



Size 10½ Boots Resource Pack

Webcast 1 – ‘The coffee system’

How to sell you professional services more effectively

All of the practical activities in this Resource Pack have been handpicked to give you a winning edge in the area of creating a system to engage and develop strong relationships with your key clients, prospects and connectors.

It will help if you watch the Webcast which accompanies this Resource Pack **before** you start going through these practical activities, templates and protocols.

As a member of our Premier Boot Club you are part of an exclusive group of individuals who are continually improving their business development skills.

We strive to constantly improve our products and services, so please get in touch with us with any thoughts and suggestions you might have.

Kind regards

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Now it's time to get to work!

Your hand-picked practical activities, templates and protocols for this module are:

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1. Emotion first, logic second

As humans, we tend not to be very logically minded. We often make our purchasing decisions based on the softer, more emotional connections we make to a product or service provider, however unconsciously. We then look for the evidence to prove that our decision was correct.

Once you understand this fully you are able to leave your CV, number of partners, your firm's turnover etc. until later on in the development of your relationships. First you need to win trust, build rapport and develop an empathic relationship with your contacts.

Let's remember, as a professional service provider, your world is centred on providing a **service**. Trust, as argued by leading social scientist Francis Fukuyama, is the capital by which individuals purchase services that they cannot see, feel, touch or inspect i.e. **your service!**

Take a moment to think about a candidate that you have interviewed who made a positive impression on you. Then below, jot down the first five attributes of that person that spring to mind.

1.

2.

3.

4.

5.

Chances are your list will include aspects of their personality that you liked and an assessment of how they would 'fit' within the team, along with how well they demonstrated their technical competency.

Now, repeat the exercise, but this time, think about the five attributes of the worst interviewee you have encountered:

1.

2.

3.

4.

5.

Let's take another example. Think about the very best speaker you have encountered at a conference or seminar and list the first five attributes of that person that come to mind.

1.
2.
3.
4.
5.

Following the same process, now think about the worst presenter you have encountered and their first five attributes that you think of.

1.
2.
3.
4.
5.

Have a look at your answers in all four lists and note that you remember a lot more of how you FELT about someone during your first interaction, long after remembering what they actually SAID.

This demonstrates the importance of building a rapport with your prospects from your very first encounter and that your technical ability isn't as far up their priority list as you might first imagine.

2. Have confidence in yourself

This section is about focussing on your strengths as an individual, within your chosen profession, rather than dwelling on any negative aspects of your 'skill set'. You need to assume a mindset of glass half full, rather than half empty.

How you feel about yourself will be quickly picked up by others. As someone who has reached your current level of expertise it is likely that you already have a degree of confidence. However, evaluating and improving one's confidence is a hugely valuable exercise.

List 5 things that follow each of the 2 statements:

In my line of work I am very good at:

1.

2.

3.

4.

5.

In my line of work I really enjoy:

1.
2.
3.
4.
5.

There will be areas in your life where you are never going to be an expert. Do you think Lance Armstrong beats himself up for not being the best tennis player in the world? I doubt it very much!

The key point to take from this exercise is that wherever you sit on the confidence scale, you will be good at lots of things and your list will be unique to you.

This exercise shows the importance of focussing on what **you** do well, what you enjoy in work and the benefit of having a positive attitude towards these areas. By feeling confident you will add enormous value to your relationships at work and the people that you come into contact with.

If you would like to develop your own confidence further then we would recommend you read 'Confidence – The art of getting what you want' by Rob Yeung.

3. Be in the right place

The time you assign to developing your contacts and relationships is very limited, so it's so important to choose your networking events and corporate hospitality opportunities wisely.

You need to really think about the places where your key clients and prospects spend their time outside their own premises. Take the time now to think about who your key contacts are and where they are likely to spend time socialising with their network of contacts.

Try and avoid the usual events you normally get invited to which yield little results. For ideas on new networking platforms you might even ask your contacts for recommendations.

On the next page list 10 networking opportunities to meet new contacts. Include a mix of events that you already attend but which you know will provide valuable opportunities, as well as new ideas and recommendations.

Your Top 10 networking opportunities to meet key contacts and why:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

4. Listen and be interested

Many of us are apprehensive about meeting new people, socially or professionally, because we are worried about how people we will be perceived. In this situation this may mean that we talk too much or too little and our anxiety stops us from listening to the other person.

Next time you are in this situation make a conscience effort to really listen to what the other person has to say. By being genuinely interested to what they have to say you immediately build rapport with that person. You are also much more likely to find common grounds of interest from which your relationship might grow. If you feel you need to start a conversation, it doesn't have to relate to business. A question such as: 'They've chosen a fantastic venue to hold their dinner, have you eaten here before?' is enough to get things started!

As we eluded to in the Webcast, it is good practice to try and aim for a balance of talking for 30% of the time and listening for the remaining 70%. Next time, after you meet someone at a networking event, make a note below overleaf of the balance between talking and listening that you experienced, and what impact that had on the outcome i.e. did you arrange to meet for a coffee?!

Contact Name	Balance: Talking / Listening	Outcome

It is so important to develop your skills as a good listener and avoiding the trap of talking too much about yourself and your firm.

By putting these skills into practice, we **guarantee** that you will spot more opportunities and forge better relationships than others who don't listen attentively.

5. Put yourself in their shoes

When you meet a client or a referrer, do you think they are really interested in how many partners your firm has, how fast the firm has grown or when you were incorporated? No, they are really interested in how you can solve their problems and take away their pains. To develop strong relationships you need to put yourself in the shoes of the people you interact with and look at the situation from their perspective.

In this exercise, imagine two different current clients of yours and also two referrers. Then list the top 5 things they **really** want from someone like you, in your profession.

Client 1:

Name:

1.

2.

3.

4.

5.

Client 2:

Name:

1.

2.

3.

4.

5.

Referrer 1:

Name:

1.

2.

3.

4.

5.

Referrer 2:

Name:

1.

2.

3.

4.

5.

It is obvious that different clients and referrers have different needs. You will learn from this exercise that it is essential that you are aware of their specific requirements and that you adjust your messages to relate to these needs.

6. Have clear messages

This section is all about making a positive impact on people. How do you leave a lasting impression that sets you apart from others, whilst staying true to the values you hold close and to the skills you possess?

When we encounter new people we are asked, 'What do you do?'. Most people in your sector will reply with 'I'm a corporate lawyer' or 'I'm an accountant, mainly working with private clients'.

To be honest, unless you are a trapeze artist or an arctic explorer in your spare time, most jobs can appear to be pretty dull on the surface, and unfortunately the professional service sector doesn't often require much more than metaphorical juggling or high wire acts! So, it's important to say something a little different to get the conversation on to a more interesting level.

On the next page write down three new responses to the question to 'What do you do?' that demonstrates the result of the job that you do, rather than your job title. There are a couple of examples in there already, just to get you thinking along the right lines.

So, what do you do?

Profession	Normal Response	New Response
Example 1: Accountant	"I'm an accountant specialising in tax..."	"I help my clients to keep as much of their hard earned cash from the tax man!"
Example 2: Lawyer	"I'm a commercial litigator with X firm..."	"When my client's fall out with someone, be it a supplier or the bank, then they call me!"
Example 3: Architect	"I'm an architect..."	"I help to bring my client's commercial development / new home ideas to life"
You:		
You:		
You:		

Also, make it a challenge to find out about what they do, before they ask you. By doing so you are able to adapt your message so it is more relevant to that person. So, if for example they operate a food processing plant, you might draw on your own experience in working with similar clients and say 'I proactively help my commercial clients to avoid being sued. Programs such as Health and Safety and employee contract audits all help to keep them operating without a hitch.'

It is really worth investing a bit of time to develop responses that help you stand out from the crowd.

With a bit of creative thinking you can stop dreading the moment when people ask you what you do and enjoy playing with a few replies that can make your conversations more enjoyable and memorable for all the right reasons!

7. Focus on what you leave behind

There is a great book called 'The Jelly Effect' written by a friend of ours, Andy Bounds. Within the pages Andy talks a lot about being aware of what you leave behind following working with a client, or 'afters' as he describes it.

There is huge benefit in concentrating on the value that you give as part of your job, rather than your job title or the process that you follow for a client.

In this exercise, make a note overleaf of the last five matters you dealt with and what you left your client with after the matter was closed. Was it a smaller tax bill?, a large personal injury pay out? the keys to their new home? the shares in their new business? Next time you engage with a new client, think about the 'afters' that you can leave with them. This is a very good technique to adopt in the process of your job and might make conversations with your clients more benefits based.

Matter	What was the client left with, AFTER your intervention?

8. Be goal orientated

In today's environment it is all too easy to forget the business plan that is gathering dust in the filing cabinet and concentrate on the matters that are the most pressing. If you avoid this temptation, you will be rewarded!

Often business plans are bulky reports that are hard to 'work'. An effective way to deal with this is to pull out the salient targets and activities set out on the plan and create a one page list of goals. Then make a commitment to review this at least on at least a weekly basis.

Here we have used a simplified goal plan for someone training to run a marathon. Key points to note are that the lead times and build up miles are crucial:

BIG GOAL	RUN MARATHON (26.2 MILES) ONE YEAR FROM TODAY	
Key Milestone 1	4 MILES	3 MONTHS
Key Milestone 2	9 MILES	5 MONTHS
Key Milestone 3	13 MILES	7 MONTHS
Key Milestone 4	19 MILES	9 MONTHS
Key Milestone 5	21 MILES	11 MONTHS

Using the same template you can start mapping out certain key goals in your business development activities. Feel free to adapt it to a format that works for you. The most important aspect, after writing it, is to constantly review your progress against your timelines.

BIG GOAL	To receive instructions for an insolvency matter within 12 months from X bank (by 31/10/??).	
Key Milestone 1	Establish exactly which people in the bank have the ability to refer profitable work to me	3 months
Key Milestone 2	To be on first name terms with those contacts and have agreement that a mutually beneficial relationship could be forged	5 months
Key Milestone 3	Have provided two referrals to my contacts at the bank and invitation to a relevant in-house seminar	7 months
Key Milestone 4	Have invited my contacts to one corporate hospitality event	9 months
Key Milestone 5	Have provided a further referral to my contacts at the bank	11 months

Unless you have an end goal in your business development activities then how will you know if you have succeeded?

SMART goals

It is important that your business development activities and goals are SMART, by which we mean:

- S** Specific
- M** Measurable
- A** Achievable
- R** Realistic
- T** Timely

Pick out a sample goal from your original business plan and write it below:

.....

.....

.....

.....

.....

Now review the above against each part of the SMART rule and highlight which parts of the goal 'tick the boxes' in terms of being Specific, Measurable etc.

If your goal does not include all of the five SMART objectives then re-write the goal out below so it does:

.....

.....

.....

.....

.....

Remember, it needs to be:

- S** Specific
- M** Measurable
- A** Achievable
- R** Realistic
- T** Timely

We would thoroughly recommend you adopt this process from now on, when writing your new business plans.

9. Your coffee system

In this section of the Webcast, Bernard talks about creating your own coffee system, based on the number of people you need to engage with to win the amount of new work necessary to meet your targets.

As a reminder, here is the pyramid we used to demonstrate a coffee system where the goal is a new business target worth £500,000:



Using the same process, work out the numbers that work for your own target over the next 12 months:

Your 12 month target fee income:

How many deals will this take:

From how many pitches:

Number of coffee meetings:

From this exercise you learn that whilst a new business target may seem daunting, with a bit of forward planning you can easily break it down into manageable pieces of lead generation activity, which you can spread across the whole year.

We guarantee that by creating a similar plan, and working the plan, you are better positioned to reach your new business target than most of your competitors.

10. Plan & review

Do you have a plan in order to manage activities with your key contacts or do you contact them in an ad-hoc and unmeasured manner? It is all too easy to hit a new contact with lots of advice and material in the first few months only for this to tail off in favour of another contact. It is worth noting that it takes at least ten touch points (a coffee, a seminar invitation etc.) for a prospect to become a client in the professional services sector.

Below is a template to use to manage your activity with a key contact across a calendar year. We would recommend that you adopt this approach for your own key contacts and review each one on a monthly basis.

The important thing is to take action and ensure you have completed all the tasks for the previous month and plan those required for the months ahead. You may have 10 -40 key relationships and these can be easily managed using a simple spreadsheet or a hard copy piece of paper. The simpler the better!

Key Contact Name	J	F	M	A	M	J	J	A	S	O	N	D
1. Drink coffee	X		X		X				X		X	X
2. E-bulletin	X	X	X	X	X	X	X	X	X	X	X	X
3. Special report / research		X		X			X				X	
4. Invite to your own seminars				X					X			
5. Hospitality										X		
6. Make an introduction			X			X						
7. Send a small gift												X
8. 'Saw this and thought of you'			X				X				X	
9. Attend their networking events					X					X		
10. Offer in house FREE training			X								X	
10½. Send 'Thank You' postcards					X					X		

Whilst your competitors might run out of steam after month three, you will steadily be drip feeding your contact in a measured way, allowing you to remain 'front of mind' and for them to buy from you when the time is right for them.

This exercise demonstrates that a long term view is needed to cultivate profitable relationships, so hang on in there and don't be dispirited if you receive no instructions for some time. Your patience and determination will pay dividends in the long run.

10½. Do them a favour

At Size 10½ Boots we are firm believers in the power of reciprocation. If you ever needed proof of its influence then we would recommend that you read Robert B. Cialdini's 'Influence - the psychology of persuasion'.

In short, it's about doing a favour for those people who you would like to cultivate a long term relationship with. Inherent to humans, most of us contain the desire to 'pay back' those doing us a good deed, in whatever form that might be. It might be an instruction, a recommendation or simply a genuine glowing smile when you meet them next time. You can't lose either way!

The final exercise in this module has arrived and we'd like you to list overleaf your top 10 contacts and make a note of what favour you are going to do for them (over and above what they might expect from you) in the next 3 months.

Ideas and suggestions might include: a book, a small gift, theatre tickets, an introduction to a potential client for them, a thank you card etc.

Key Contact Name	The Favour	When
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Well done!

By completing this module you are now one step ahead of your competitors, both in terms of understanding your contact's needs and having a system to identify and managing your key relationships.

If you are a member of our Premier Boot Club then your next learning and development Webcast and Workbook module will arrive next month. Remember that your membership fee includes access to FREE help and advice from our team.

We look forward to speaking to you soon.

Kind regards

Bernard Savage & Courtney Borthwick

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