

# Influencing Skills for the Technology Consultant

## Course Outline

This highly interactive, two-day workshop tailored to your organization's technology consultants is designed to build upon existing knowledge and skills to further build trust, deepen relationships, and uncover new business opportunities. The results will be more competent and more confident professionals which will lead to increased customer success, a higher degree of client loyalty, and increased profitable revenue for your organization.

REACTIVE	+	PROACTIVE
TACTICAL	+	STRATEGIC
CONTROL	+	COLLABORATE
VALUE ADDER	+	VALUE CREATOR
TECHNICAL ACUMEN	+	CUSTOMER ACUMEN
PROFESSIONAL TRUST	+	PERSONAL TRUST
GOOD COMMUNICATION SKILLS	→	GREAT COMMUNICATION SKILLS

### Adult Learning

The training is based upon the proven principles of adult learning: Acquire, Practice, Transfer, and Apply.

Learning activities include lecturettes, short readings, large and small group discussions and exercises, self-assessments and practice based upon important, relevant real-world scenarios.

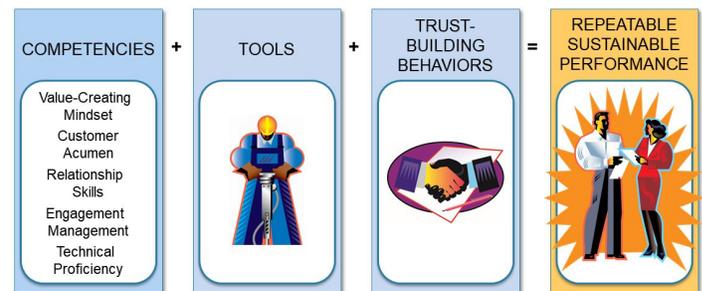
### Introduction: The Marvelous Services Opportunity

- The elevation of the services in business
- The Technology Assimilation Gap
- Brilliant Services Pros (BSPs): The New Corporate Rock Star

### Module 1: Transforming from a Technical Expert to a BSP

- Changing executive expectations of service professionals
- From reactive and tactical to proactive and strategic
- What BSPs do that others don't
- When BSPs rock—The benefits to your customers, your company, and the services pro
- Personal Assessment: The Brilliant Services Pro

### Attributes of the Brilliant Service Professional



### Module 2: It's All About Trust

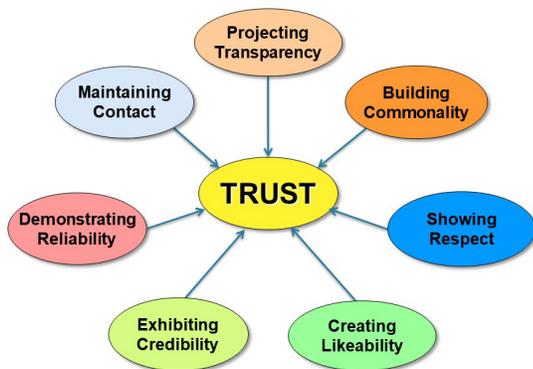
- The power of trust
- Trust considerations
- The differences of professional trust versus personal trust
- How to create trust easier and faster using the Seven Trust Builders
- *Personal Assessment: Trust Building*



### Module 3: Building Customer Acumen

- Customer acumen definition
- Why customer acumen is a BSP differentiator
- Ways to determine the business outcomes of key players in your key accounts
- Specific tools and techniques to develop your customer acumen
- Personal Assessment: Customer Acumen

#### The Customer Emotion Meter

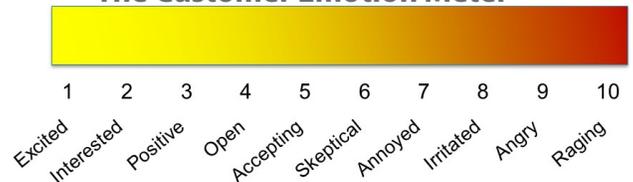


### Module 4: The Four Core Relationship Skills

- The special challenge of being experienced and really smart
- Listening with intensity
  - Common barriers
  - Best practices
- Probing with purpose
  - Using open probes to gather the information you need
  - Helping the client become open to new ideas
- Presenting with power
  - Earning the right to recommend

- Using the What-Why-Benefit model to communicate value
- Acknowledging concerns
  - Fix the customer first
  - A four-step approach to effectively dealing with any concerns
- Personal Assessment: Four Core Relationship Skills

#### The Customer Emotion Meter



### Module 5: Influencing with Integrity

- Professional selling is not evil
- Why influencing is every professional's duty
- Determining which of the six levels of influencing is most appropriate
- Fast and easy qualifying: The 4 I's Probing Strategy
- Special requirements of influencing execs
- How to proactively influence your sales and services colleagues
- Advanced probing: Predict–Explore–Confirm
- Personal Assessment: Influencing with Integrity

## Module 6: Strategic Account Management (Using real examples)

- Determining the key players involved in client decision making
- Defining the business outcomes and personal wins of key players in key accounts
- Completing Customer Success Assessments
- Utilizing Willing-and-Able Assessments
- Predicting and preparing for resistance to change
- Personal Assessment: Strategic Account Management

### Building New Capabilities: Creating Sustainable Performance



## Module 7: The Personal Contracting Meeting

- Why the personal contract is even more important than the legal contract
- Setting, managing, and re-setting expectations
- Minimizing scope creep
- When and how to say no
- Negotiating boundaries for mutual success
- Planning and preparing for the meeting

- Importance of early wins
- Personal Assessment: Contracting

## Module 8: Putting It All Together

Small groups will use the Brilliant Conversation Checklist to plan, prepare, and practice conversations based upon client consultant scenarios.

Examples of possible scenarios used in past sessions:

- Client has totally unrealistic expectations (performance, or time frame, or ease of use)
- Client refuses to follow your implementation process.
- One (or more) of your sellers under-sells, or over-sells, or miss-sells.
- Main client contact blocks you from communicating with customer execs.
- A client would benefit greatly by purchasing a new offering you have.
- Problems are occurring because the client won't update her software.
- Executives won't return your phone calls/emails.
- Your latest product is broken.
- How to determine new opportunities.
- You are new to a client and don't know where to start.

### Developing your personal plan of distinction

Participants will review their assessments and notes from each module, and then select two priorities they will personally commit to implementing.

## Priorities

Each participant will share his or her priorities with the group.

## Management Reinforcement

Client management will explain reinforcement plans designed to speed the application of key learning.

### BEFORE THE TRAINING

- Share rationale for change
- Explain benefits to stakeholders
- Outline expectations
- Offload work
- Communicate plans for reinforcement

### DURING THE TRAINING

- Executive positioning
- Manager participation
- Credible presenter
- Relevant content
- Follows principles of adult learning

### AFTER THE TRAINING

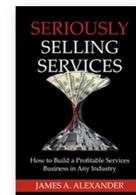
- Coaching starts immediately
- Visible tracking starts immediately
- Recognition starts immediately
- 1<sup>st</sup> formal reinforcement within 90 days

## About the Facilitator



Dr. Alexander is a longtime business partner of Service Strategies Corporation. His company, Alexander Consulting, helps product companies build brilliant services. Alex has authored or co-authored

over 100 articles, three white papers, five research reports, and four books, including *Seriously Selling Services*, *The Brilliant Service Professional*, and *Brilliant Customer Success*.



He has taught at universities in the U.S., Europe, and Mexico, and spoke, trained, and consulted on more than four continents. Alex was selected as the services pundit for IBM Global Services 2003 Headlights Program and served as the U.S. Department of Commerce's e-business subject-matter expert for the duration of its Inter-American E-Business Fellowship Program. Furthermore, he acted for 12 years as the vice president of professional services for AFSM International.

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