

# DIAGNOSTIC SELLING....



SEASON 4

EPISODE 10

## The 12 Different Problems

*THAT YOUR BUYER IS ULTIMATELY  
TRYING TO SOLVE.*



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# AGENDA

## ACT I

SO, WHY SHOULD WE KNOW THESE 12 PROBLEMS?

## ACT II

WHAT'S A BUSINESS PROBLEM?  
IN RELATION TO AN OUTCOME.

## ACT III

WHAT'S AN OUTCOME?  
IN RELATION TO A DRIVING IMPACT.



# AGENDA

## ACT IV

WHAT'S A **DRIVING IMPACT**?  
IN RELATION TO AN **MASTER PROBLEM**.

## ACT V

WHAT'S A **MASTER PROBLEM**?  
IN RELATION TO AN **OUTCOME**, **BUSINESS PROBLEM**, & **DRIVING IMPACT**.

## ACT VI

**NEGATIVE** V. **NEUTRAL** V. **POSITIVE** MASTER PROBLEMS:  
& THE HIGH LEVEL DIFFERENCES.



# AGENDA

## ACT VII

### THE 5 **NEGATIVE** MASTER PROBLEMS:

NEGATIVE-SYMPTOM, THREAT, PRESCRIPTION, SIGN, & LATERAL BASED PROBLEMS.

## ACT VIII

### THE 5 **NEUTRAL** MASTER PROBLEMS:

GOAL, FUTURE-METRIC, FUTURE-EVENT, SUCCESS, & AMELIORATION BASED PROBLEMS.

## ACT IX

### THE 2 **POSITIVE** MASTER PROBLEMS:

OPPORTUNITY, & POSITIVE-SYMPTOM BASED PROBLEMS.

# AGENDA

## ACT X

**HOW TO QUICKLY KNOW THE DIFFERENCE:**

IE. WHEN IT'S NOT **NEGATIVE-SYMPTOM** BASED.

## ACT XI

**SO, WHAT HAPPENS IF WE DON'T...**

**KNOW THE DIFFERENCE, & FIND OUT IF IT'S A PROBLEM, OTHER THAN **NEGATIVE SYMPTOM** BASED.**

## ACT XII

**& WHAT SHOULD I DO AFTER TODAY?**

# 1

**SO.... WHY DO WE EVEN NEED  
TO KNOW THE 12 PROBLEMS?**



**SO.... WHY DO WE EVEN  
NEED TO KNOW THE 12 PROBLEMS ?**

**TO BE ABLE TO SOLVE THE PROBLEM,  
YOU'RE GOING TO NEED TO KNOW THE PROBLEM.**



**SO.... WHY DO WE EVEN  
NEED TO KNOW **THE 12 PROBLEMS** ?**

**TO BE ABLE TO DIAGNOSE CORRECTLY,  
YOU'LL NEED TO KNOW ALL OF THE PROBLEMS,  
THAT IT COULD BE.**



**SO.... WHY DO WE EVEN  
NEED TO KNOW THE 12 PROBLEMS ?**

**TO BE ABLE TO UNDERSTAND THE BUYER,  
YOU'LL NEED TO UNDERSTAND THE PROBLEM TYPE.**



**SO.... WHY DO WE EVEN  
NEED TO KNOW THE 12 PROBLEMS ?**

**YOUR PROSPECT WILL FEEL LIKE  
"YOU JUST GET IT".**



**SO.... WHY DO WE EVEN  
NEED TO KNOW THE 12 PROBLEMS ?**

**WHEN YOU FIND A DIFFERENT MASTER PROBLEM:**

**YOU INCREASE THE SIZE OF THE PROBLEM,  
BUDGET, TIMELINE, LIKELIHOOD OF CLOSE.**



**SO.... WHY DO WE EVEN  
NEED TO KNOW THE 12 PROBLEMS ?**

**WHEN YOU FIND A MISDIAGNOSED MASTER PROBLEM:**

**YOU INCREASE YOUR CREDIBILITY: & LIKELIHOOD  
THEY'LL CLOSE WITH YOU, IF THEY DO CLOSE AT ALL.**



2

**WHAT'S A  
BUSINESS PROBLEM?**



# SO, WHAT IS A BUSINESS PROBLEM?



**THE BUSINESS PROBLEM DEFINITION....**

**WHICH LAGGING INDICATOR**

**NEEDS TO BE CHANGED.....**



**THE BUSINESS PROBLEM DEFINITION....**

**AND BY HOW MUCH...**

**IN ORDER TO ACHIEVE THE OUTCOME,  
& SOLVE THE MASTER PROBLEM.**



# THE BUSINESS PROBLEM: FOR **NEGATIVE** MASTER PROBLEMS





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## 1 NEGATIVE-SYMPTOM BASED PROBLEM

### HOW TO MEASURE: A **NEGATIVE-SYMPTOM BASED** PROBLEM

THE PAIN	THE MASTER PROBLEM								
	PROBLEMS (NEGATIVE)			CURRENT IMPACT (NEGATIVE)			FUTURE IMPACT (NEGATIVE)		
	BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
	The PERSONA'S LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEADING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEADING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR: If they were achieving their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was achieving their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was achieving their LAGGING INDICATOR GOAL	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If they do achieve their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their LAGGING INDICATOR GOAL
	The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If their CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is

THE  
BUSINESS  
PROBLEM  
FOR A:  
NEGATIVE-  
SYMPTOM  
BASED  
PROBLEM.





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

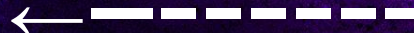
BY FLIP THE SCRIPT

## 2 THREAT BASED PROBLEM

### HOW TO MEASURE: A **THREAT BASED** PROBLEM

THE MASTER PROBLEM								
PROBLEMS (NEGATIVE)			CURRENT IMPACT (NEGATIVE)			FUTURE IMPACT (NEGATIVE)		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
THE PERCEIVED PAIN	The PERSONA'S PERCEIVED LAGGING INDICATOR ATTAINMENT NECESSARY:  In order to avoid the THREAT	The PERCEIVED STATE NEEDED of the PERSONA'S LEADING INDICATOR:  In order to avoid the THREAT	The PERCEIVED CURRENT STATE of the PERSONA'S EXTENDED INDICATOR:  If their LAGGING INDICATOR ATTAINMENT, was already in the STATE, that avoids the THREAT	The HORIZONTAL TEAM'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S LAGGING INDICATOR ATTAINMENT, was already in the STATE, that avoids the THREAT	The VERTICAL LEADER'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S LAGGING INDICATOR ATTAINMENT, was already in the STATE, that avoids the THREAT	The PERCEIVED FUTURE STATE of the PERSONA'S EXTENDED INDICATOR:  If they do avoid the THREAT	The HORIZONTAL TEAM'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA does avoid the THREAT	The VERTICAL LEADER'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA does avoid the THREAT
	The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR:  If their CURRENT ATTAINMENT stays as is, & they don't avoid the THREAT	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S CURRENT ATTAINMENT stays as is, & they don't avoid the THREAT	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S CURRENT ATTAINMENT stays as is, & they don't avoid the THREAT

THE  
BUSINESS  
PROBLEM  
FOR A:  
THREAT  
BASED  
PROBLEM.



# THE BUSINESS PROBLEM: FOR NEUTRAL MASTER PROBLEMS





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## 6 GOAL BASED PROBLEM

### HOW TO MEASURE: A GOAL BASED PROBLEM

THE MASTER PROBLEM								
PROBLEMS (NEUTRAL)			CURRENT IMPACT (NEUTRAL)			FUTURE IMPACT (NEUTRAL)		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
THE PERCEIVED PAIN	The PERSONA'S PERCEIVED LAGGING INDICATOR ATTAINMENT:  That's <b>NEEDED</b> now, in order to achieve their <b>GOAL</b> , in the <b>FUTURE</b>	The PERCEIVED STATE NEEDED of the PERSONA'S LEADING INDICATOR:  That's <b>NEEDED</b> now, in order to achieve their <b>GOAL</b> , in the <b>FUTURE</b>	The PERCEIVED CURRENT STATE of the PERSONA'S EXTENDED INDICATOR:  If their <b>LAGGING INDICATOR ATTAINMENT</b> was already in the <b>STATE</b> that's <b>NEEDED</b> now, in order to achieve their <b>GOAL</b> , in the <b>FUTURE</b>	The HORIZONTAL TEAM'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S <b>LAGGING INDICATOR ATTAINMENT</b> was already in the <b>STATE</b> that's <b>NEEDED</b> now, in order to achieve their <b>GOAL</b> , in the <b>FUTURE</b>	The VERTICAL LEADER'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S <b>LAGGING INDICATOR ATTAINMENT</b> was already in the <b>STATE</b> that's <b>NEEDED</b> now, in order to achieve their <b>GOAL</b> , in the <b>FUTURE</b>	The PERCEIVED FUTURE STATE of the PERSONA'S EXTENDED INDICATOR:  If they do achieve their <b>GOAL</b>	The HORIZONTAL TEAM'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA does achieve their <b>GOAL</b>	The VERTICAL LEADER'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA does achieve their <b>GOAL</b>
	The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR:  If their <b>CURRENT ATTAINMENT</b> of their <b>LAGGING INDICATOR</b> stays as is, & they don't achieve their <b>GOAL</b>	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S <b>CURRENT ATTAINMENT</b> of their <b>LAGGING INDICATOR</b> stays as is, & they don't achieve their <b>GOAL</b>	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT:  If the PERSONA'S <b>CURRENT ATTAINMENT</b> of their <b>LAGGING INDICATOR</b> stays as is, & they don't achieve their <b>GOAL</b>

THE  
BUSINESS  
PROBLEM  
FOR A:  
  
GOAL  
BASED  
PROBLEM.





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## 7 FUTURE-METRIC BASED PROBLEM

### HOW TO MEASURE: A FUTURE-METRIC BASED PROBLEM

THE MASTER PROBLEM								
PROBLEMS (NEUTRAL)			CURRENT IMPACT (NEUTRAL)			FUTURE IMPACT (NEUTRAL)		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
THE PERCEIVED PAIN	The PERSONA'S FUTURE LAGGING INDICATOR METRIC	The PERCEIVED STATE NEEDED of the PERSONA'S LEADING INDICATOR: That would achieve their FUTURE METRIC, if it was CURRENTLY enacted	The PERCEIVED CURRENT STATE of the PERSONA'S EXTENDED INDICATOR: If they were already achieving their FUTURE LAGGING INDICATOR METRIC	The HORIZONTAL TEAM'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was already achieving their FUTURE LAGGING INDICATOR METRIC	The VERTICAL LEADER'S PERCEIVED CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was already achieving their FUTURE LAGGING INDICATOR METRIC	The PERCEIVED FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If they do achieve their FUTURE LAGGING INDICATOR METRIC	The HORIZONTAL TEAM'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their FUTURE LAGGING INDICATOR METRIC	The VERTICAL LEADER'S PERCEIVED FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their FUTURE LAGGING INDICATOR METRIC
	The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If their CURRENT ATTAINMENT of their LAGGING INDICATOR stays as is, & they don't achieve their FUTURE METRIC	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT ATTAINMENT of their LAGGING INDICATOR stays as is, & they don't achieve their FUTURE METRIC	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT ATTAINMENT of their LAGGING INDICATOR stays as is, & they don't achieve their FUTURE METRIC

THE  
BUSINESS  
PROBLEM  
FOR A:  
FUTURE-  
METRIC  
BASED  
PROBLEM.



# THE BUSINESS PROBLEM: FOR POSITIVE MASTER PROBLEMS





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## 12 POSITIVE-SYMPTOM BASED PROBLEM

### HOW TO MEASURE: A POSITIVE-SYMPTOM BASED PROBLEM

THE MASTER PROBLEM									
THE PLEASURE	PROBLEMS (POSITIVE)			CURRENT IMPACT (POSITIVE)			FUTURE IMPACT (POSITIVE)		
	BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
	The PERSONA'S CURRENT LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEARNING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEADING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR: If they were only achieving their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was only achieving their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was only achieving their LAGGING INDICATOR GOAL	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If they only achieve their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA only achieves their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA only achieves their LAGGING INDICATOR GOAL
	The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEARNING INDICATOR	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If their CURRENT OVER ATTAINMENT of their LAGGING INDICATOR GOAL stays as is	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT OVER ATTAINMENT of their LAGGING INDICATOR GOAL stays as is	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT OVER ATTAINMENT of their LAGGING INDICATOR GOAL stays as is
	LAGGING PLEASURE	LEARNING PLEASURE	LEADING PLEASURE	CURRENT: EXTENDED PERSONA PLEASURE	CURRENT: HORIZONTAL PLEASURE	CURRENT: VERTICAL PLEASURE	FUTURE: EXTENDED PERSONA PLEASURE	FUTURE: HORIZONTAL PLEASURE	FUTURE: VERTICAL PLEASURE

THE  
BUSINESS  
PROBLEM  
FOR A:  
POSITIVE-  
SYMPTOM  
BASED  
PROBLEM.



3

WHAT'S AN OUTCOME?



**SO, WHAT IS AN  
OUTCOME?**



**THE OUTCOME DEFINITION....**

**WHICH TYPE OF EVENT**

**NEEDS TO OCCUR, IN THE FUTURE....**



**THE OUTCOME DEFINITION....**

**WHAT EXACT EVENT**

**NEEDS TO OCCUR, IN THE FUTURE....**



**THE OUTCOME DEFINITION....**

**& WHAT AMOUNT OF LAGGING  
INDICATOR NEEDS TO BE ACHIEVED...**

**IN ORDER TO MAKE THE EVENT OCCUR,  
AFFECT THE DRIVING IMPACT IN THE DESIRED WAY,  
& SOLVE THE MASTER PROBLEM SUCCESSFULLY.**



# THE OUTCOMES: FOR **NEGATIVE** MASTER PROBLEMS



# THE **OUTCOMES** : FOR **NEGATIVE** MASTER PROBLEMS



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### DIAGNOSING THE MASTER PROBLEM

HOW TO IDENTIFY  
THE TYPE OF  
PROBLEM  
(BASED ON  
OUTCOME)

#### TYPE OF PROBLEM

#### IDENTIFY PROBLEM TYPE

**THREAT** BASED

**SIGN** BASED

**NEGATIVE -  
SYMPTOM** BASED

**PRESCRIPTION**  
BASED

**LATERAL** BASED

#### OUTCOME

#### IDENTIFY OUTCOME

AVOID THE **THREAT**.

SOLVE THE  
PROBLEM, THE **SIGN**  
INDICATES.

ALLEVIATE  
THE **NEGATIVE**  
**SYMPTOM**.

SOLVE THE  
PROBLEM, THE FIRST  
**PRESCRIPTION**  
DIDN'T.

SOLVE THE  
PROBLEM, THAT  
WAS **LATERALLY**  
CREATED.



# THE OUTCOMES: FOR POSITIVE MASTER PROBLEMS



# THE **OUTCOMES** : FOR **NEUTRAL** MASTER PROBLEMS



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

<b>DIAGNOSING THE MASTER PROBLEM</b>  HOW TO IDENTIFY THE TYPE OF PROBLEM  (BASED ON OUTCOME)	<b>TYPE OF PROBLEM</b>	<b>IDENTIFY PROBLEM TYPE</b>				
		<b>FUTURE - METRIC BASED</b>	<b>SUCCESS BASED</b>	<b>GOAL BASED</b>	<b>FUTURE - EVENT BASED</b>	<b>AMELIORATION BASED</b>
	<b>OUTCOME</b>	<b>IDENTIFY OUTCOME</b>				
		<b>TO ACHIEVE THE FUTURE METRIC.</b>	<b>TO SOLVE THE PROBLEM CREATED BY THE <b>SUCCESS</b>.</b>	<b>TO ACHIEVE THE <b>GOAL</b>.</b>	<b>TO ACHIEVE THE STATUS, THAT THE <b>FUTURE EVENT</b> REQUIRES.</b>	<b>TO <b>AMELIORATE</b> THE TARGETED LEADING INDICATOR.</b>

# THE OUTCOMES: FOR POSITIVE MASTER PROBLEMS



# THE **OUTCOMES** : FOR **POSITIVE** MASTER PROBLEMS



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### DIAGNOSING THE MASTER PROBLEM

HOW TO IDENTIFY  
THE TYPE OF  
PROBLEM  
(BASED ON  
OUTCOME)

#### TYPE OF PROBLEM

#### IDENTIFY PROBLEM TYPE

**OPPORTUNITY** BASED

**POSITIVE - SYMPTOM** BASED

#### OUTCOME

#### IDENTIFY OUTCOME

REALIZE THE **OPPORTUNITY**

EXTEND THE **POSITIVE - SYMPTOM**



# 4

**WHAT'S A  
DRIVING IMPACT?**



# SO, WHAT'S A DRIVING IMPACT?



# FIRST....

# WHAT'S AN **IMPACT**?



# WHAT IS AN **IMPACT** ....

## THE **BUSINESS PROBLEM** .



## DIAGNOSTIC SELLING: SO... WHAT'S AN **IMPACT**?

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	SDR EXAMPLE	AE EXAMPLE	CSM EXAMPLE	HR EXAMPLE
<b>LAGGING INDICATOR</b>	Meetings booked	Closed-won quota attainment	Customer Retention	Employee Retention
<b>GOAL</b>	15 meetings / month	250K closed-won ARR / quarter	92% customer retention	85% employee retention
<b>ATTAINMENT</b>	5 meetings / month	150K closed-won ARR / quarter	80% customer retention	70% employee retention
<b>BUSINESS PROBLEM</b>	Book 10 additional meetings / month:  Hit the quota of 15 meetings & alleviate the <b>negative symptom</b> .	Close \$100K additional ARR / quarter:  Hit the quota of 250K ARR & alleviate the <b>negative symptom</b> .	Retain 12% more customers:  Hit the goal of 92% customer retention & alleviate the <b>negative symptom</b> .	Retain 15% more employees:  Hit the goal of 85% employee retention & alleviate the <b>negative symptom</b> .

# WHAT IS AN **IMPACT** .....

## THE **IMPACT** : FOR THAT **BUSINESS PROBLEM** .



### DIAGNOSTIC SELLING: SO... WHAT'S AN **IMPACT**?

BY FLIP THE SCRIPT

#### BUSINESS PROBLEM

Book 10 additional  
meetings / month:

Hit the quota of 15  
meetings & alleviate the  
**negative symptom.**

Close \$100K additional  
ARR / quarter:

Hit the quota of  
250K ARR & alleviate the  
**negative symptom.**

Retain 12% more  
customers:

Hit the goal of 92%  
customer retention  
& alleviate the  
**negative symptom.**

Retain 15% more  
employees:

Hit the goal of 85%  
employee retention  
& alleviate the  
**negative symptom.**

### BUT THE IMPACTS...

#### ARE ALL OF THE **EXTENDED EFFECTS**, OUTSIDE OF THAT ...

That will happen (or  
already are happening),  
as a result of it.

AKA.

- In what other ways... is that pain negatively affecting the buyer persona?
- Who else, will that pain affect?
- How will it affect them?
- & by how much??



# THE 3 TYPES OF **IMPACT**.





# DIAGNOSTIC SELLING: SO... WHAT'S AN **IMPACT**?

BY FLIP THE SCRIPT

## CURRENT IMPACTS

### CURRENT **PERSONA** IMPACTS

The **current** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects occurring in relationship to the buyer persona's **role & department**.

### CURRENT **HORIZONTAL** IMPACTS

The **current** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects occurring in relationship to the **department(s) horizontal** to the buyer persona.

### CURRENT **VERTICAL** IMPACTS

The **current** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects occurring in relationship to the buyer persona's **vertical leaders**.

#### DESCRIPTION

## FUTURE IMPACTS

### FUTURE **PERSONA** IMPACTS

The **future** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects in relationship to the buyer persona's **role & department**, that will occur in the future.

### FUTURE **HORIZONTAL** IMPACTS

The **future** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects in relationship to the **department(s) horizontal** to the buyer persona, that will occur in the future.

### FUTURE **VERTICAL** IMPACTS

The **future** extended effects of the **Business Problem** that the prospect wants to solve for;

That are the extended effects in relationship to the buyer persona's **vertical leaders**, that will occur in the future.

#### DESCRIPTION

# THE 3 TYPES OF **IMPACT**



**OKAY....**

**SO, WHAT'S A**  
**DRIVING IMPACT?**



# THE DRIVING IMPACT DEFINITION....

WHICH OF THE IMPACTS:

IS THE MAIN GOAL & TARGET OF CHANGING.....



**THE DRIVING IMPACT DEFINITION....**

**AND HOW DOES THAT IMPACT  
NEED TO BE CHANGED.....**



**THE DRIVING IMPACT DEFINITION....**

**& BY HOW MUCH...**

**IN ORDER TO CONSIDER THE  
MASTER PROBLEM SUCCESSFULLY SOLVED.**



OUT OF ALL OF **THE IMPACTS** ...

...WHICH ONE, ARE THEY SOLVING FOR?



## DIAGNOSTIC SELLING: SO... WHAT'S AN **IMPACT**?

BY FLIP THE SCRIPT

**BUT THE IMPACTS...**

**ARE ALL OF THE *EXTENDED EFFECTS*, OUTSIDE OF THAT PAIN...**

That will happen (or  
already are happening),  
as a result of it.

AKA.

- In what other ways... is that pain negatively affecting the buyer persona?
- Who else, will that pain affect?
- How will it affect them?
- & by how much??



# A DRIVING IMPACT: FOR A **NEGATIVE** MASTER PROBLEM





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

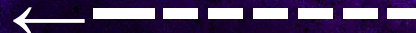
## NEGATIVE MASTER PROBLEMS

### THE PIECES OF A NEGATIVE PROBELM

<b>IMPACT</b> THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	<b>CURRENT IMPACT</b>	<b>CURRENT PERSONA IMPACT</b>	The ((NEGATIVE)) EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PAIN): On the PERSONA, CURRENTLY.
		<b>CURRENT HORIZONTAL IMPACT</b>	The ((NEGATIVE)) EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PAIN): On the persona's HORIZONTAL TEAMS, CURRENTLY.
		<b>CURRENT VERTICAL IMPACT</b>	The ((NEGATIVE)) EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PAIN): On the persona's VERTICAL LEADERS, CURRENTLY.
	<b>FUTURE IMPACT</b>	<b>FUTURE PERSONA IMPACT</b>	The ((NEGATIVE)) PERCEIVED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PERCEIVED PAIN): On the PERSONA, in the FUTURE.
		<b>FUTURE HORIZONTAL IMPACT</b>	The ((NEGATIVE)) PERCEIVED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PERCEIVED PAIN): On the persona's HORIZONTAL TEAMS, in the FUTURE.
		<b>FUTURE VERTICAL IMPACT</b>	The ((NEGATIVE)) PERCEIVED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PERCEIVED PAIN): On the persona's VERTICAL LEADERS, in the FUTURE.
	<b>DRIVING IMPACT</b>	The SPECIFIC IMPACT that is driving the buyer to buy, & is the reason behind why they ultimately decided to change. The DRIVING IMPACT is the primary motivation of the buyer changing their CURRENT STATE: and solving the CURRENT PROBLEMS. (the ROOT CAUSE, TACTICAL PROBLEM, & BUSINESS PROBLEM)	
		And is what ultimately made them decide, that the MASTER PROBLEM was worth solving.	

A  
DRIVING  
IMPACT  
FOR A:

NEGATIVE  
MASTER  
PROBLEM.



# A DRIVING IMPACT: FOR A NEUTRAL MASTER PROBLEM





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

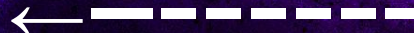
BY FLIP THE SCRIPT

## NEUTRAL MASTER PROBLEMS

### THE PIECES OF A NEUTRAL PROBLEM

<b>IMPACT</b> THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	<b>CURRENT IMPACT</b>	<b>CURRENT PERSONA IMPACT</b>	The <b>EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PAIN</b> ): On the <b>PERSONA</b> , <b>CURRENTLY</b> .
		<b>CURRENT HORIZONTAL IMPACT</b>	The <b>EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PAIN</b> ): On the persona's <b>HORIZONTAL TEAMS</b> , <b>CURRENTLY</b> .
		<b>CURRENT VERTICAL IMPACT</b>	The <b>EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PAIN</b> ): On the persona's <b>VERTICAL LEADERS</b> , <b>CURRENTLY</b> .
	<b>FUTURE IMPACT</b>	<b>FUTURE PERSONA IMPACT</b>	The <b>PERCEIVED EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PERCEIVED PAIN</b> ): On the <b>PERSONA</b> , in the <b>FUTURE</b> .
		<b>FUTURE HORIZONTAL IMPACT</b>	The <b>PERCEIVED EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PERCEIVED PAIN</b> ): On the persona's <b>HORIZONTAL TEAMS</b> , in the <b>FUTURE</b> .
		<b>FUTURE VERTICAL IMPACT</b>	The <b>(NEGATIVE) PERCEIVED EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PERCEIVED PAIN</b> ): On the persona's <b>VERTICAL LEADERS</b> , in the <b>FUTURE</b> .
	<b>DRIVING IMPACT</b>	The <b>SPECIFIC IMPACT</b> that is driving the buyer to buy, & is the reason behind why they ultimately decided to change. The <b>DRIVING IMPACT</b> is the primary motivation of the buyer changing their <b>CURRENT STATE</b> : and solving the <b>CURRENT PROBLEMS</b> , (the <b>ROOT CAUSE</b> , <b>TACTICAL PROBLEM</b> , & <b>BUSINESS PROBLEM</b> ) And is what ultimately made them decide, that the <b>MASTER PROBLEM</b> was worth solving.	

A  
DRIVING  
IMPACT  
FOR A:  
NEUTRAL  
MASTER  
PROBLEM.



# A DRIVING IMPACT: FOR A POSITIVE MASTER PROBLEM





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## POSITIVE MASTER PROBLEMS

### THE PIECES OF A POSITIVE PROBLEM

IMPACT THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	CURRENT IMPACT	CURRENT PERSONA IMPACT	The <b>(POSITIVE)</b> EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>CURRENT PLEASURE</b> ): On the <b>PERSONA</b> <b>CURRENTLY</b> .
		CURRENT HORIZONTAL IMPACT	The <b>(POSITIVE)</b> EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>CURRENT PLEASURE</b> ): On the persona's <b>HORIZONTAL TEAMS</b> <b>CURRENTLY</b> .
		CURRENT VERTICAL IMPACT	The <b>(POSITIVE)</b> EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>CURRENT PLEASURE</b> ): On the persona's <b>VERTICAL LEADERS</b> <b>CURRENTLY</b> .
	FUTURE IMPACT	FUTURE PERSONA IMPACT	The <b>(POSITIVE)</b> PREDICTED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>PERCEIVED PLEASURE</b> ): On the <b>PERSONA</b> , in the <b>FUTURE</b> .
		FUTURE HORIZONTAL IMPACT	The <b>(POSITIVE)</b> PREDICTED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>PERCEIVED PLEASURE</b> ): On the persona's <b>HORIZONTAL TEAMS</b> , in the <b>FUTURE</b> .
		FUTURE VERTICAL IMPACT	The <b>(POSITIVE)</b> PREDICTED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>PERCEIVED PLEASURE</b> ): On the persona's <b>VERTICAL LEADERS</b> , in the <b>FUTURE</b> .
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A  
DRIVING  
IMPACT  
FOR A:  
POSITIVE  
MASTER  
PROBLEM.



5

WHAT'S A  
MASTER PROBLEM?



# SO, WHAT IS A MASTER PROBLEM?



**THE MASTER PROBLEM DEFINITION....**

**AFFECTING THE DRIVING IMPACT**

**IN THE DESIRED WAY.  
(*& TO THE DESIRED AMOUNT.*)**



**THE MASTER PROBLEM SETUP....**

**BUT TO AFFECT THE DRIVING IMPACT  
IN THE DESIRED WAY...**

**YOU NEED TO ACHIEVE THE OUTCOME.**



**THE MASTER PROBLEM SETUP....**

**& TO ACHIEVE THE OUTCOME...**

**YOU NEED TO SOLVE THE BUSINESS PROBLEM.**



**THE MASTER PROBLEM SETUP....**

**& TO SOLVE THE BUSINESS PROBLEM...**

**YOU NEED TO ACHIEVE THE AMOUNT OF LAGGING INDICATOR, THAT THE OUTCOME TYPE REQUIRES.**



**THE MASTER PROBLEM SETUP....**

**SO, SINCE THE MASTER PROBLEM...**

**ULTIMATELY DEPENDS ON THE TYPE OF OUTCOME...**



**THE MASTER PROBLEM SETUP....**

**THE TYPE OF MASTER PROBLEM...**  
**IS THE TYPE OF OUTCOME.**



# WHAT IS A **MASTER PROBLEM** ....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

**SO... WHAT'S A PROBLEM?** *(THE OVERLYING STRUCTURE)*

### THE MASTER PROBLEM

CURRENT PROBLEMS			CURRENT IMPACTS			FUTURE IMPACTS		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
CURRENT PAIN (SYMPTOMS)			CURRENT: EXTENDED PAIN			FUTURE: EXTENDED PAIN		



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**NEGATIVE, NEUTRAL, &  
POSITIVE MASTER PROBLEMS:  
& THE HIGH LEVEL DIFFERENCES.**



# THE DIFFERENCES: FOR **NEGATIVE** MASTER PROBLEMS



**THE FIRST DIFFERENCE FOR....**  
**NEGATIVE MASTER PROBLEMS .**

**FOR NEGATIVE MASTER PROBLEMS...**

**THERE IS TYPICALLY, PAIN IN THE PRESENT.**



**THE SECOND DIFFERENCE FOR.....**  
**NEGATIVE MASTER PROBLEMS .**

**FOR NEGATIVE MASTER PROBLEMS...**

**YOU TYPICALLY 'SOLVE' THEM.**  
**(IE. THE MAIN EMPHASIS IS ON ALLEVIATING PAIN, IN THE PRESENT.)**





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## NEGATIVE MASTER PROBLEMS

### THE PIECES OF A NEGATIVE PROBELM

IMPACT THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	CURRENT IMPACT	CURRENT PERSONA IMPACT	The ((NEGATIVE)) EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the PAIN): On the PERSONA, CURRENTLY.
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THE  
THIRD  
DIFFERENCE  
FOR.....

NEGATIVE  
MASTER  
PROBLEMS.



# THE 5 OUTCOMES : & 5 TYPES OF....

## NEGATIVE MASTER PROBLEMS .



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### DIAGNOSING THE MASTER PROBLEM

HOW TO IDENTIFY  
THE TYPE OF  
PROBLEM  
(BASED ON  
OUTCOME)

#### TYPE OF PROBLEM

#### IDENTIFY PROBLEM TYPE

**THREAT** BASED

**SIGN** BASED

**NEGATIVE -  
SYMPTOM** BASED

**PRESCRIPTION**  
BASED

**LATERAL** BASED

#### OUTCOME

#### IDENTIFY OUTCOME

AVOID THE **THREAT**.

SOLVE THE  
PROBLEM, THE **SIGN**  
INDICATES.

ALLEVIATE  
THE **NEGATIVE**  
**SYMPTOM**.

SOLVE THE  
PROBLEM, THE FIRST  
**PRESCRIPTION**  
DIDN'T.

SOLVE THE  
PROBLEM, THAT  
WAS **LATERALLY**  
CREATED.



# THE DIFFERENCES: FOR **NEUTRAL** MASTER PROBLEMS



THE **FIRST** DIFFERENCE FOR.....  
**NEUTRAL MASTER PROBLEMS** .

FOR **NEUTRAL MASTER PROBLEMS**...

THERE ISN'T TYPICALLY, **PAIN** IN THE PRESENT.  
(THE **PAIN** COMES IN THE FUTURE, IF YOU GET THE "ANSWER" WRONG.)



# THE **SECOND** DIFFERENCE FOR..... **NEUTRAL MASTER PROBLEMS** .

## FOR **NEUTRAL MASTER PROBLEMS**...

**YOU TYPICALLY 'SOLVE FOR' THEM.**

*(IE. THERE MAY BE A LITTLE **PAIN** IN THE PRESENT—  
BUT THE MAIN EMPHASIS IS ON AVOIDING **PAIN**, IN THE FUTURE)*





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## NEUTRAL MASTER PROBLEMS

### THE PIECES OF A NEUTRAL PROBLEM

<b>IMPACT</b> THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	<b>CURRENT IMPACT</b>	<b>CURRENT PERSONA IMPACT</b>	The <b>EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PAIN</b> ): On the <b>PERSONA</b> , <b>CURRENTLY</b> .
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		<b>CURRENT VERTICAL IMPACT</b>	The <b>EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PAIN</b> ): On the persona's <b>VERTICAL LEADERS</b> , <b>CURRENTLY</b> .
	<b>FUTURE IMPACT</b>	<b>FUTURE PERSONA IMPACT</b>	The <b>PERCEIVED EXTENDED EFFECTS</b> of the <b>BUSINESS PROBLEM</b> (outside of the <b>PERCEIVED PAIN</b> ): On the <b>PERSONA</b> , in the <b>FUTURE</b> .
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THE  
THIRD  
DIFFERENCE  
FOR.....

NEUTRAL  
MASTER  
PROBLEMS.



# THE 5 OUTCOMES : & 5 TYPES OF.... NEUTRAL MASTER PROBLEMS .



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

<b>DIAGNOSING THE MASTER PROBLEM</b>  HOW TO IDENTIFY THE TYPE OF PROBLEM  (BASED ON OUTCOME)	TYPE OF PROBLEM	IDENTIFY PROBLEM TYPE				
		FUTURE - METRIC BASED	SUCCESS BASED	GOAL BASED	FUTURE - EVENT BASED	AMELIORATION BASED
	OUTCOME	IDENTIFY OUTCOME				
		TO ACHIEVE THE FUTURE METRIC.	TO SOLVE THE PROBLEM CREATED BY THE SUCCESS.	TO ACHIEVE THE GOAL.	TO ACHIEVE THE STATUS, THAT THE FUTURE EVENT REQUIRES.	TO AMELIORATE THE TARGETED LEADING INDICATOR.

# THE DIFFERENCES: FOR **POSITIVE** MASTER PROBLEMS



**THE FIRST DIFFERENCE FOR....**  
**POSITIVE MASTER PROBLEMS .**

**FOR POSITIVE MASTER PROBLEMS...**

**THERE IS TYPICALLY, PLEASURE IN THE PRESENT.**



**THE SECOND DIFFERENCE FOR....**  
**POSITIVE MASTER PROBLEMS .**

**FOR NEGATIVE MASTER PROBLEMS...**

**YOU TYPICALLY 'SOLVE' THEM.**

**(IE. THE MAIN EMPHASIS IS ON CONTINUING PLEASURE, IN THE PRESENT.)**





# HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

## POSITIVE MASTER PROBLEMS

### THE PIECES OF A POSITIVE PROBLEM

IMPACT THE EXTENDED EFFECTS OF THE BUSINESS PROBLEM	CURRENT IMPACT	CURRENT PERSONA IMPACT	The <b>(POSITIVE)</b> EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>CURRENT PLEASURE</b> ): On the <b>PERSONA</b> <b>CURRENTLY</b> .
		CURRENT HORIZONTAL IMPACT	The <b>(POSITIVE)</b> EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>CURRENT PLEASURE</b> ): On the persona's <b>HORIZONTAL TEAMS</b> <b>CURRENTLY</b> .
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	FUTURE IMPACT	FUTURE PERSONA IMPACT	The <b>(POSITIVE)</b> PREDICTED EXTENDED EFFECTS of the BUSINESS PROBLEM (outside of the <b>PERCEIVED PLEASURE</b> ): On the <b>PERSONA</b> , in the <b>FUTURE</b> .
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THE  
THIRD  
DIFFERENCE  
FOR.....

POSITIVE  
MASTER  
PROBLEMS.



# THE 2 OUTCOMES : & 2 TYPES OF....

## POSITIVE MASTER PROBLEMS .



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### DIAGNOSING THE MASTER PROBLEM

HOW TO IDENTIFY  
THE TYPE OF  
PROBLEM  
(BASED ON  
OUTCOME)

#### TYPE OF PROBLEM

#### IDENTIFY PROBLEM TYPE

**OPPORTUNITY** BASED

**POSITIVE - SYMPTOM** BASED

#### OUTCOME

#### IDENTIFY OUTCOME

REALIZE THE **OPPORTUNITY**

EXTEND THE **POSITIVE - SYMPTOM**



# 7

**THE 5 TYPES OF**  
**NEGATIVE MASTER PROBLEMS:**  
*NEGATIVE-SYMPTOM BASED, THREAT BASED,  
PRESCRIPTION BASED, SIGN BASED, &  
LATERAL BASED PROBLEMS.*



# PROBLEM #1

## NEGATIVE-SYMPTOM BASED



# **PROBLEM #1:** **NEGATIVE-SYMPTOM** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A NEGATIVE-SYMPTOM.**



# PROBLEM #1: NEGATIVE-SYMPTOM BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE'  
V. 'SOLVE  
FOR'

POSITIVE,  
NEGATIVE,  
V. NEUTRAL

PAIN-  
CENTRIC V.  
PLEASURE-  
CENTRIC

THRIVE V.  
SURVIVE

### PROBLEM DESCRIPTION

WHAT'S  
THE ULTIMATE  
OUTCOME?

WHAT'S THE IMPACT  
OF SOLVING, OR NOT  
SOLVING IT?

1

### NEGATIVE- SYMPTOM BASED PROBLEM

'SOLVE'

NEGATIVE  
PROBLEM

PAIN-  
CENTRIC  
PROBLEM

SURVIVE

A *negative-symptom based problem* is a "*problem*" that comes as a result of a prospect experiencing a *negative symptom* in the present, that they want to alleviate, or prevent from persisting, spreading, or increasing in level of aggression, in the future.

This type of "*problem*" is subjective in nature, can initially be identified *only* by the prospect, and is typically based on "*pain*".

Alleviating the effects of the *negative symptom*.

The *impact* of *not solving* the *problem*, is that the *pain* (or *negative symptoms*) would persist, or increase in spread, frequency, or level of aggression;

And the prospect would suffer a *negative impact* in the future, as a result.



# PROBLEM #2

**THREAT  
BASED**



## **PROBLEM #2:** **THREAT** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A THREAT.**



# PROBLEM #2:

## THREAT BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

2

THREAT BASED PROBLEM

'SOLVE FOR'

NEGATIVE PROBLEM

PAIN-CENTRIC PROBLEM

SURVIVE

A *threat based problem*, is a "problem" that comes as a result of a prospect identifying a potential *threat* that they believe will likely occur in the future, if they do not change.

Preventing the *threat* from being realized, in the future.

The *impact* of not solving the *problem*, is that the *threat* is realized in the future;

And the prospect would suffer a *negative impact*, as a result of the *threat* being realized.



# PROBLEM #3

## PRESCRIPTION BASED



# **PROBLEM #3:** **PRESCRIPTION** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A PROBLEM THAT WASN'T SOLVED  
BY A PRESCRIPTION.**



# PROBLEM #3:

## PRESCRIPTION BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

### WHAT'S THE ULTIMATE OUTCOME?

### WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

3

### PRESCRIPTION BASED PROBLEM

'SOLVE'

NEGATIVE PROBLEM

PAIN-CENTRIC PROBLEM

SURVIVE

A *prescription based problem*, is a "problem" that a prospect already tried to solve, by using a *solution* that was perviously *prescribed* to them – And the *prescribed* plan or tools, were not effective in solving the *problem*.

(typically a *negative symptom based problem*)

Solving the *problem*, that the *original prescription* didn't successfully solve.

The *impact* of *not solving* the *problem*, is that the *pain* persists, and typically with increased aggression (since time has passed);

And the prospect would suffer a *negative impact* in the future, as a result.



# PROBLEM #4

**SIGN  
BASED**



# **PROBLEM #4:** **SIGN BASED PROBLEMS....**

**AND THE OUTCOME IS BASED ON....**

**A PROBLEM THAT WAS  
DIAGNOSED BY A SIGN.**



# PROBLEM #4:

## SIGN BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE'  
V. 'SOLVE  
FOR'

POSITIVE,  
NEGATIVE,  
V. NEUTRAL

PAIN-  
CENTRIC V.  
PLEASURE-  
CENTRIC

THRIVE V.  
SURVIVE

### PROBLEM DESCRIPTION

WHAT'S  
THE ULTIMATE  
OUTCOME?

WHAT'S THE IMPACT  
OF SOLVING, OR NOT  
SOLVING IT?

4

### SIGN BASED PROBLEM

'SOLVE FOR'

NEGATIVE  
PROBLEM

PAIN-  
CENTRIC  
PROBLEM

SURVIVE

A **sign based problem**, is a "**problem**" that comes as a result of an "outside expert" identifying a **sign** that a prospect is displaying, and linking the **sign** to a deeper condition.

This type of "**problem**" is objective in nature, can initially be identified *only* by an "outside expert", is not based on "**pain**" – And is *unknown* to the prospect, prior to a rep identifying it.

Solving the **problem**, that was identified based on a **sign**.

The **impact** of *not solving* the **problem**, is that the condition persists, spreads, and worsens over time;

And the prospect would suffer a **negative impact** in the future, as a result.



# PROBLEM #5

## LATERAL BASED



# **PROBLEM #5:** **LATERAL** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A PROBLEM THAT WAS  
CREATED **LATERALLY**.**



# PROBLEM #5:

## LATERAL BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE'  
V. 'SOLVE  
FOR'

POSITIVE,  
NEGATIVE,  
V. NEUTRAL

PAIN-  
CENTRIC V.  
PLEASURE-  
CENTRIC

THRIVE V.  
SURVIVE

### PROBLEM DESCRIPTION

### WHAT'S THE ULTIMATE OUTCOME?

### WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

5

LATERAL  
BASED  
PROBLEM

'SOLVE'

NEGATIVE  
PROBLEM

PAIN-  
CENTRIC  
PROBLEM

SURVIVE

A *lateral based problem*, is a "problem" that comes as a result of a prospect solving another "problem" – And the *solution* was effective in solving the *original problem*, but created another *lateral problem*, in doing so.

(a *side-effect* of applying a *solution*)

Solving the *lateral problem*, that the *solution* to another *problem* created.

The *impact* of *not solving* the *problem*, is that the *lateral side-effects* would persist, or increase in spread, frequency, or level of aggression;

And the prospect would suffer a *negative impact* in the future, as a result.



# 8

**THE 5 TYPES OF**  
**NEUTRAL MASTER PROBLEMS:**  
*GOAL BASED, FUTURE-METRIC BASED,  
FUTURE-EVENT BASED, SUCCESS BASED,  
& AMELIORATION BASED PROBLEMS.*

# PROBLEM #6

**GOAL**  
**BASED**



# **PROBLEM #6:** **GOAL BASED PROBLEMS....**

**AND THE OUTCOME IS BASED ON....**

**A GOAL.**



# PROBLEM #6:

## GOAL BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

6

GOAL BASED PROBLEM

'SOLVE FOR'

NEUTRAL PROBLEM

PAIN-CENTRIC PROBLEM

SURVIVE

A **goal based problem**, is a "**problem**" that comes as a result of a prospect being assigned a **goal** – And attempting to change the elements of their **current state**, in a way that will achieve the **goal**.

Achieving the **goal**.

The **impact** of not solving the **problem**, is that the prospect would fail to achieve the **goal**;

And would suffer a **negative impact** in the future, as a result of not achieving the **goal**.



# PROBLEM #7

## FUTURE-METRIC BASED



# **PROBLEM #7:** **FUTURE-METRIC** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A FUTURE-METRIC.**



# PROBLEM #7:

## FUTURE-METRIC BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

7

### FUTURE-METRIC BASED PROBLEM

'SOLVE FOR'

NEUTRAL PROBLEM

PAIN-CENTRIC PROBLEM

SURVIVE

A *future-metric based problem*, is a "*problem*" that comes as a result of a prospect being assigned a *future metric* – And attempting to achieve the *future metric*, by changing elements of their *current state*, today.

In this type of "*problem*", the prospect is successfully achieving their *current metrics* – But will not successfully achieve the *future metric*, if they

Achieving the *future metric*.

The *impact* of *not solving* the *problem*, is the prospect would fail to achieve the *future metric*;  
And would suffer a *negative impact* in the future, as a result of not achieving the *future metric*.



# PROBLEM #8

## FUTURE-EVENT BASED



# **PROBLEM #8:** **FUTURE-EVENT** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A FUTURE-EVENT.**



# PROBLEM #8:

## FUTURE-EVENT BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

8

FUTURE-EVENT BASED PROBLEM

'SOLVE FOR'

NEUTRAL PROBLEM

PAIN-CENTRIC PROBLEM

SURVIVE

A *future-event based problem*, is a "*problem*" that comes as a result of a *future event* – Where the prospect is attempting to change elements of their *current state*, in a way that will satisfy the standards, that the *future event* requires.

Achieving the *future state*, that the *future event* requires.

The *impact* of *not solving* the *problem*, is that the prospect would fail to achieve the *future state* (that the *future event* requires):

And would suffer a *negative impact* in the future, as a result of not achieving it.



# PROBLEM #9

**SUCCESS**  
**BASED**



# **PROBLEM #9:** **SUCCESS** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A PROBLEM CREATED BY**  
**SUCCESS.**



# PROBLEM #9:

## SUCCESS BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

9

SUCCESS BASED PROBLEM

'SOLVE FOR' OR 'SOLVE'

NEUTRAL PROBLEM

PAIN-CENTRIC PROBLEM

THRIVE

A *success based problem*, is a "*problem*", that comes as a direct result of a prospect's *success* – Where the prospect exceeded their core metrics, but their over-achievement and *success*, caused a separate *problem* to occur.

Solving the *problem*, that was caused by the prospect's *success*.

The *impact* of *not solving* the *problem*, is that the prospect perceives they're not a "good steward" of what they have (even though they achieved their metrics);

And would suffer a *negative impact* in the future, as a result.



# PROBLEM #10

## AMELIORATION BASED



# **PROBLEM #10:** **AMELIORATION** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**AN AMELIORATED STATE.**



# PROBLEM #10:

## AMELIORATION BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

10

AMELIORATION BASED PROBLEM

'SOLVE'

NEUTRAL PROBLEM

PAIN-CENTRIC PROBLEM

THRIVE

An *amelioration based problem*, is a "problem" that comes as a result of a prospect wanting to improve, "better", or *ameliorate* an element in their *current state*, or their *current state* way of operating.

*Ameliorating* the *current state* item, that the prospect wants to make "better".

The *impact* of *not solving* the *problem*, is that the prospect remains frustrated that the *current state item* has not been *ameliorated*; And would either suffer a *negative impact*, or miss a *positive opportunity*, as a result of not *ameliorating* it.



# 9

**THE 2 TYPES OF**  
**POSITIVE MASTER PROBLEMS:**  
*OPPORTUNITY BASED, &*  
*POSITIVE-SYMPTOM BASED PROBLEMS.*

# PROBLEM #11

## OPPORTUNITY BASED



# **PROBLEM #11:** **OPPORTUNITY** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**AN OPPORTUNITY.**



# PROBLEM #11: OPPORTUNITY BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE'  
V. 'SOLVE  
FOR'

POSITIVE,  
NEGATIVE,  
V. NEUTRAL

PAIN-  
CENTRIC V.  
PLEASURE-  
CENTRIC

THRIVE V.  
SURVIVE

### PROBLEM DESCRIPTION

WHAT'S  
THE ULTIMATE  
OUTCOME?

WHAT'S THE IMPACT  
OF SOLVING, OR NOT  
SOLVING IT?

11

OPPORTUNITY  
BASED  
PROBLEM

'SOLVE FOR'

POSITIVE  
PROBLEM

PLEASURE-  
CENTRIC  
PROBLEM

THRIVE

An *opportunity based problem*, is a "*problem*" that comes as a result of a prospect identifying a potential *opportunity* that they believe they can inherit in the future, if they change their *current state* way of operating.

Realizing the *opportunity*, in the future.

The *positive impact* of *solving* the *problem*, is that the prospect realizes the *opportunity*, in the future;

And inherits a *positive impact*, as a result of realizing the *opportunity*.



# PROBLEM #12

## POSITIVE-SYMPTOM BASED



# **PROBLEM #12:** **POSITIVE-SYMPTOM** BASED PROBLEMS....

**AND THE OUTCOME IS BASED ON....**

**A POSITIVE-SYMPTOM.**



# PROBLEM #12:

## POSITIVE-SYMPTOM BASED PROBLEMS....



## HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

### PROBLEM TYPE

'SOLVE' V. 'SOLVE FOR'

POSITIVE, NEGATIVE, V. NEUTRAL

PAIN-CENTRIC V. PLEASURE-CENTRIC

THRIVE V. SURVIVE

### PROBLEM DESCRIPTION

WHAT'S THE ULTIMATE OUTCOME?

WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?

12

POSITIVE-SYMPTOM BASED PROBLEM

'SOLVE'

POSITIVE PROBLEM

PLEASURE-CENTRIC PROBLEM

THRIVE

A *positive-symptom based problem*, is a "*problem*" that comes as a result of a prospect experiencing a *positive symptom* in the present, that they want to prolong the effects, or cause to continue, spread, or increase in level of aggression, in the future.

This type of "*problem*" is subjective in nature, can initially be identified *only* by the prospect, and is typically based on "*pleasure*".

Prolonging the effects of the *positive symptom*.

The *positive impact* of *solving* the *problem*, is that the *pleasure* (or *positive symptom*) would prolong, or increase in spread, frequency, or level of aggression;

And the prospect would incur a *positive impact* in the future, as a result.



# 10

**HOW TO QUICKLY  
KNOW THE DIFFERENCE:  
ESPECIALLY, WHEN IT'S NOT  
NEGATIVE-SYMPTOM BASED.**



# HOW TO QUICKLY KNOW: WHEN IT'S NOT **NEGATIVE-SYMPTOM** BASED....

1

FIND THE....

LAGGING INDICATOR  
GOAL

—  
LAGGING INDICATOR  
ACHIEVEMENT

2

IF IT'S NOT "BIG"  
ENOUGH TO SOLVE ....

SAY THAT— AND THAT  
YOU DON'T KNOW WHY  
THEY WOULD SOLVE IT.

3

TYPICALLY IT'S A.....

LESSER USED  
AUXILIARY METRIC, THE  
BUYER IS METRICED ON.

4

OR IT'S A.....

MASTER PROBLEM  
OTHER THAN A  
NEGATIVE-SYMPTOM  
BASED.

# 11

**SO, WHAT HAPPENS IF  
WE DON'T...**

**KNOW THE DIFFERENCE, OR FIND OUT IF IT'S A  
PROBLEM OTHER THAN **NEGATIVE-SYMPTOM**.**



**IF YOU DON'T DIAGNOSE THE  
CORRECT TYPE OF PROBLEM, THEN....**

**IT REALLY FRUSTRATES THE BUYER.**



**IF YOU DON'T DIAGNOSE THE  
CORRECT TYPE OF PROBLEM, THEN....**

**THE BUYER STARTS TO SHUT DOWN.**



**IF YOU DON'T DIAGNOSE THE  
CORRECT TYPE OF PROBLEM, THEN....**

**IT MAKES THE BUYER, LESS LIKELY TO CLOSE.  
(BECAUSE THEY DON'T TRUST YOU)**



IF YOU DON'T DIAGNOSE THE  
**CORRECT** TYPE OF PROBLEM, THEN....

YOU CAN'T UNCOVER:  
IF THE **MASTER PROBLEM** IS MISDIAGNOSED.  
*(WHICH IS THE ENTIRE VALUE OF DISCOVERY)*



IF YOU DON'T DIAGNOSE THE  
**CORRECT** TYPE OF PROBLEM, THEN....

IF YOU DON'T DIAGNOSE THE **MASTER PROBLEM:**  
**YOU CAN'T HELP THEM SOLVE IT.**  
*(WHICH HURTS THE LIKELIHOOD: **OF RENEWAL.**)*



IF YOU DON'T DIAGNOSE THE  
**CORRECT** TYPE OF PROBLEM, THEN....

IF YOU DON'T DIAGNOSE THE **MASTER PROBLEM:**  
YOU CAN'T HELP THEM SOLVE IT.  
(WHICH HURTS THE LIKELIHOOD: **OF UP-SELL.**)



IF YOU DON'T DIAGNOSE THE  
**CORRECT** TYPE OF PROBLEM, THEN....

IF YOU DON'T DIAGNOSE THE **MASTER PROBLEM:**  
**YOU CAN'T HELP THEM SOLVE IT.**  
*(WHICH HURTS THE LIKELIHOOD: **CROSS-SELL.**)*



IF YOU DON'T DIAGNOSE THE  
**CORRECT** TYPE OF PROBLEM, THEN....

IF YOU DON'T DIAGNOSE THE **MASTER PROBLEM:**  
**YOU CAN'T HELP THEM SOLVE IT.**  
*(WHICH HURTS THE LIKELIHOOD: **OF REFERRAL.**)*



# 12

**AND...  
WHAT SHOULD I  
DO, AFTER TODAY?**



# SO.... WHAT SHOULD I DO **AFTER TODAY ?**

**STEP #1:**  
**PICK A BUYER.**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #2:  
FIND THEIR LAGGING METRIC.**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #3:**

**CHART OUT EXAMPLES OF THE 12 PROBLEMS,  
FOR THAT BUYER.**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #4:**

**IDENTIFY THE CONDITIONS,  
UNDER WHICH EACH OF THE 12 PROBLEMS,  
IS LIKELY TO EXIST.**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #5:**

**IDENTIFY PEOPLE WHO ARE LIKELY  
TO INCUR THE CONDITIONS, WHICH WOULD  
CAUSE EACH OF THE 12 PROBLEMS.  
(FOR OPPORTUNITIES TO "OUTBOUND")**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #6:**

**START TO OUTBOUND THESE PROSPECTS,  
ON THE PREMISE THE MASTER PROBLEM,  
YOU THINK THEY ARE LIKELY TO HAVE.**



**SO.... WHAT SHOULD I DO  
AFTER TODAY ?**

**STEP #7:**

**ASK QUESTIONS IN DISCOVERY,  
TO UNCOVER THE MASTER PROBLEM,  
IF YOU THINK THE PROSPECT IS LIKELY TO HAVE.**





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# IN SUMMARY...





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**THE END.**

