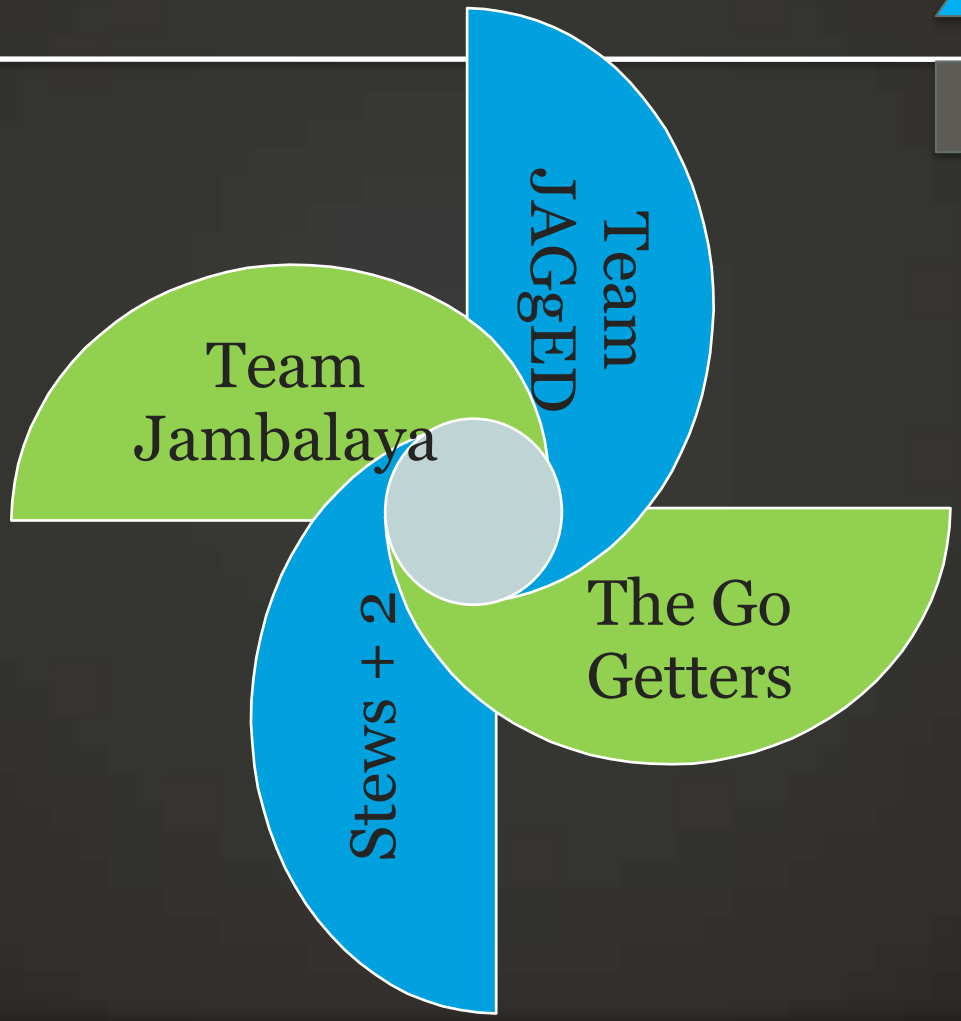
How goes it so far?

Learning Team Meetings

Jul - Aug



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As ambassadors, what do you most want to share with others?

- Which framework is the most meaningful or valuable from your perspective?
- What, specifically, is meaningful or valuable about it—for you, personally? For ENVIRON? What do you wish others at ENVIRON knew and understood about it?
- Create a presentation, demonstration, skit, poem, rap song, etc. to communicate your answers

The Trust Equation	**The Trust Creation Process (ELFEC)**
The Trust Principles	**The Four Levels of Relation-ship**

Prizes will be given to each member of the team that is voted most *creative*, *courageous*, AND *content-rich*

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Remember your homework?

Bring to mind a "client opportunity/challenge":

1. There's misalignment, concern, disagreement, frustration, tension, or conflict (big or little)
2. It's current
3. It's with an individual
4. You can speak about it here

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The Trust Principles as BD Strategies

The trust principles give us a way to think about developing business

Other-Focus	Collaboration
• • •	• • •
Medium- to Long-term Perspective	**Transparency**
• • •	• • •

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Let's make it real

Consider your **client opportunity/challenge**.

How might you apply the Trust Principles as a <u>BD strategy</u>?

How might you apply the Trust Principles as a <u>way of being</u>?

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Selling by Doing

Professional services are a lot like perfume, fine wine, and ice cream

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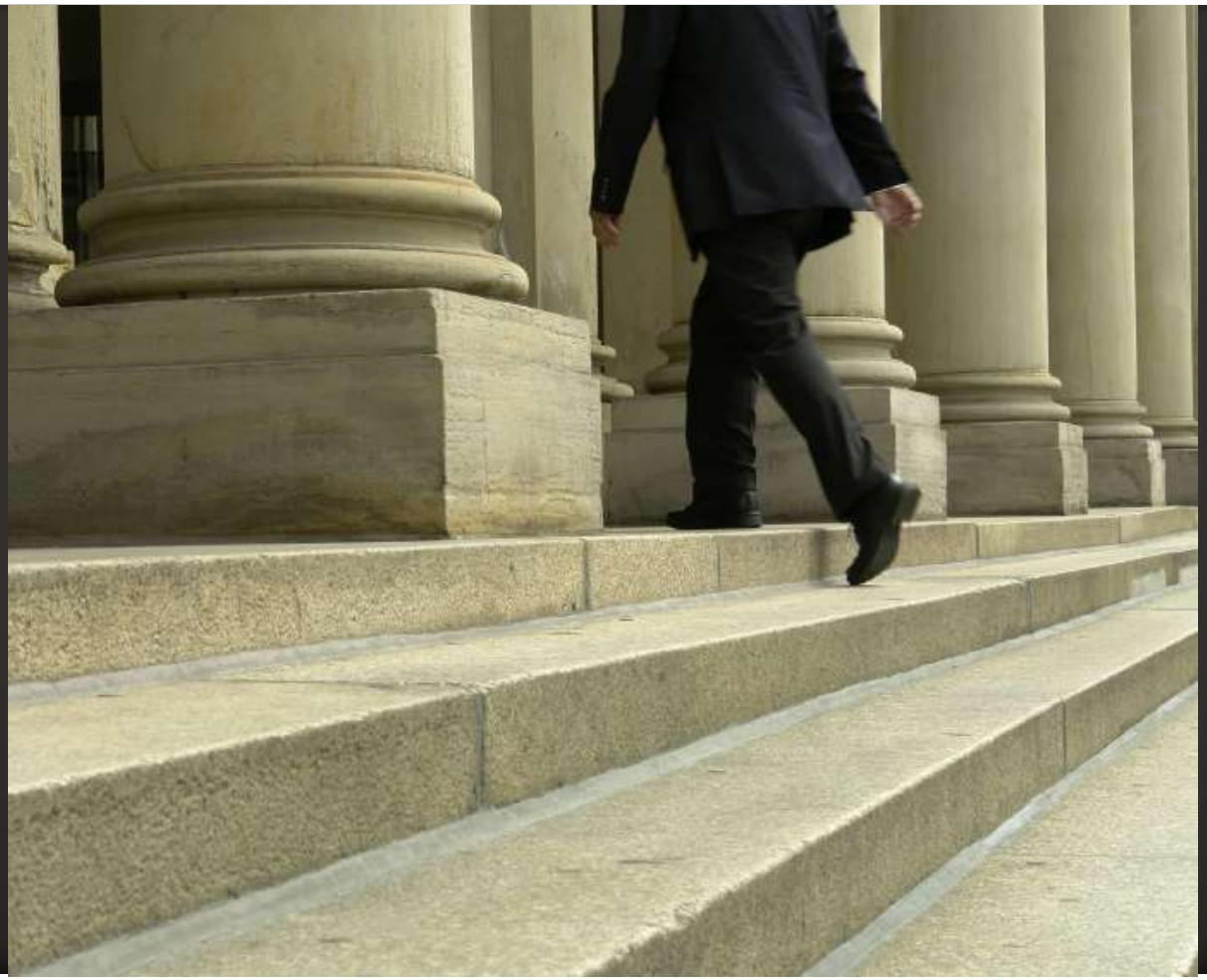
What stands out about the Case of the Law Firm?



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“Selling by Doing” offers differentiation

- Shows low self-orientation
- Demonstrates a willingness to take risks
- Exemplifies collaboration
- Adds value in-the-moment
- Makes the abstract feel tangible

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Your turn

In what ways are you already selling by doing?

How, specifically, might you do it more? Differently?

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Selling by doing is one of four specific ways to take the "sell" out of "selling"

1. Sell by doing
2. Sell the *right* solution, not your solution
3. Ask permission
4. Use caveats

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Let's make it real

Consider your **client opportunity/challenge**.

How might you sell by doing?

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Let's make it real

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

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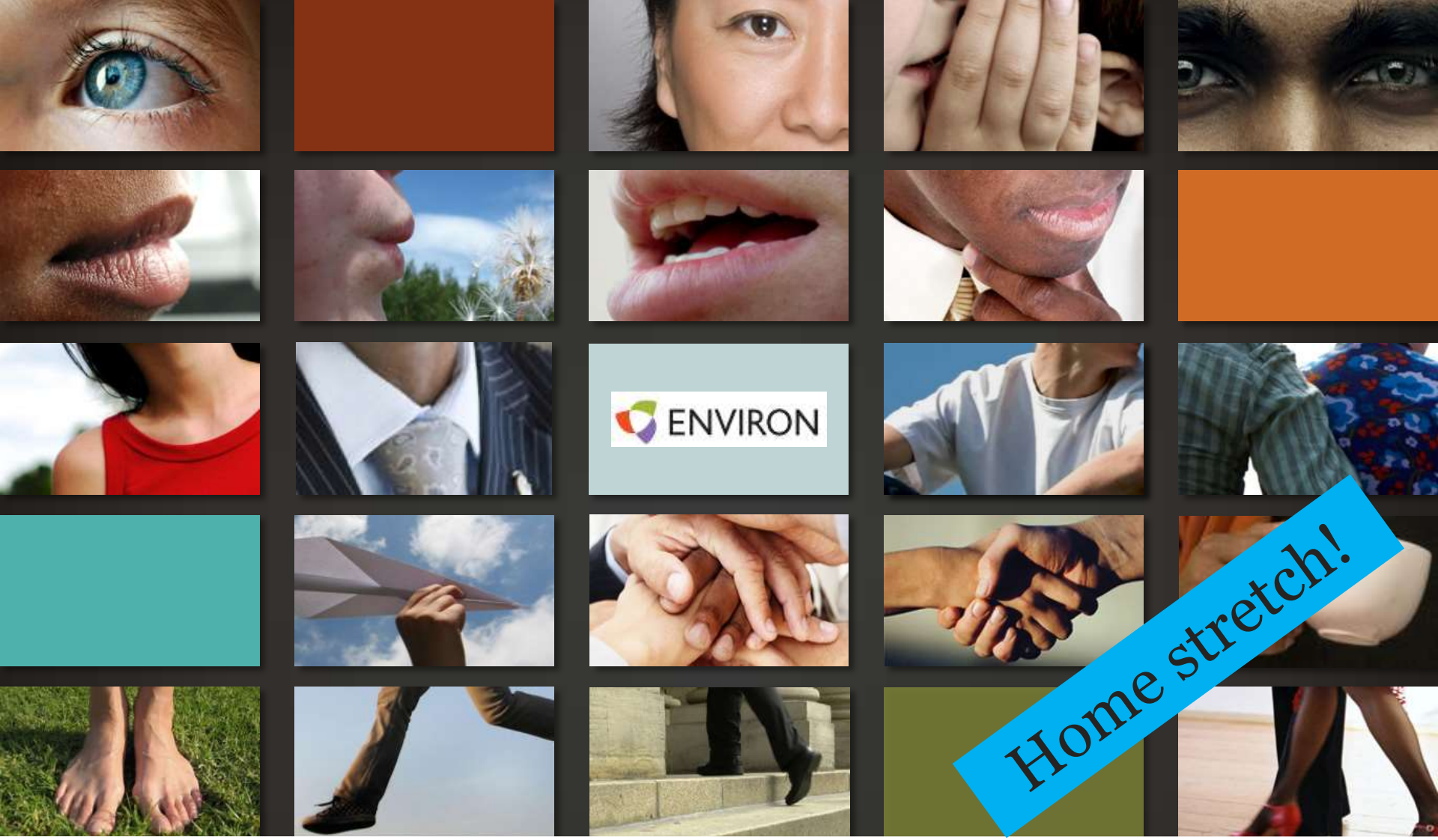

Trust-Based Business Development – Part II

ENVIRON Immersion Program | September 2014

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?

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We're making progress

Day 1		Day 2	
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Selling by Doing			Making it Real

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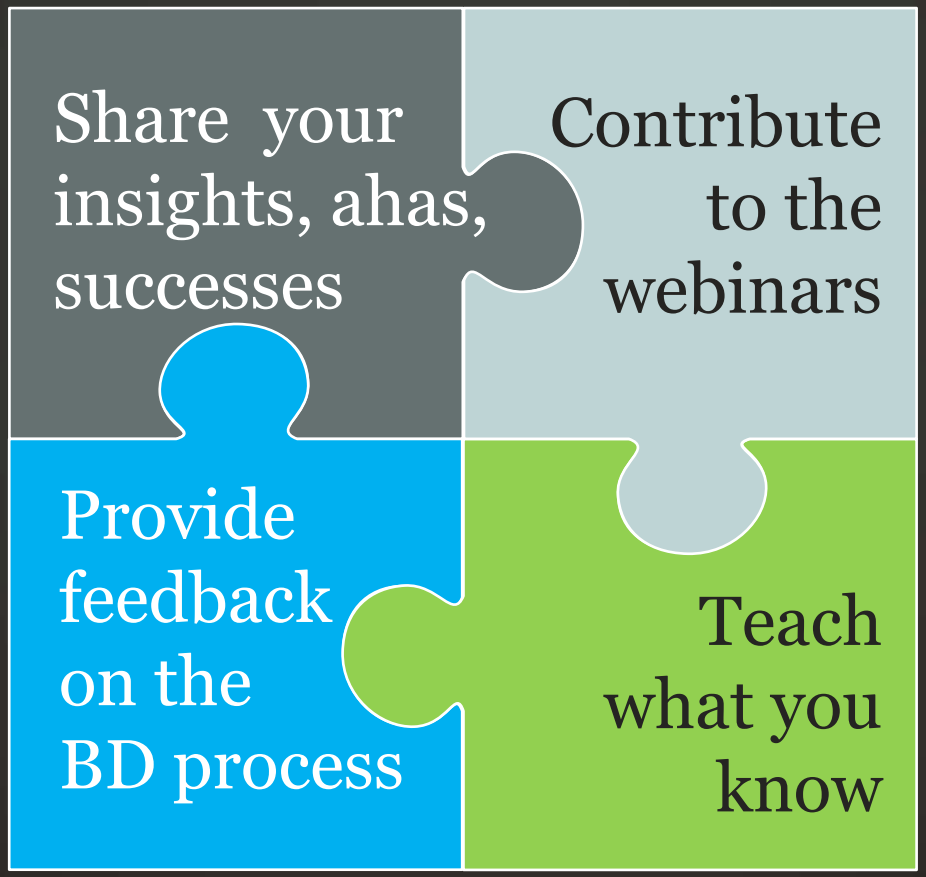
You're "ambassadors" now



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Learning Team Meetings

Your learning teams, continued

Oct - Nov

SETUP:
Same teams

GOAL:
Support and accountability for walking the talk

COMMITMENT:
Three meetings; 45 minutes each
Box updates before and after
Follow-through on actions planned

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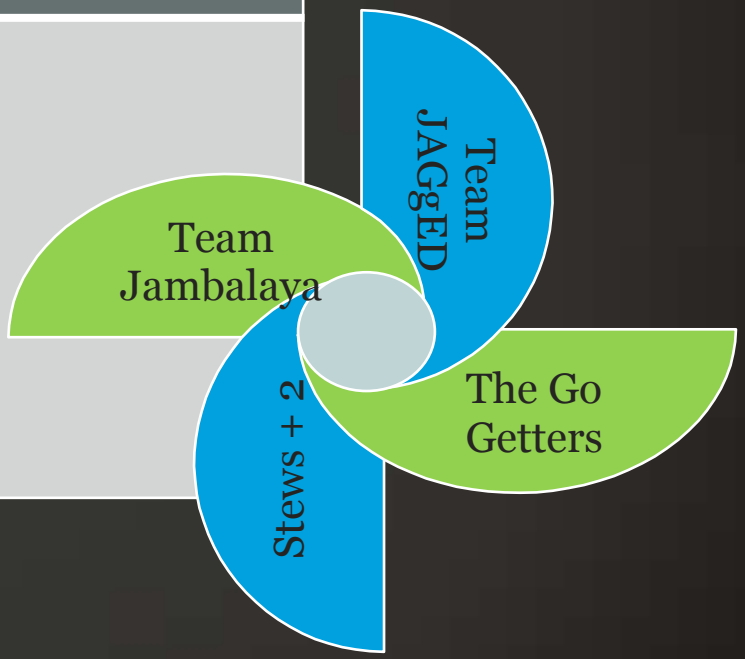
How will you take it to the next level?

Start	Stop	Continue



What's one personal commitment you will make to help your learning team experience be the most valuable it can be?

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It’s not about the nail

- <Nail video>

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Influence and Listening: Redux

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Remember, you have to earn the right to be right

RATIONAL

Paraphrase

NON-RATIONAL

Empathize

Earn the Right

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Mastery requires a 10,000-hour investment

	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
- 3-minute role-play
  - Client—*be that client; WEAR THE GLASSES!*
  - Listener—*be yourself and paraphrase and empathize—only!*
    NO QUESTIONS ALLOWED
  - Observer—*take good notes and keep the others in character*
- 2-minute debrief:
  - Observer—share specific strengths, opportunities
  - Client—share your experience

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What did you discover?

- Listener—What was hardest about doing this?
- Observer—What did the listener do well? What were the opportunities for improvement?
- Client—What was your experience?

What "ahas" did you have as your client?

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Let's make it real

Consider your **client opportunity/challenge**.

What haven't you been willing or able to *hear*?

What might you *listen for*?

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The right questions at the right time build trust

How many questions
per day
does the average
5-year-old
ask?

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“The answer to any problem pre-exists. We need to ask the right question to reveal the right answer”—

Jonas Salk, medical researcher and virologist

The best questions …

- Elicit dialogue
- Are interesting *and* answerable
- Genuinely seek an answer
- Promote positive feelings
- Facilitate learning

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Let's make it real

Consider your **client opportunity/challenge**.

What haven't you been asking that would be helpful to ask?

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Cross-Selling

- <TBD>

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The Case of the Cross-Sell

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We've covered a lot of ground

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Making it Real

Let's make it real

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

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There's one more tool in your toolkit

5 Questions to unlock any relationship issue:

1. What haven't I been HEARING?
2. What haven't I been SAYING?
3. In what ways could I take more RISK?
4. What do I want that I haven't been GIVING?
5. In what ways have I not been BEING a partner?

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Let's talk next steps

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