



Trust Based Selling

c3/consulting | June 3-4, 2014



In this “moment of truth,” what should I do?

- A. Wait for Chuck to respond
- B. Press on
- C. Back out gracefully
- D. Get curious

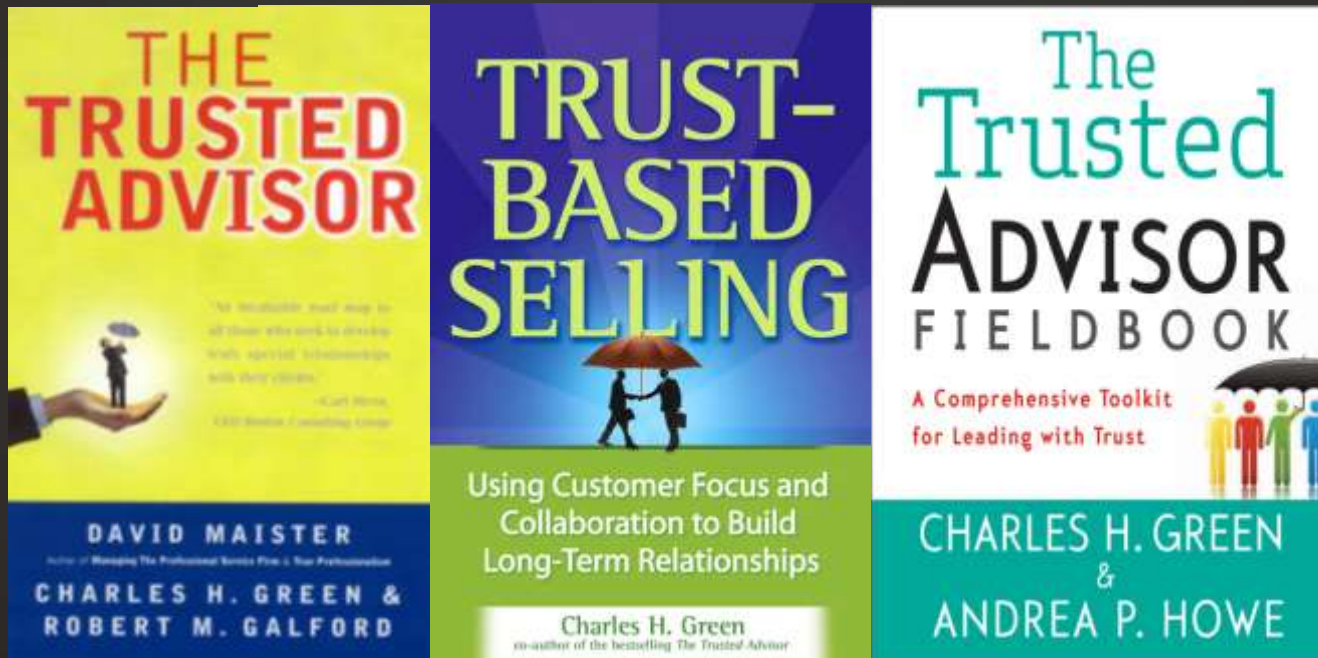
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Trust is personal

1. Name
2. Role
3. How many months you have been with c3/consulting
4. An interesting tidbit or factoid that *no one in the room knows about you*



These are our building blocks



What do you think about sales?

1. The objective of selling is to_____.
2. Words that comes to mind immediately when I think of selling are_____.
1. When it comes to selling, I wish_____.
2. If only sales didn't have to be_____.
3. Fundamentally, selling requires_____.

The definition of “sell” isn’t pretty

Full Definition of SELL



transitive verb

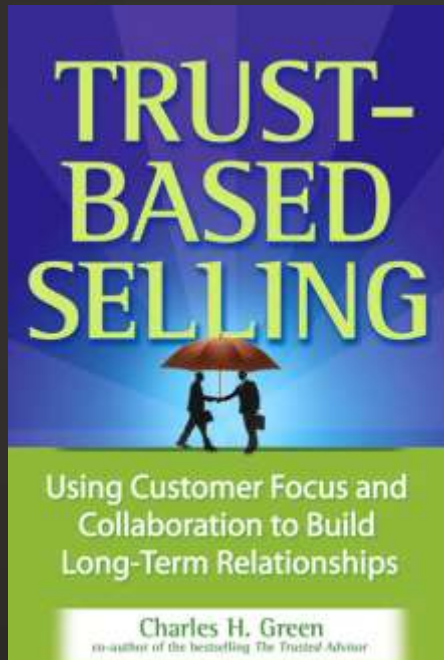
1 : to deliver or give up in violation of duty, trust, or loyalty and especially for personal gain : **BETRAY** —often used with *out* <sell out their country>

Source: <http://www.merriam-webster.com/dictionary/sell>

Mindsets make a difference



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.”

... and helping isn't smarmy.

Answering the 6 toughest sales questions

1. Why should we choose you?
2. What makes you different from your competitors?
3. How much experience have you had doing XYZ in my business?
4. We don't need what you're selling right now, so why should we spend time with you?
5. We're happy with our present supplier, so why change?
6. Why are you so much more expensive?

What's the “so what” of trust?

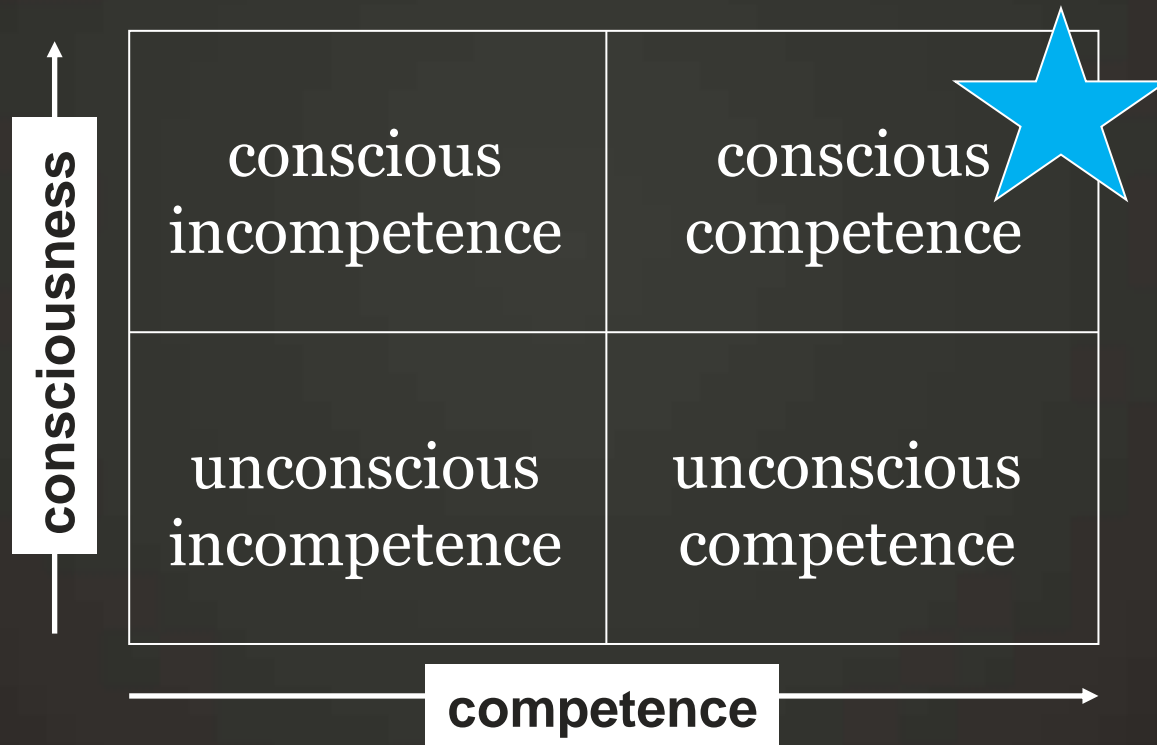
Work = enjoyable

Relationships = rewarding

Results = remarkable

What is the
natural result
when you are
trusted by
your clients?

“Mastery” is more than “really good”



We'll be covering a lot of ground

Day 1 Day 2

Defining
Trust



Assessing
Trustworthiness



Being More
Influential



Taking the “Sell”
out of Selling



Making it
Real

The goal: at least 2% for 100%



What kind of environment will we create to get the desired results?



Defining Trust



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

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	Understanding partner	Safe haven for tough issues	Mutually rewarding relationship

Remember your homework?

Bring to mind a “client situation”:

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



Let's make it real

Looking at your **client situation**, where are you spending most of your time?

How would you frame the situation as a problem statement? (“The problem is _____.”)

	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
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Who's *your* Trusted Advisor?

Bring to mind someone in your life you would turn to for advice on a wide range of topics, including sensitive ones both professional and personal.

What words would you use to describe this person?

Looking up “trust” is a waste of time



The Trust Equation brings clarity to ambiguity

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

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

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

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...*

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

How does your trusted advisor score?

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

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

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

The Case of the Travel Agent

You're the Travel
Agent: What's
your minimum
acceptable
outcome?

Ideal outcome?



Let's make it real

Consider your **client situation**.

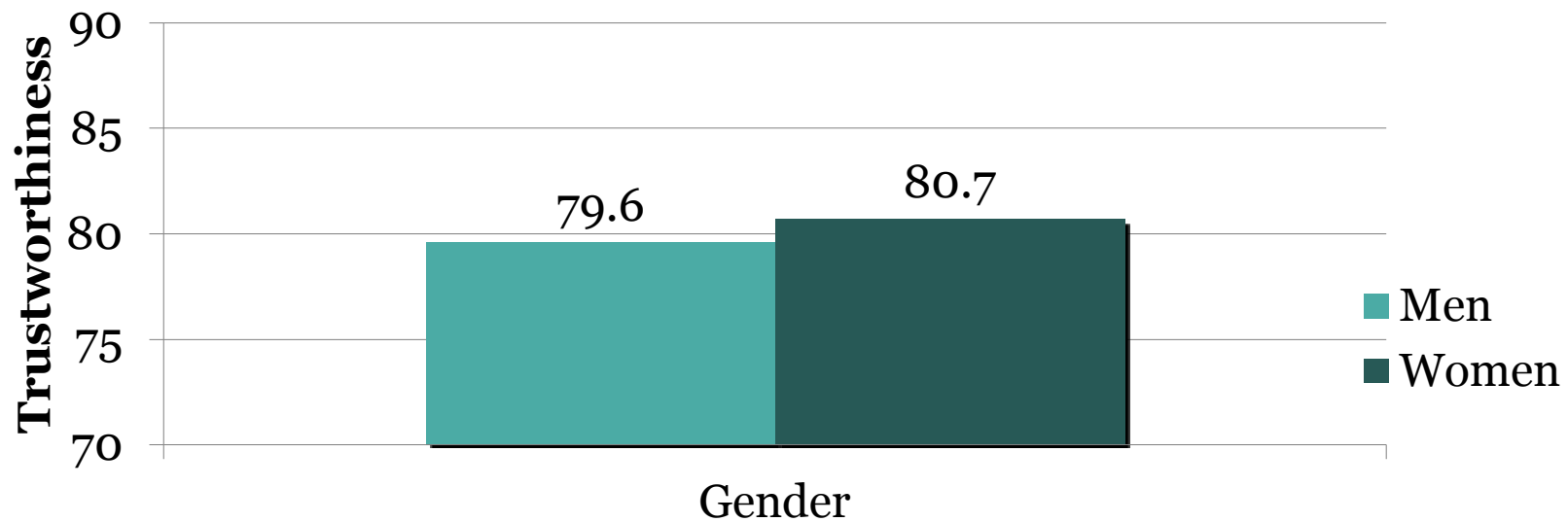
What opportunities do you see to improve your Intimacy and Self-orientation?



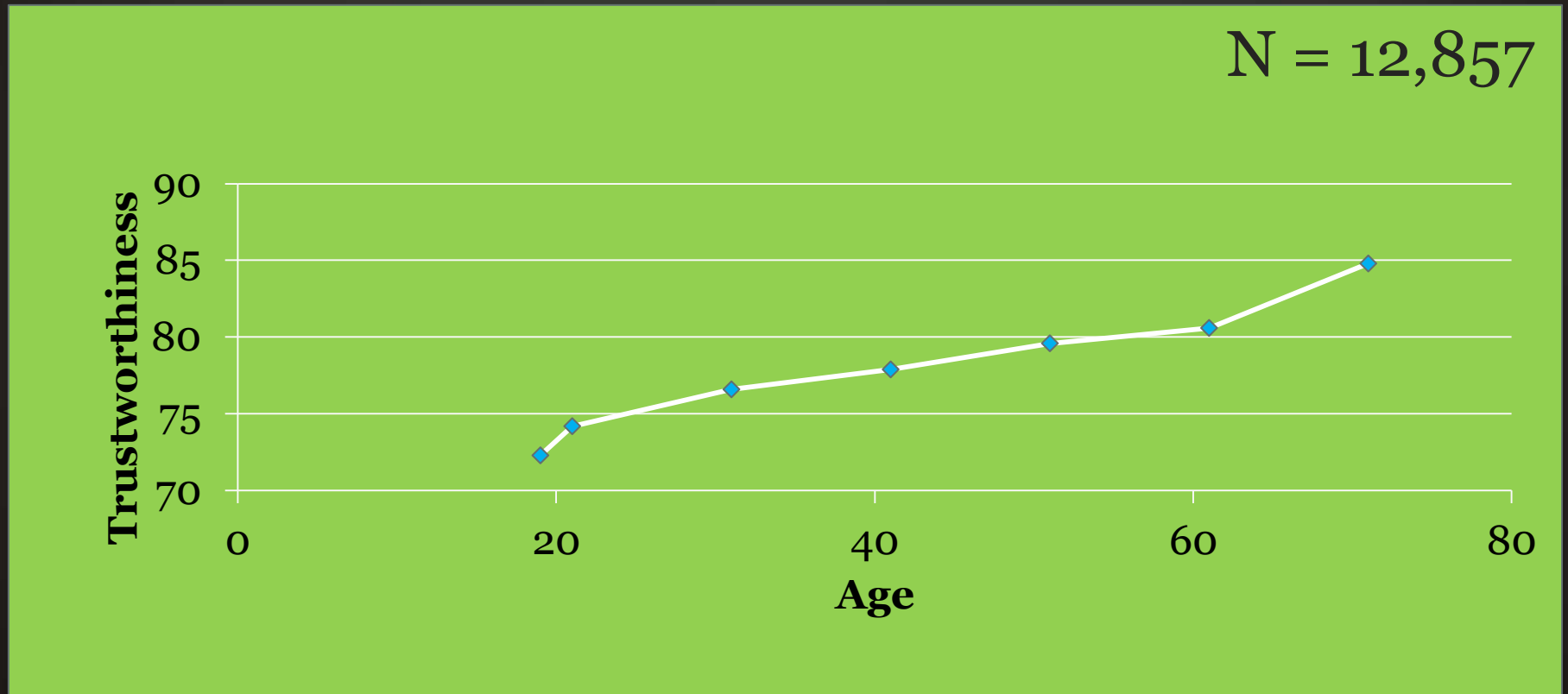
Assessing Trustworthiness

Who's more trustworthy: men or women?

N = 12,857



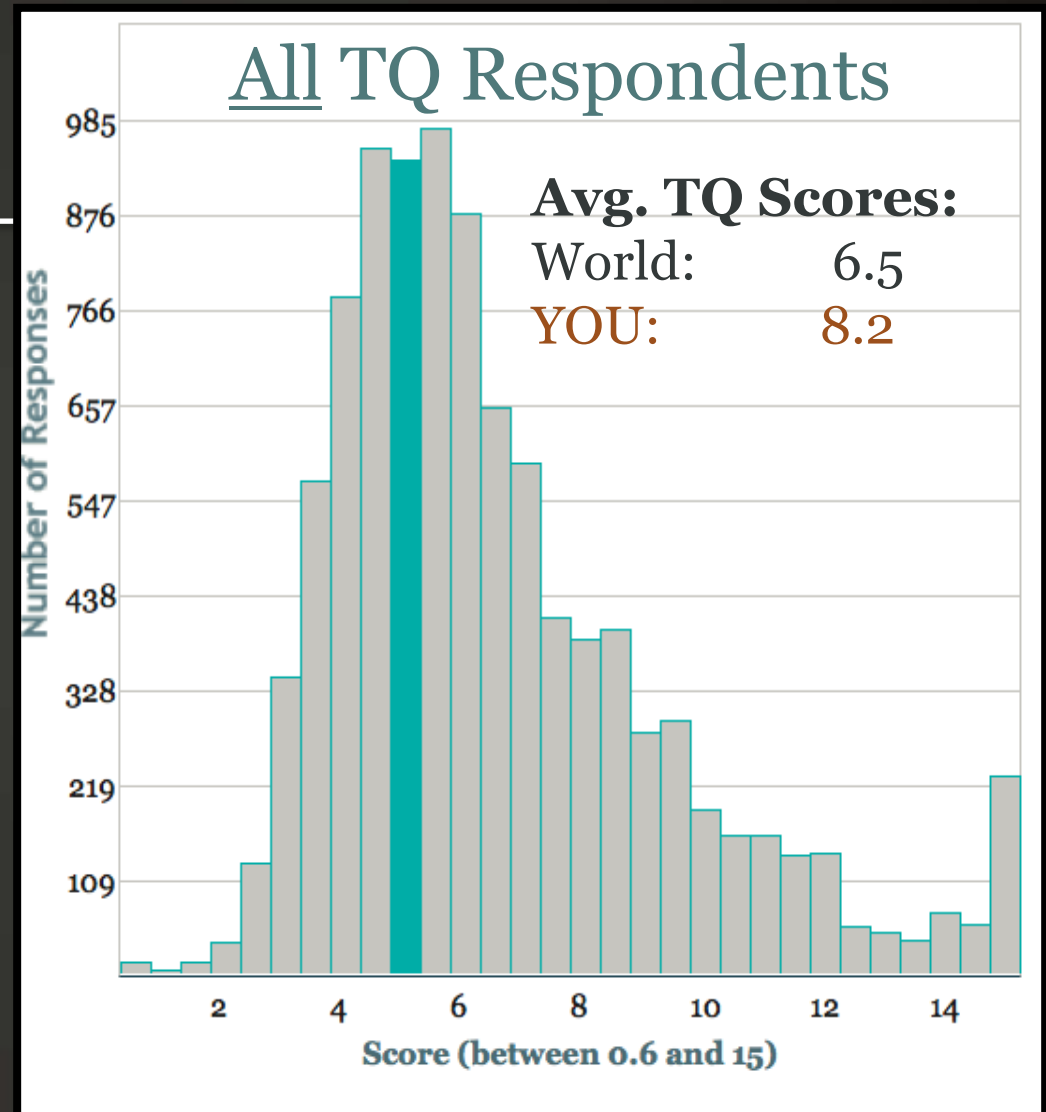
Do we get more or less trustworthy as we age?



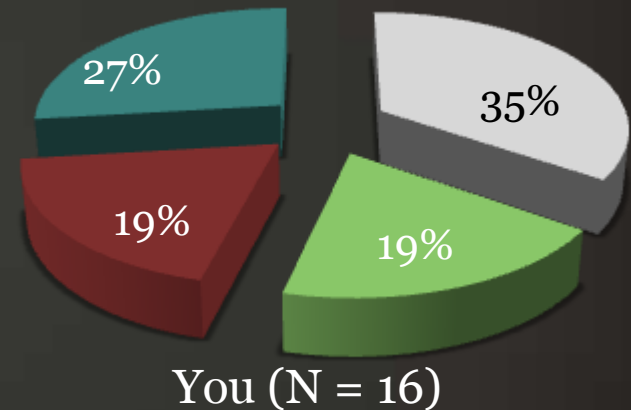
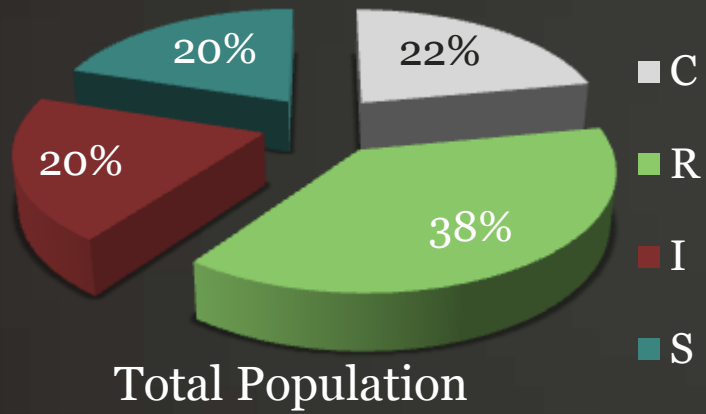
How trustworthy are *you*?

Note: Median
skewed left

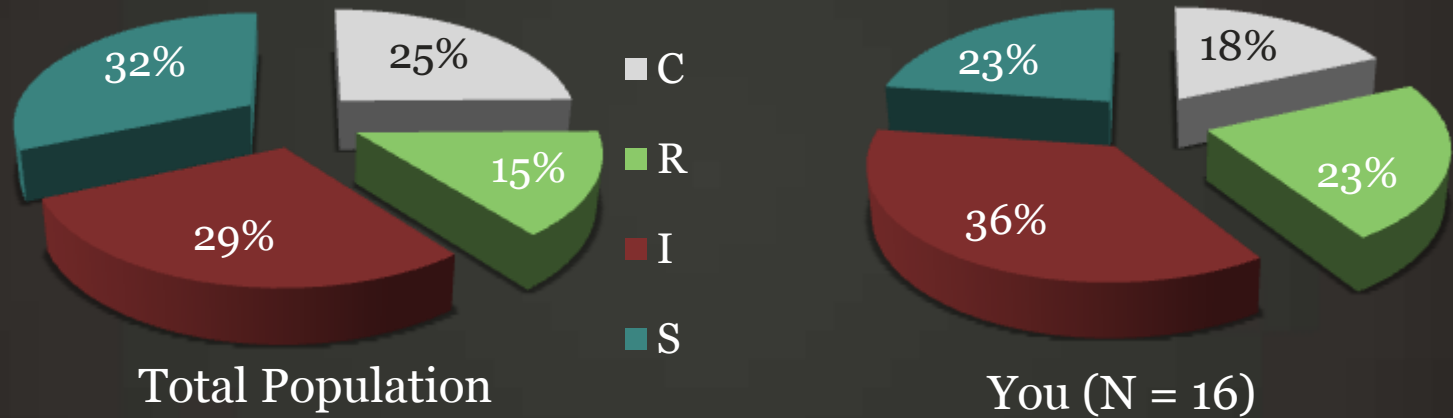
(3 x S)



Here's how you see your strengths



Here's how you see your areas of opportunity



Let's make it real

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 can take?

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

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

Let's make it real

“We are
what we
repeatedly
do.
Excellence,
then, is not
an act, but
a habit”

—Aristotle

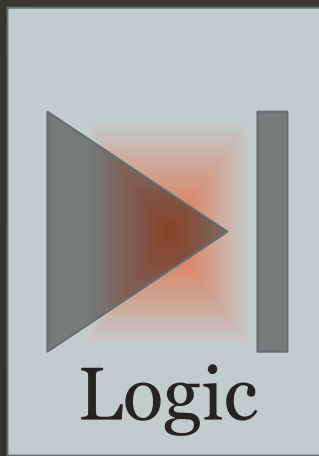
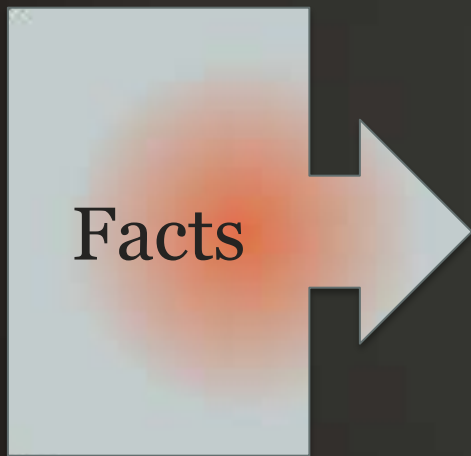
Your 30-day experiment:

Develop a new habit in an
area of trustworthiness where
you have the most room to
improve.

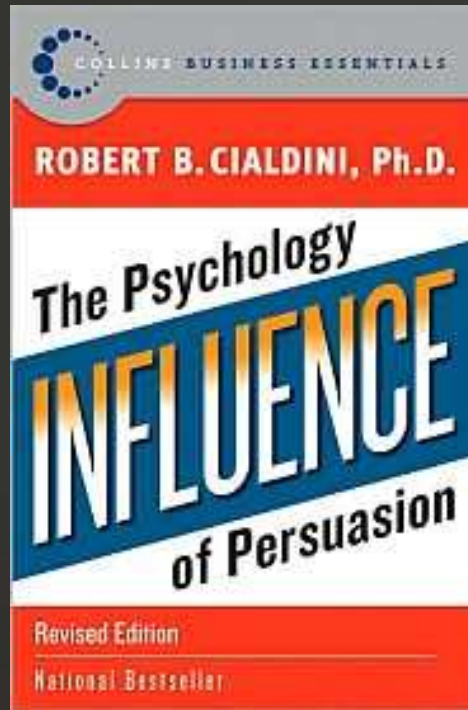
Being More Influential



Influence is as misunderstood as trust

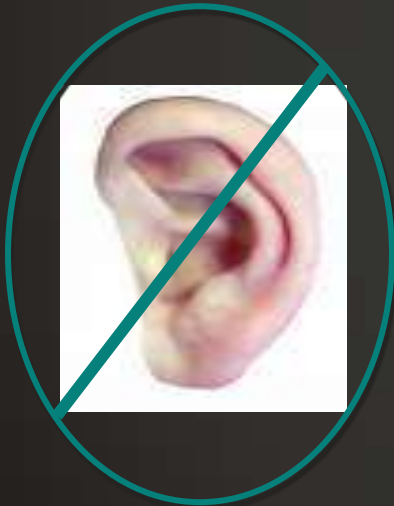


What drives influence might surprise you



reciprocity

Trust breaks down in conversations in two key ways



Listening also drives sales

“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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NEIL RACKHAM.

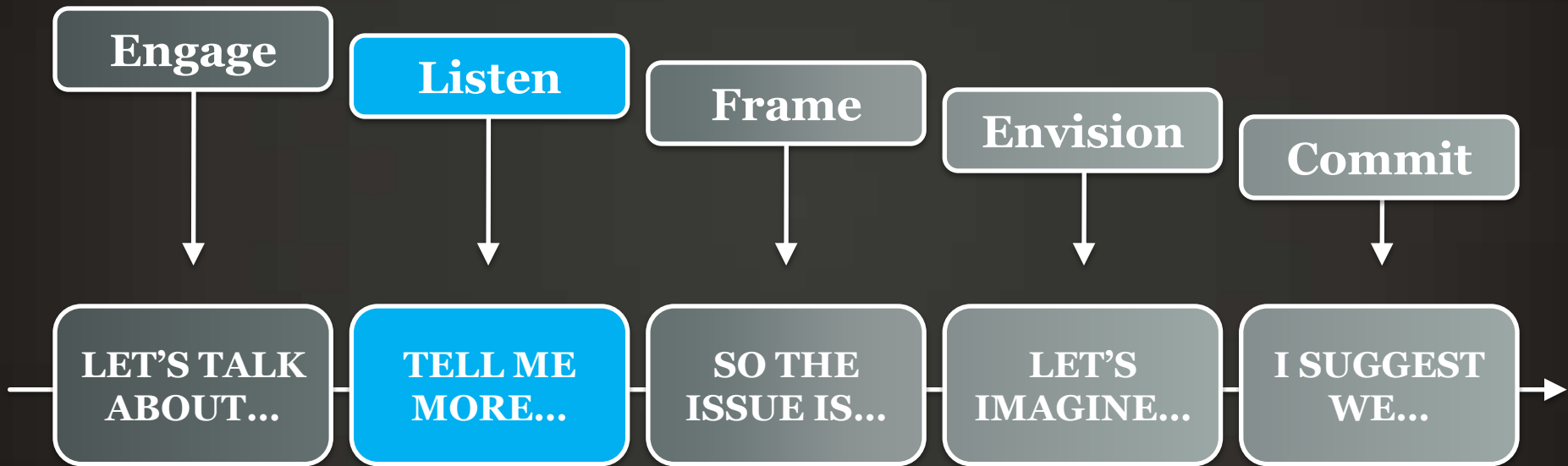
SPIN SELLING

SITUATION · PROBLEM · IMPLICATION · NEED · PAYOFF

THE BEST-VALIDATED SALES METHOD AVAILABLE TODAY. DEVELOPED FROM RESEARCH STUDIES OF 35,000 SALES CALLS. USED BY THE TOP SALES FORCES ACROSS THE WORLD.

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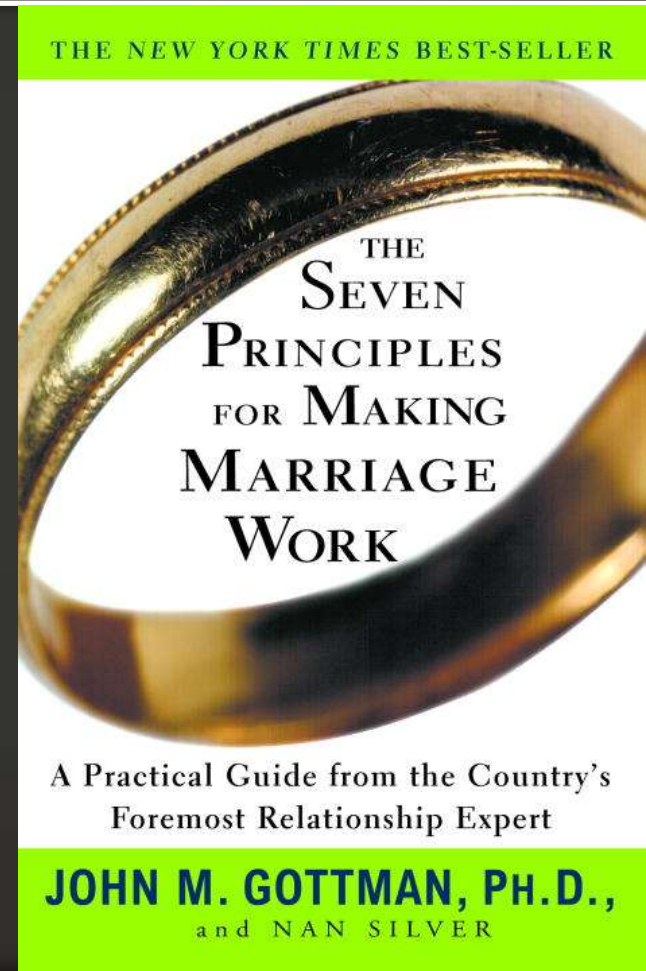
Listening matters ... a lot



It turns out the *quality* of our listening also matters ... a lot

“Understanding must precede advice.”

“You have to let your partner know that you fully understand and empathize ... before you suggest a solution.”



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



empathy

You have to earn the right to be right

RATIONAL



Paraphrase



NON-RATIONAL



Empathize



Earn the Right

The good news: 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
- **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

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?

Let's make it real

Consider your **client situation**.

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

What might you *listen for*?

Let's make it real

What tools, practices, mindsets, maxims, and ways of being are in your trust based selling toolkit so far?

www.trustedadvisor.com/c3



Trust Based Selling

c3/consulting | June 3-4, 2014

Welcome back.

We're making progress

Day 1 Day 2

Defining
Trust



Assessing
Trustworthiness



Being More
Influential



Taking the “Sell”
out of Selling



Making it
Real

Let's make it real

How can you apply what you are learning to be Trusted Advisors to each other (i.e. within c3/consulting)?



Taking the “Sell” out of Selling

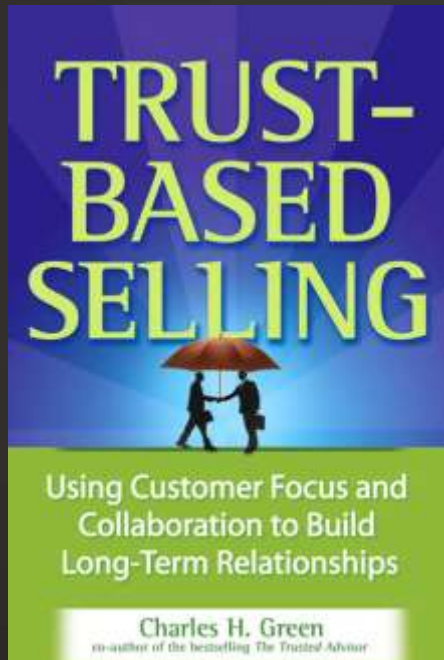
What do you think about sales?

1. The objective of selling is to_____.
2. Words that comes to mind immediately when I think of selling are_____.
1. When it comes to selling, I wish_____.
2. If only sales didn't have to be_____.
3. Fundamentally, selling requires_____.

Thoughts drive feelings which drive actions

Thoughts	Feelings	Actions
“Selling means convincing”	Cornered	Focus on your solution (only)

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.”

When we're helping we feel and do things differently

Thoughts	Feelings	Actions
"Selling means helping"	Relaxed	1. Focus on all the options

Who's familiar with the
1940's classic movie,
Miracle on 34th Street?



Thoughts drive feelings which drive actions

Thoughts	Feelings	Actions
“Selling means convincing”	Cornered	Focus on your solution (only)
“My clients care most about my expertise”	Pressured	Talk – a lot

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

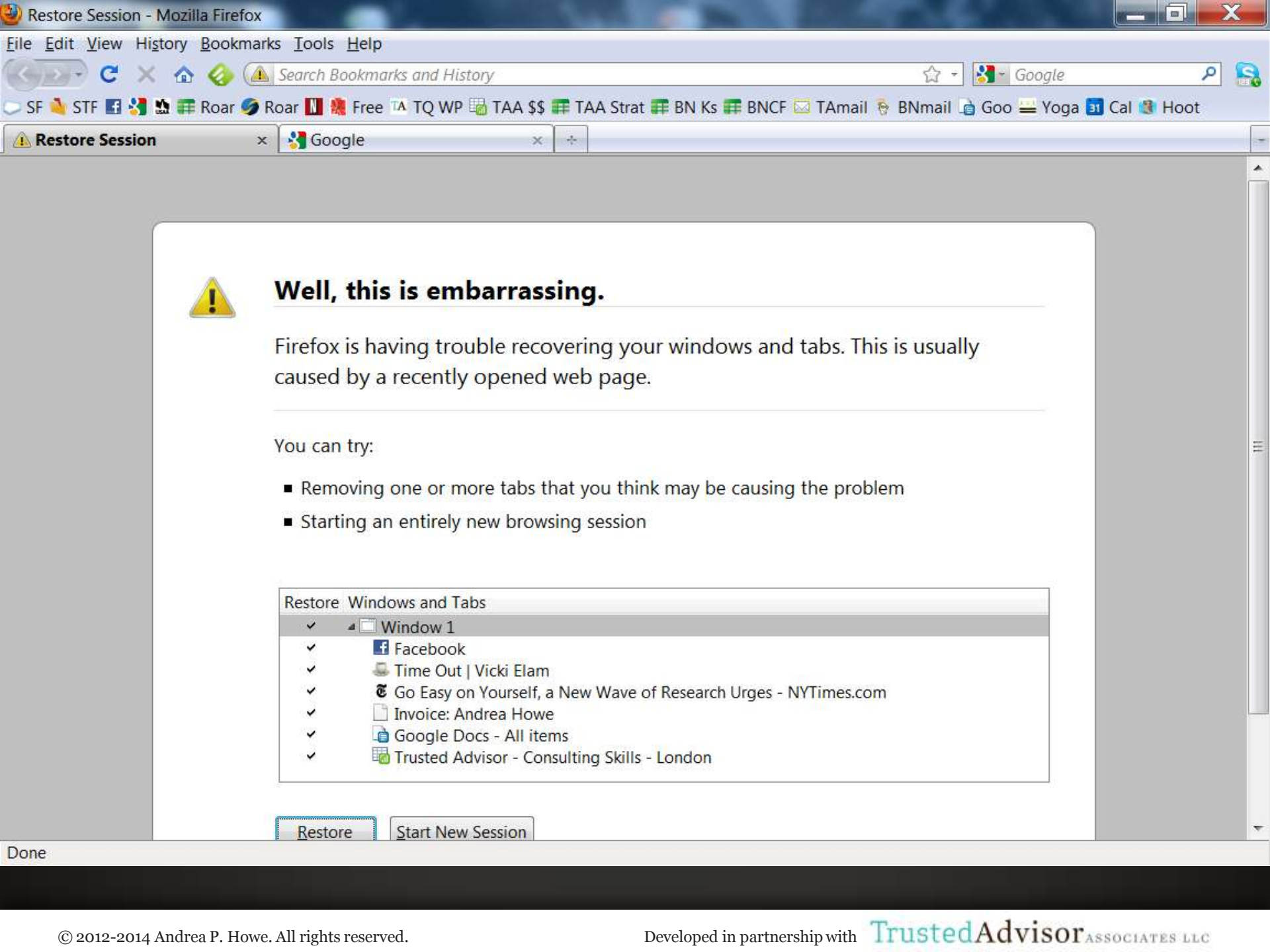


Doing says more than talking

Thoughts	Feelings	Actions
“Selling means helping”	Relaxed	1. Focus on all the options
“My clients’ <i>experience</i> of me matters”	Motivated	2. Sell by doing

Awkward thoughts produce awkward action

Thoughts	Feelings	Actions
“Selling means convincing”	Cornered	Focus on your solution (only)
“My clients care most about my expertise”	Pressured	Talk – a lot
“I wish I didn’t have to [sell]”	Uncomfortable	Pretend it’s not awkward



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

Restore

Start New Session

Done

Caveats are conversational jewels

Thoughts	Feelings	Actions
“Selling means helping”	Relaxed	1. Focus on all the options
“My clients’ <i>experience</i> of me matters”	Motivated	2. Sell by doing
“If it seems awkward, I can say so”	Liberated	3. Use caveats

Caveats are customizable

- “At the risk of coming across as ‘salesy’...”
- “This seems a bit awkward...”
- “I may be overstepping my bounds here...”

How we think about trust alters our behavior, too

Thoughts	Feelings	Actions
“Selling means convincing”	Cornered	Focus on your solution (only)
“My clients care most about my expertise”	Pressured	Talk – a lot
“I wish I didn’t have to [sell]”	Uncomfortable	Pretend it’s not awkward
“Trust takes time to build”	Resigned	Wait too long

Trust is positively correlated to risk

Thoughts	Feelings	Actions
“Selling means helping”	Relaxed	1. Focus on all the options
“My clients’ <i>experience</i> of me matters”	Motivated	2. Sell by doing
“If it seems awkward, I can say so”	Liberated	3. Use caveats
“Risk-taking builds trust”	Empowered	4. Ask permission

Asking permission sounds like helping

“Aria, we’re going to be working together closely for four 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?”

Four behaviors that take the “sell” out of “selling”

1. Focus on all the options
2. Sell by doing
3. Use caveats
4. Ask permission

The Case of the Law Firm

Listening

Client focus

A sense of theatre and
willingness to take risks

A shrewd way to
differentiate

Selling by doing



Selling by Doing

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



Let's make it real

What are some ways you can leverage “selling by doing” at c3?

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

How do you apply the trust principles to developing business?

Other-focus	Collaboration	Med to LT view	Transparency
Offer a client three ideas for improving their performance in the next quarter without any extra work	Start internally: take concrete steps to break down silos	Revisit the list of clients you screened out and find out what they're up to	In sales conversations, compare your offerings to others—share the good, the bad, and the ugly

Answering the 6 toughest sales questions

1. Why should we choose you?
2. What makes you different from your competitors?
3. How much experience have you had doing XYZ in my business?
4. We don't need what you're selling right now, so why should we spend time with you?
5. We're happy with our present supplier, so why change?
6. Why are you so much more expensive?

We've covered a lot of ground

Day 1 Day 2

Defining
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Influential



Taking the “Sell”
out of Selling



Making it
Real

Let's make it real

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

Let's make it real

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?

Let's make it real

Group call:
TBD

1. Define an action plan for your client situation
2. Create your 30-day experiment



Let's make it real

#38



How will you choose ...

Cate Gregory
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1-703-346-5050, [LinkedIn](#)

... to set yourself apart?