



Welcome back!

Trust-Based Selling Workshop: Session 2



gilman partners

Cincinnati, OH | USA
March 21, 2017

Meet Robert Scoble



Photo courtesy of [Thomas Hawk](#)

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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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The workshop series is designed to help you be masterful





More at www.trustedadvisor.com/GilmanPartners

Workshop 2 kicks it up a notch

Reflections, Review,
and Results



The Trust Principles
as BD Strategies



Taking the Sell
out of Selling



Having Tough
Conversations



a.m.

Working Session:
Selling by Doing



6 Toughest Sales
Questions



BD Routines
and Rituals

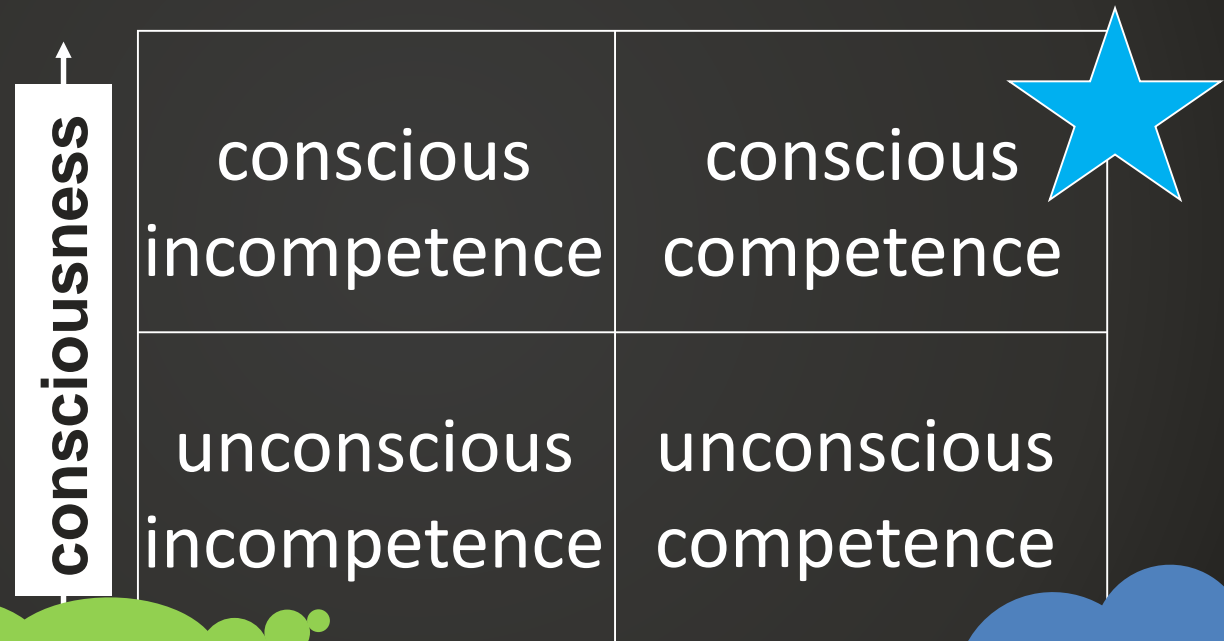


Put it All Together
and Make it Real



p.m.

Remember, “mastery” is more than “really good” ...



“I know this already (yawn).”

“I just do what’s right.”

... and building trust starts with being present



Reflections,
Review,
Results



You had some homework...

How'd you do?

1. Identify one next action to take with your client opportunity / challenge
2. Conduct a 30-day experiment
3. Make your *Monday Morning Promise*
4. Brainstorm ways to do more *Selling by Doing*
5. Brainstorm ways to generate additional assignments using the Trust Equation
6. Read Chapter 12: Trust Based Networking



Make it real: Your results

pp. 4 - 5

- What's different?
- Successes?
- Obstacles?



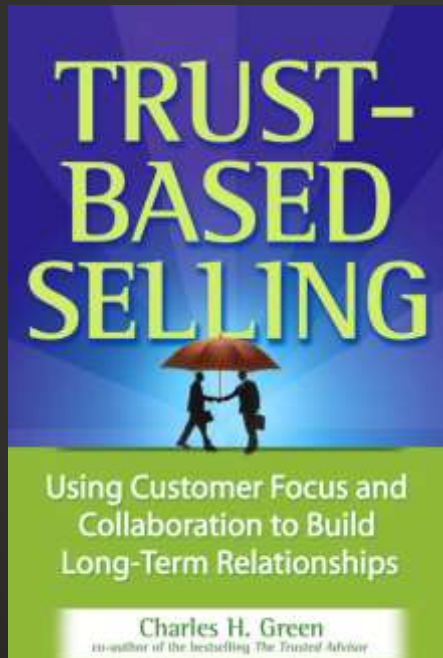


Quiz!

1. Mindsets matter



2. 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.”

3. C = Truthfulness + Credentials

Words

Credibility

Truthfulness
Credentials

*I trust what she
says about...*

4. True reliability requires consistency

Words

Credibility

Truthfulness
Credentials

*I trust what she
says about...*

Actions

Reliability

Dependability
Predictability

I trust him to...

5. Personal risk-taking increases intimacy

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...*

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

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...*

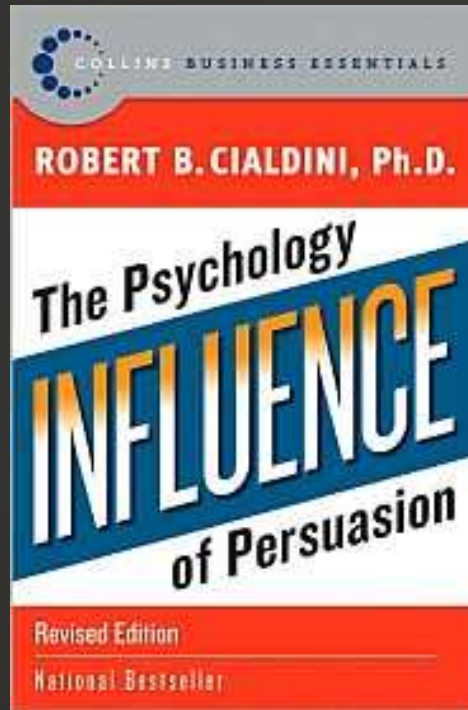
Focus

Self-Orientation

Motives
Attention

*I trust that he
cares about...*

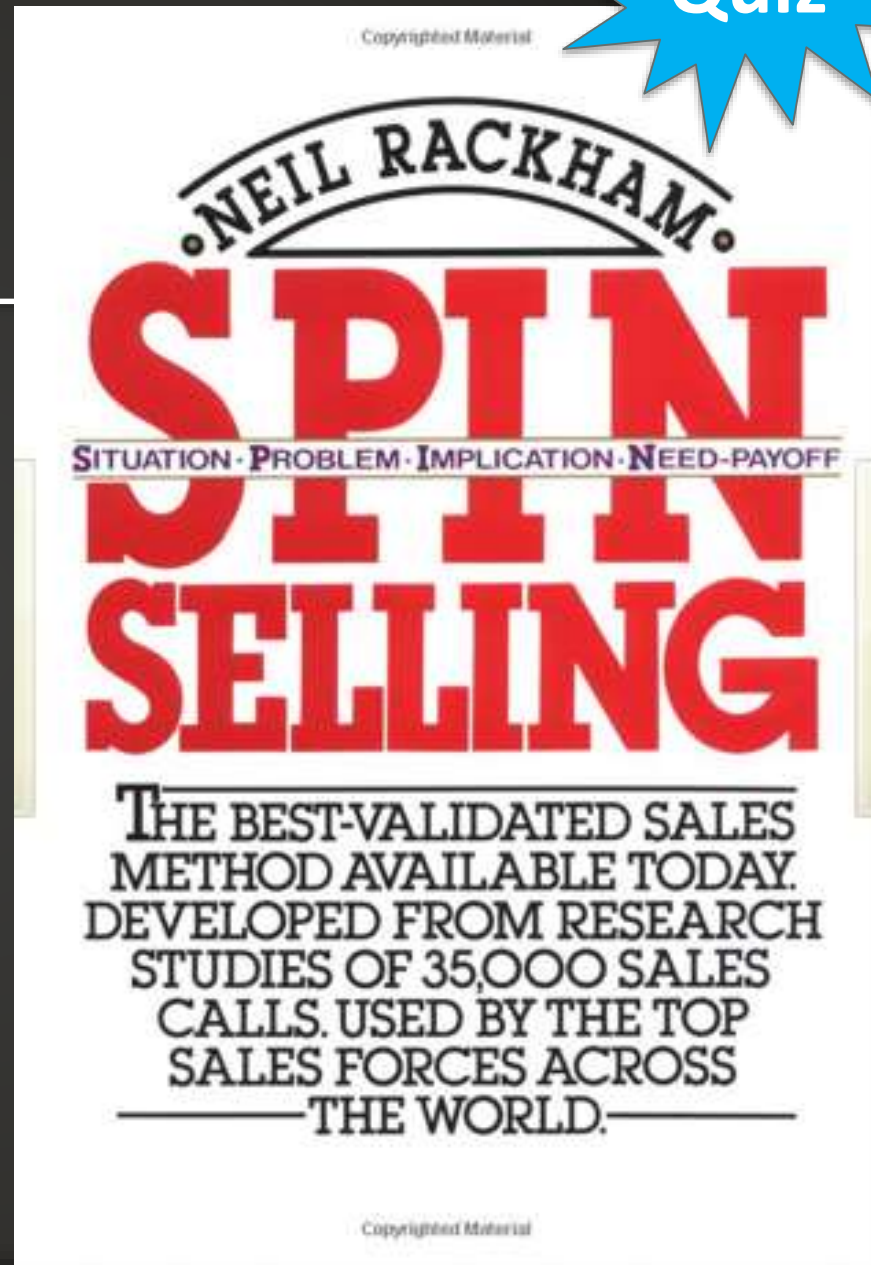
7. What drives influence might surprise you



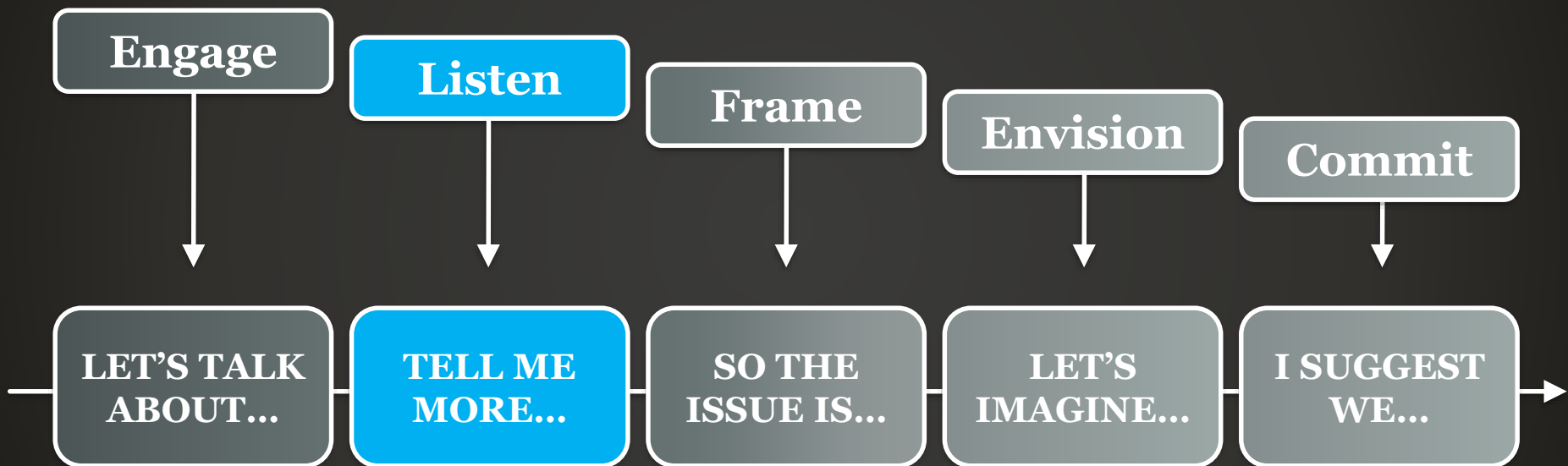
reciprocity

8. Not listening has big consequences

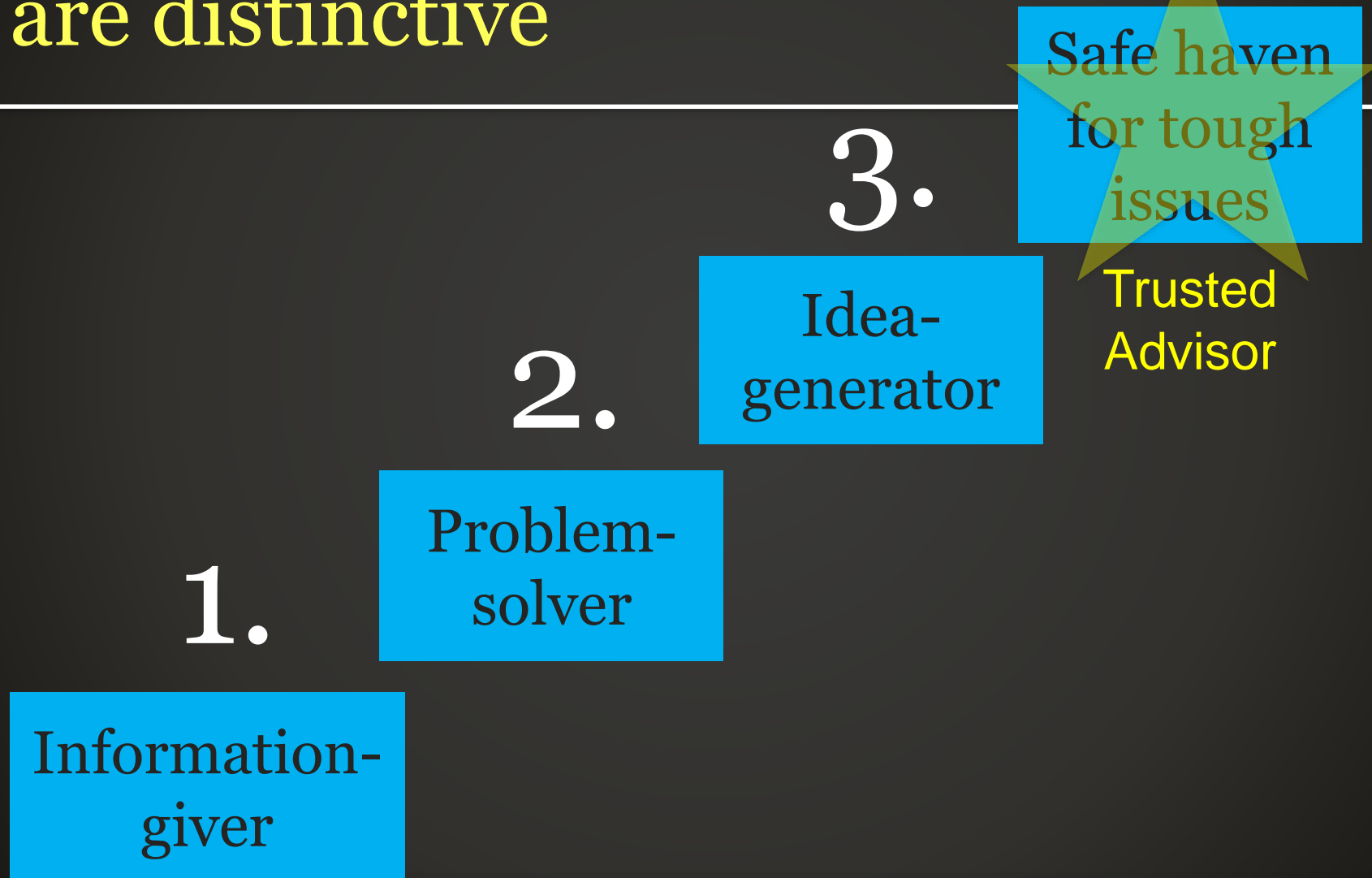
“The most pervasive and hardest sales problem? **Premature solutions.** The mistaken belief that the sooner they can begin solving the problem, the more effective they will be.”



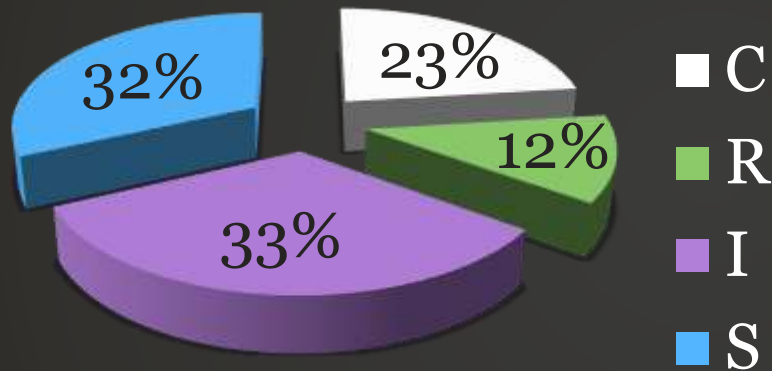
Listening matters ... a lot



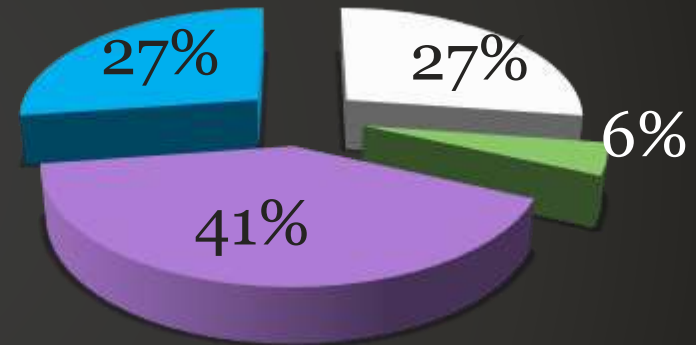
10. Trust-based relationships are distinctive 4.



Tie-breaker: how you see your areas of opportunity



Total Population



Gilman Partners
N = 16

Let's make it real

Brainstorm: What are the different selling scenarios you encounter?





The Trust Principles as BD Strategies

Introducing ... your Monday Morning Promise

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
4. Have a meeting where your *only* goal is to listen
5. Invite a client for dinner ... six months from now
6. _____

M
O
N
D
A
Y

The Trust Principles define four key values

p. 8

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**

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

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Other-Focus	Collaboration
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••
Medium- to Long-term Perspective	Transparency
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••

Let's make it real

p.10

Consider your **client opportunity/challenge.**

1. How might you apply the Trust Principles as a BD strategy?
2. How might you apply the Trust Principles as a way of being?





Taking the “Sell” out of Selling

Five specific ways to take the “sell” out of “selling”

1. Sell by doing

“Selling by doing” is samples selling

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

Are there other opportunities for “selling by doing?”



Professional services are a lot like perfume and fine wine

Five specific ways to take the “sell” out of “selling”

1. Sell by doing
2. Listen, listen, listen...then listen

Listening Mastery Moves

- Use non-verbals
- Paraphrase
- Empathize
- Audible pauses
- “Tell me more...”
- <Silence>
- “I’m not sure what to say”
- “Let me think about that”
- ...



Listening Phrases

- “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 ...”

Five specific ways to take the “sell” out of “selling”

1. Sell by doing
2. Listen, listen, listen...then listen
3. Sell the *right* solution, not your solution
4. Ask permission

Asking permission sounds like helping

“Joe, we’re going to be working together closely for the next several months. We are totally committed to achieving the results we’ve defined in our project plan. Along the way, we might see opportunities to improve your business that fall outside the scope of our work. Would it be OK with you if we bring those to your attention when we see them?”

Five specific ways to take the “sell” out of “selling”

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

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

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

Caveats are conversational jewels

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

“At the risk of embarrassing myself ...”

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

“This is awkward ...”

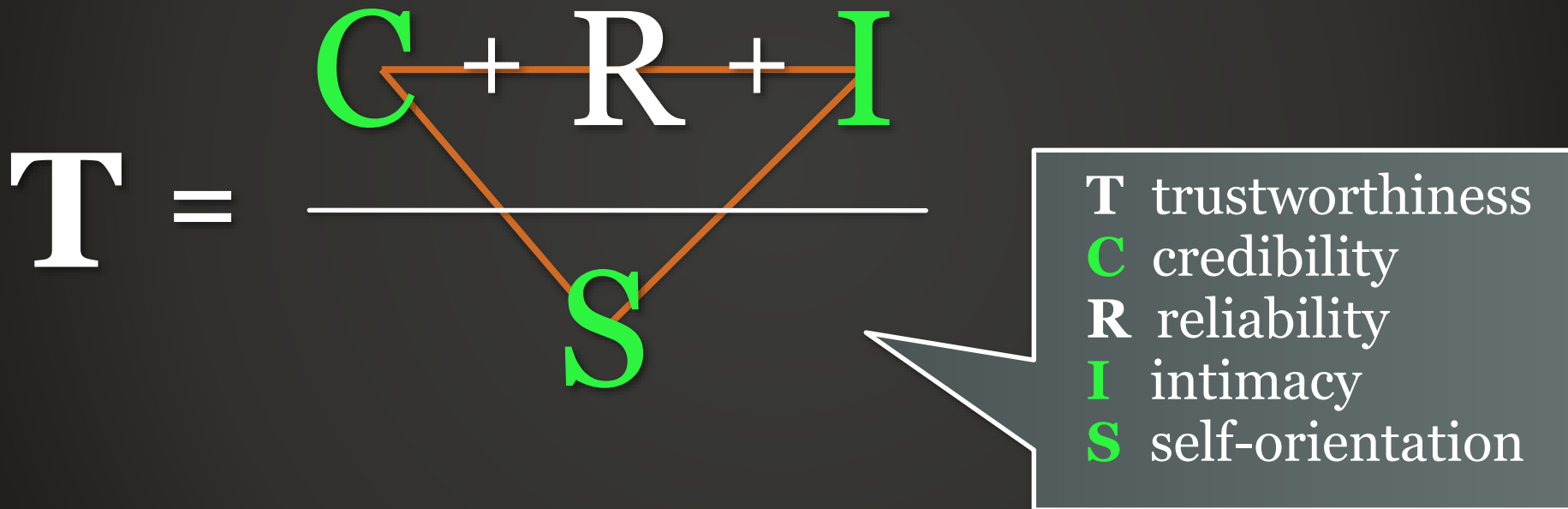
“I’m going to go out on a limb ...”

“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

The Case of the Lunchroom

p. 12

If you *were* to
Name It and
Claim It, what
would you say?

What caveats
would you use?



Make it real: Getting issues on the table

<Notes>

Consider your **client opportunity/challenge.**

How might you NICI?



Working Session: Selling by Doing



The 6 Toughest Sales Questions



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?

BD Routines and Rituals



Let's talk BD structures

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Rituals or routines that you apply to build trust-based relationships:

<i>Daily</i>	
<i>Weekly</i>	•Monday Morning Promise
<i>Monthly</i>	
<i>Quarterly</i>	•Follow-up Friday
<i>Annually</i>	
<i>Other</i>	

Top 10 ways to make time for business development

p. 17

1. KISS
2. Seize the moment
3. “Kill two birds ...”
4. Use anchoring
5. Get help from your team
6. Make meaningful connections
7. Have fun with it
8. “Take 5” before the day’s madness begins
9. Schedule it
10. Work with a buddy

More at www.trustedadvisor.com/GilmanPartners

We've covered a lot of ground

Reflections, Review,
and Results



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BD Routines
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Put it All Together
and Make it Real



p.m.

Make it real: Your toolkit (cont.)

p. 3

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

Let's talk next steps

p. 18



1. Get into action with your client
2. 30-day experiment with one BD Routine/Ritual
3. Brainstorm Lunch-n-Learn topics
4. Join our 30-day virtual call on **April 28 at High Noon!**

Make it real

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#10

How will you choose ...

A photograph of a stage with heavy red curtains. A circular spotlight illuminates a microphone stand in the center of the stage. The floor is covered with a patterned carpet.

... to set yourself apart?