

Move of The Solution!

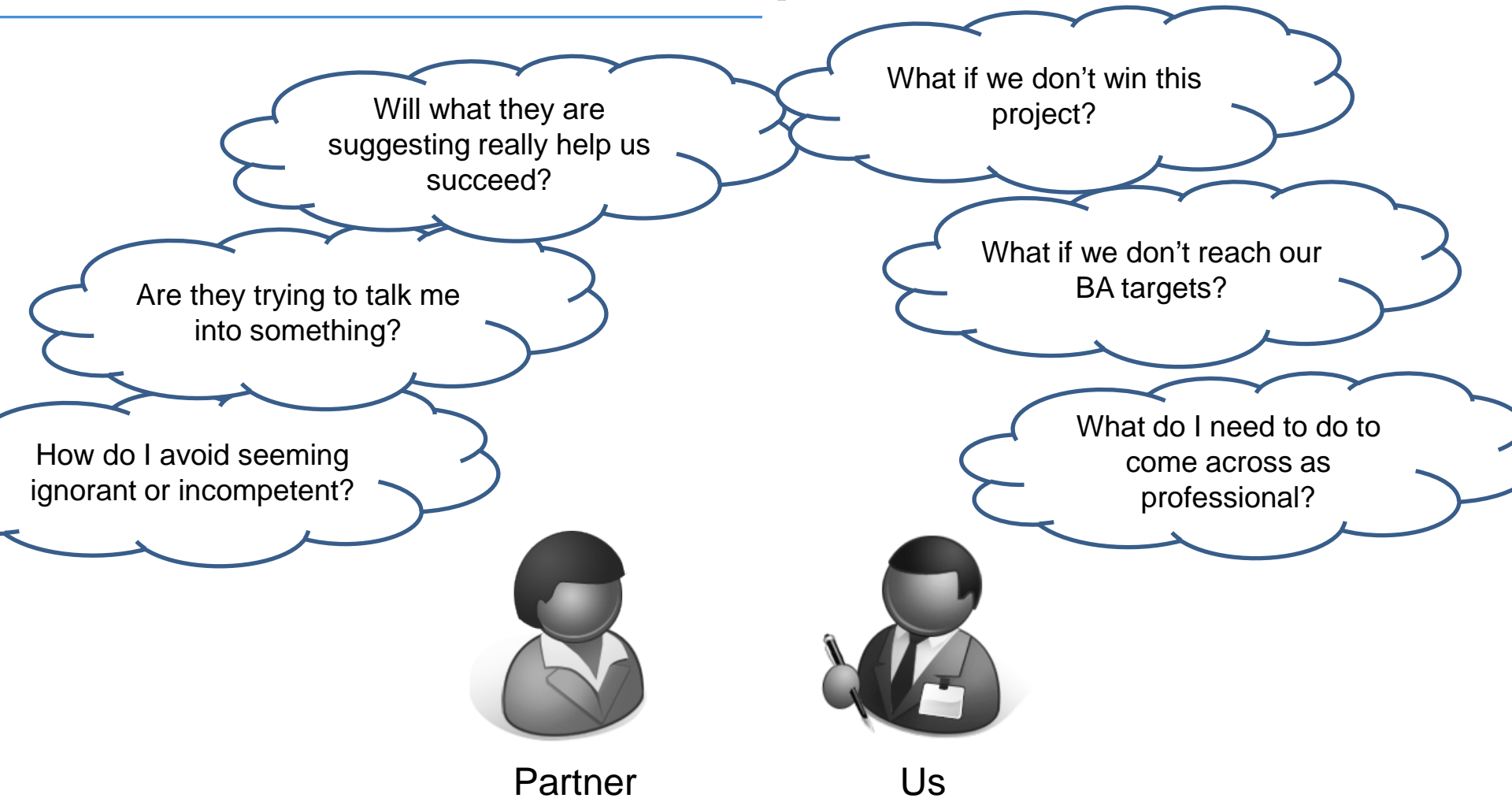
Introduction to the Helping Clients Succeed methodology

SALES

BUSINESS DEVELOPMENT

PROJECT DEVELOPMENT

”Fear based” relationship



The GOOD news



We and the partner both want a solution that exactly meets the partner's needs

The BAD news



We both engage in behaviour that takes us further away from finding a solution that exactly meets the partner's needs

Some examples of dysfunctional behaviour

What they think we do:

- Don't listen
- Don't understand
- Have preconceived solutions

What we think they do:

- Don't understand their own needs
- Communicate their needs poorly
- Won't tell us their needs
- Don't agree on their needs
- Don't want to let us speak to the decision makers

What we tend to do as a result:

We tell too much
We accept what they tell us
We guess what they want

To break the cycle ...

We would like to engage in a mutual exploration process around the shared goal of finding a solution that exactly meets the partner's needs

The Helping Clients Succeed methodology

Principles

UNOPS and the partner want the same thing

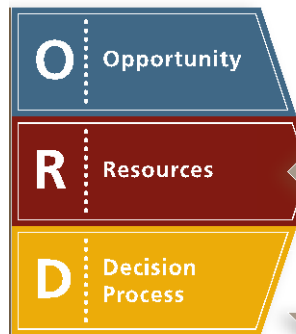
No guessing

Intent counts more than technique

Move off the solution

Slow down for yellow lights

Inquiry



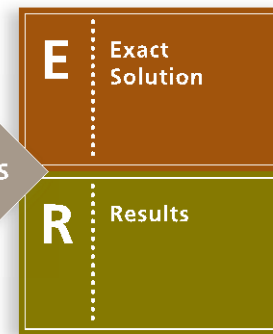
Proceed?

YES

NO

Offer Gracefully to Exit

Advocacy



Seek first to understand ...



World-class inquiry requires 3 skill sets ...



Intent counts more than technique



Are you asking questions to help the partner get what they want in a way they feel good about ... or to help you get what you want in a way that you feel good about?

Intent counts more than technique



Check your ego at the door!



No guessing

If our intent is to help clients succeed, we have both the right and the obligation not to guess about the key elements of that success.

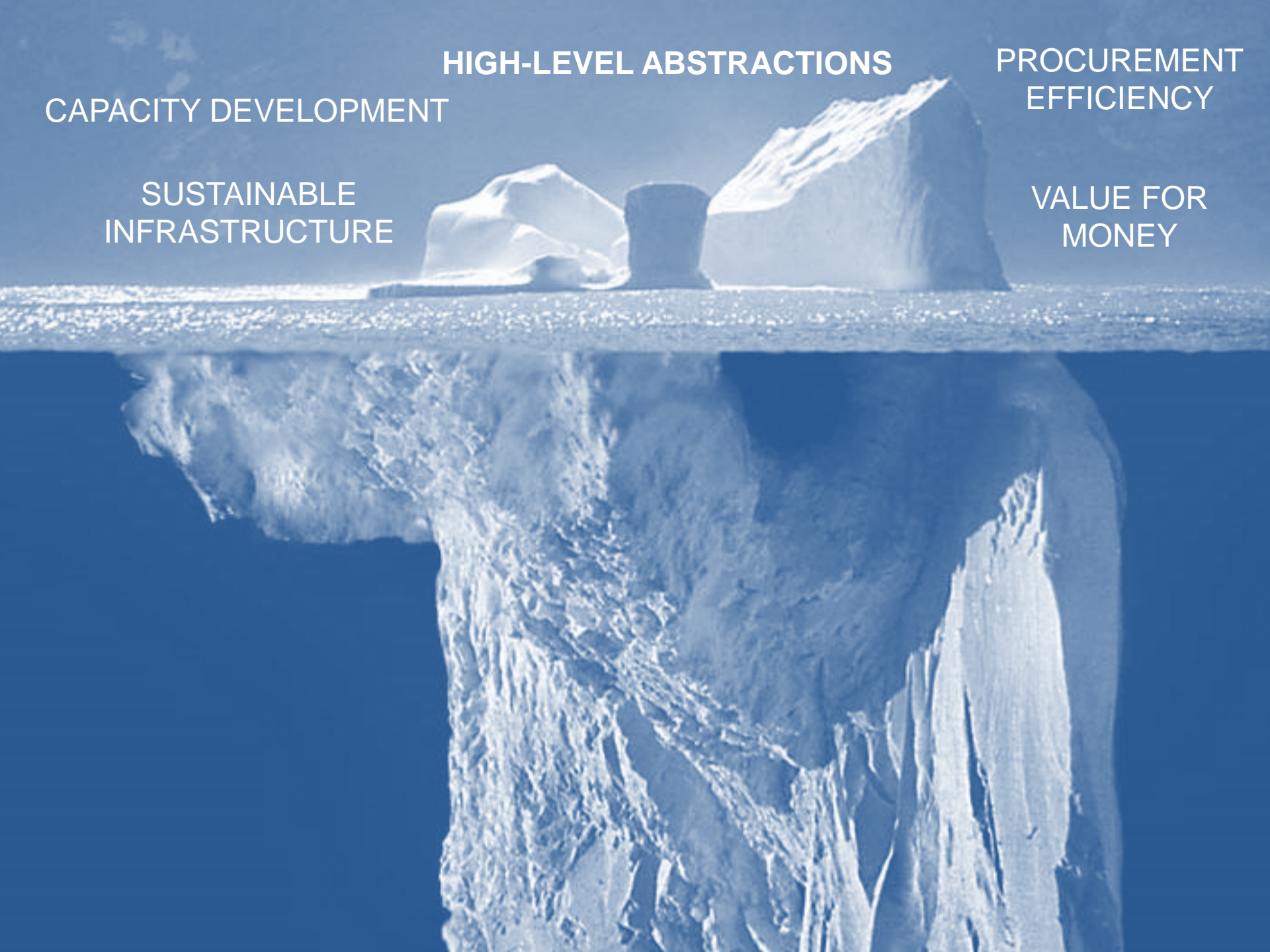
HIGH-LEVEL ABSTRACTIONS

**PROCUREMENT
EFFICIENCY**

CAPACITY DEVELOPMENT

**SUSTAINABLE
INFRASTRUCTURE**

**VALUE FOR
MONEY**



PROJECT MANAGEMENT CAPABILITY

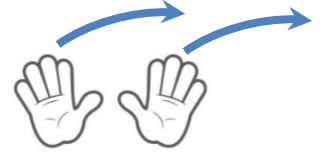


No guessing

Partner: We need to build our project management capability. Can UNOPS help us with that?

UNOPS: We do have considerable experience in this area.
And we have found that project management capability can mean different things to different people.
Would you mind sharing what you are including in the term “project management capability”?

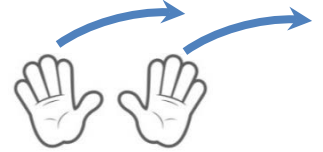
The solution to the problem is ...



Move off the solution

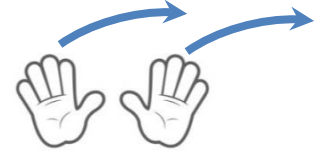
Solutions have no inherent value

... so move off the solution!

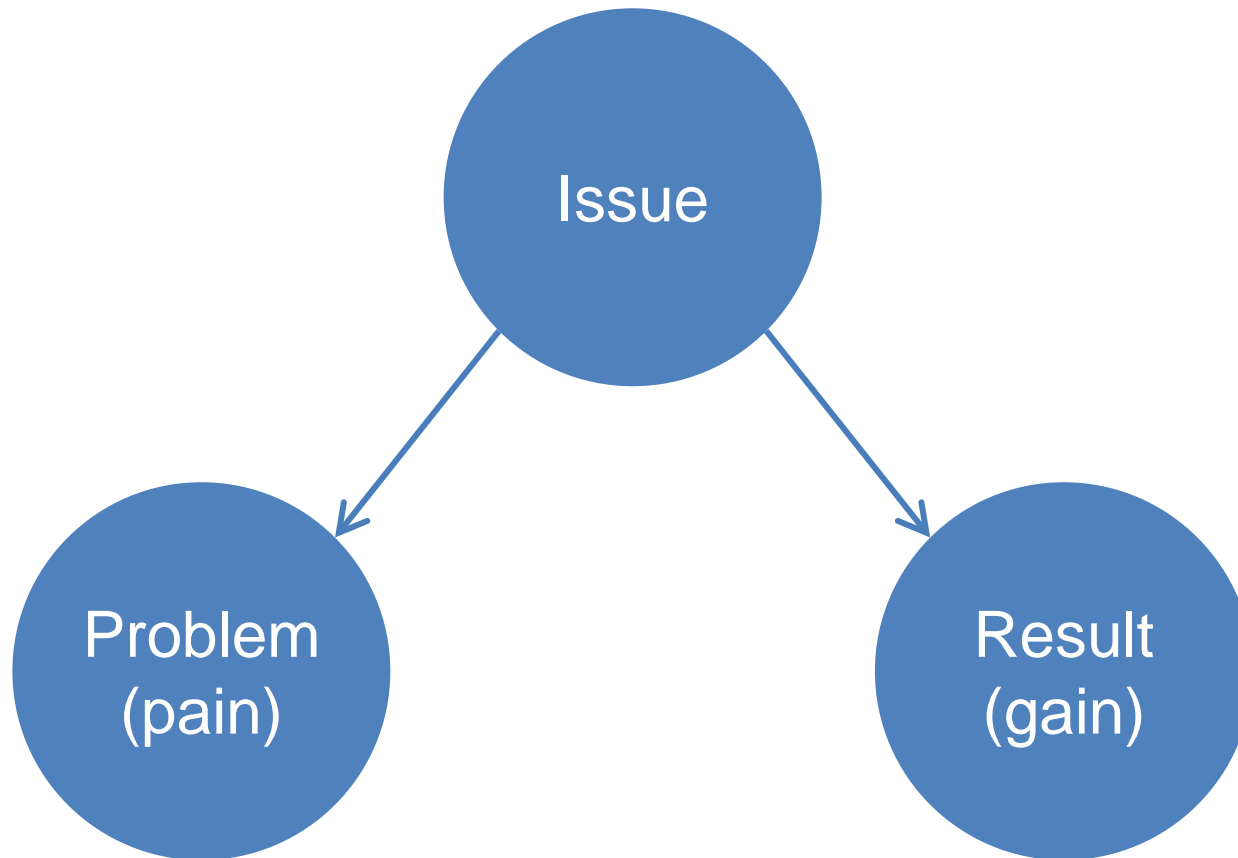


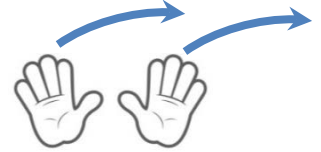
Move off the solution

Listening + Softening Statement + The "Move"



Move off the solution



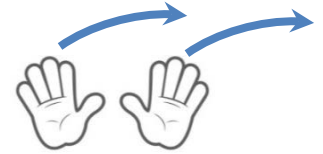


Move off the solution (example)

Partner: We need to build our project management capability. Can UNOPS help us with that?

UNOPS: I am sure we can help you with this. Just before we get into the detail of how we can assist you ...

- ... what are some of the issues that you are hoping to address?
- ... what kinds of problems have you been experiencing by not having the required project management capability?
- ... what results would you want to see in the future that would confirm that you have the required project management capability?



Move off the solution (example)

Partner: There is renewed commitment to improving and expanding the feeder roads network. It is critical that we get this going immediately. What would be the best way for us to contract UNOPS?

UNOPS: Sounds like there is the necessary political and financial backing to support this programme. Before we get into the detail of how UNOPS can assist you ...

... what are some of the main issues that you are hoping to address through an improved feeder roads network?

... what kinds of problems have you been experiencing as a result of the poor quality and coverage of the feeder roads network?

... what results would you want to achieve through an improved feeder roads network?

What do you do in traffic when you come to a yellow light?



Slow down for yellow lights

What do you do in a client situation when you meet doubts, stalls, concerns, fears, objections, tough questions ... or simply silence?



Slow down for yellow lights

1. Call the problem ("I have a concern" / "I am confused" / "I think we may have a problem")
2. State the concern / confusion / potential problem
3. Ask what they think should happen next



Slow down for yellow lights (example)

Situation: You believe the cost of the solution that the partner is asking for is higher than the cost of solving the problem.

UNOPS: I have a concern.

It seems that the cost of the solution would be larger than the cost of the problem itself and that it wouldn't make sense from an economic perspective to move ahead.

Am I missing something?

Structuring the conversation





Structure the opportunity conversation

Key issues


- 1 What are the issues that you are hoping to address?
- 2 Anything else? (2 or 3 times)
- 3 Is there one issue you feel that has most impact?

Evidence and impact (for problem)

- 4 What specifically lets you know it's a problem?
- 5 How much is this problem costing today?

Evidence and impact (for result)

- 4 How will we know we are successful?
- 5 What is the payoff if success is achieved?



THE ULTIMATE COMPETITIVE ADVANTAGE

BUSINESS OPPORTUNITY WORKSHEET

| | |
|--|---|
| <p>1 KEY ISSUES</p> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> | <p>Issue 3 <input style="width: 80%; border: 1px solid black;" type="text"/></p> <div style="background-color: #333; color: white; padding: 5px; font-weight: bold; margin-top: 10px;">EVIDENCE</div> <p style="font-size: small; margin-top: 5px;">How would you judge that...? What would let you know that...? How would you know beforehand that...? What do you mean by...? What do you mean when you say...? What makes it easy to determine that...?</p> <div style="border: 1px solid black; height: 200px; margin-top: 10px; display: flex; align-items: center; justify-content: center; font-size: 2em; font-weight: bold;">4</div> |
| <p>2</p> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <p>2</p> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> <p>2</p> <div style="border: 1px solid black; height: 80px; margin-bottom: 10px;"></div> | <div style="background-color: #333; color: white; padding: 5px; font-weight: bold; margin-top: 10px;">IMPACT</div> <p style="font-size: small; margin-top: 5px;">How is it that _____ came to be so important? What is it about _____ that makes it number one on your list?</p> <div style="border: 1px solid black; height: 200px; margin-top: 10px; display: flex; align-items: center; justify-content: center; font-size: 2em; font-weight: bold;">5</div> |

Anything else?
Did I get it right? Did I leave anything out?

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EXERCISE