DIAGNOSTIC SELLING....

SEASON 4 EPISODE 13

Discovery Questions Part 3

THE 9 TYPES OF QUESTIONS TO ASK IN DISCOVERY

AGENDA

ACT I
THE GOAL OF DISCOVERY QUESTIONS:
A BRIEF REVIEW & REMINDER.

ACT II
THE 2 TYPES OF VALUE:
A BRIEF REVIEW & REMINDER.

ACT III
THE STRUCTURE OF A DISCOVERY CALL:
A BRIEF REVIEW & REMINDER.

AGENDA

ACT IV

THE SELF-DIAGNOSIS STARTER:

AND THE "REASON FOR THE MEETING".

ACT V

THE REASONING QUESTIONS:

WHAT ARE THEY & WHAT DO YOU NEED TO UNCOVER.

ACT VI

OVERVIEW QUESTIONS

AGENDA

ACT VII
BUSINESS PROBLEM QUESTIONS

ACT VIII
TACTICAL PROBLEM QUESTIONS

ACT IX
ROOT CAUSE QUESTIONS

AGENDA

ACT X
PERSONA IMPACT QUESTIONS

ACT XI
HORIZONTAL IMPACT QUESTIONS

ACT XII
VERTICAL IMPACT QUESTIONS

AGENDA

ACT XIII

WHAT HAPPENS IF YOU DON'T FIND THEIR "KNOWNS"?

THEIR COMPLETE SELF-DIAGNOSIS.

ACT XIV

WHAT HAPPENS IF YOU DON'T FIND THEIR "UNKNOWNS"?

THEIR MISDIAGNOSIS & MISSED DIAGNOSIS.

1

THE GOAL OF DISCOVERY QUESTIONS:

A BRIEF REVIEW & REMINDER.

THE <u>ONLY</u> ABILITY, OR EXPERTISE: THAT YOU CAN BRING TO A CALL…

(FROM THE BUYER'S PERSPECTIVE)

& THE ONLY VALUE OF YOU BEING INVOLVED AT ALL, IS...

(FROM THE BUYER'S PERSPECTIVE)

IS HOW WELL/IF YOU CAN DIAGNOSE.

THE ONLY VALUE THAT A PROSPECT COULD GET:

FROM ANY MEETING WITH YOU……

IS INFORMATION...

...THAT THEY DIDN'T KNOW, BEFORE THEY MET WITH YOU.

SO WHAT SHOULD THE GOAL OF DISCOVERY CALLS BE?

THE GOAL OF DISCOVERY CALLS....

THE GOAL OF DISCOVERY CALLS....

GOAL #1

THE 1ST GOAL....

IS TO DIAGNOSE.

THE GOAL OF DISCOVERY CALLS....

GOAL #2

THE 2ND GOAL....

IS TO FIND THINGS,
THAT THEY DON'T ALREADY KNOW.

THE GOAL OF DISCOVERY CALLS....

GOAL #3

THE 3RD GOAL....

IS TO HELP THE BUYER, TO ACTUALLY SOLVE THEIR PROBLEM.

(BY FINDING UNKNOWNS)

& SINCE OUR GOAL IN DISCOVERY IS TO FIND UNKNOWNS...

AND TO DIAGNOSE FOR THE BUYER…

THE GOAL OF DISCOVERY QUESTIONS

THEN THE GOAL OF
ALL OF OUR DISCOVERY QUESTIONS....

THE GOAL OF OUR QUESTIONS

GOAL #1

SHOULD BE **TO DIAGNOSE.**

THE GOAL OF OUR QUESTIONS

GOAL #2

TO **FIND UNKNOWNS.**

THE GOAL OF OUR QUESTIONS

GOAL #3

AND TO ACTUALLY
HELP THE BUYER, BY FINDING THEM.

2

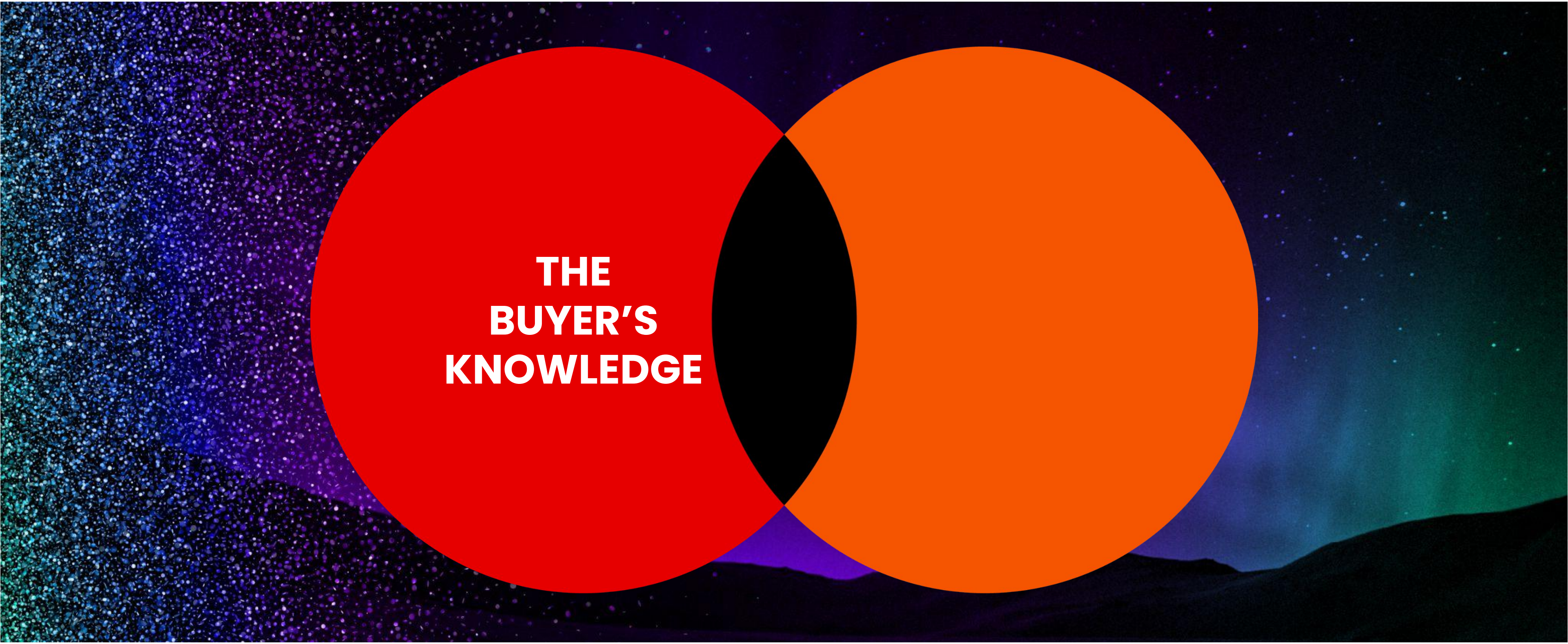
THE 2 TYPES OF VALUE:
A BRIEF REVIEW & REMINDER.

VALUE, TO A BUYER....

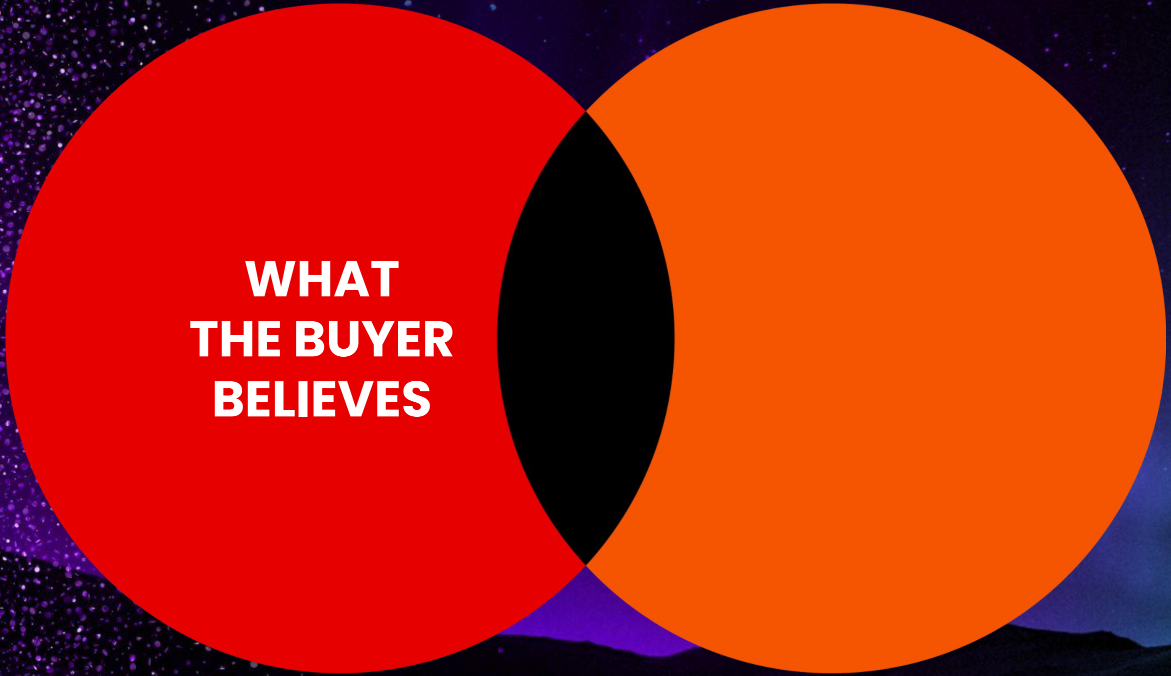
IS INFORMATION… THAT THEY <u>DIDN'T</u> KNOW.

ON ONE SIDE
YOU'VE GOT...

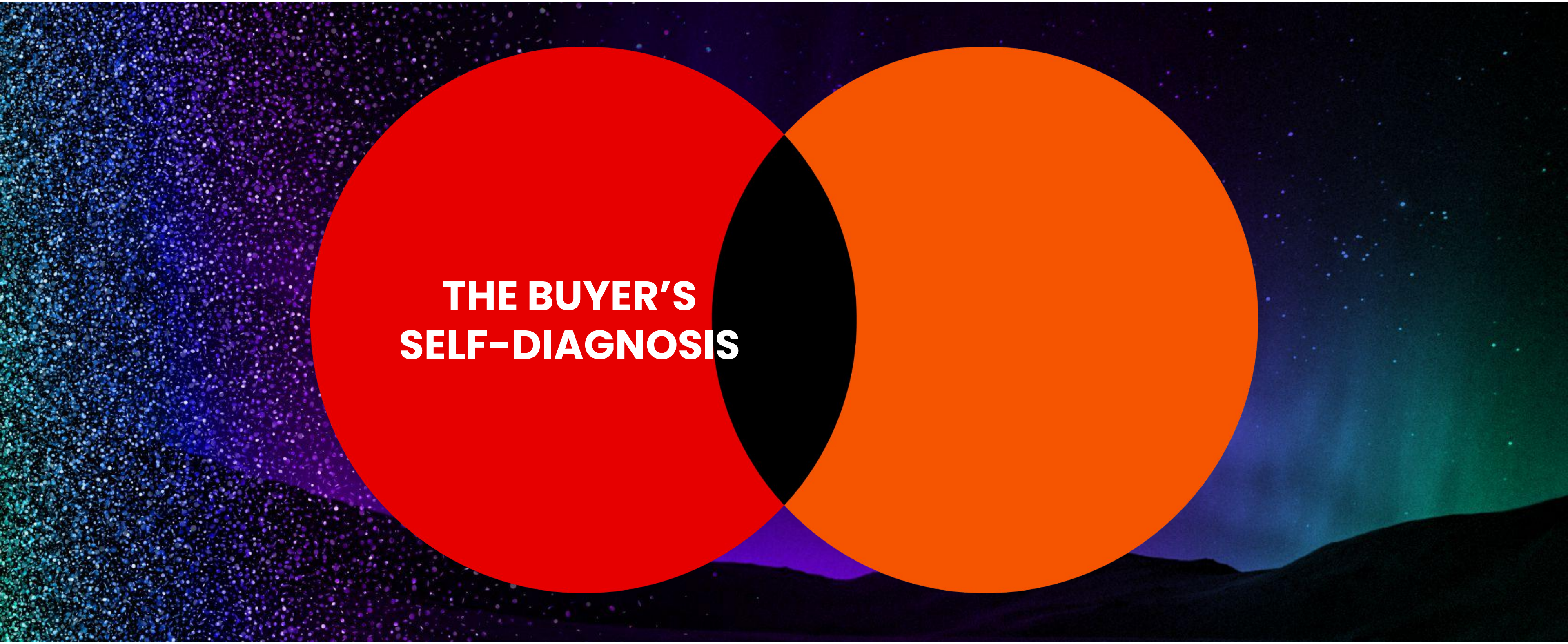
WHAT THE BUYER....
KNOWS.



WHAT THE BUYER....
BELIEVES .



WHAT THE BUYER....
HAS SELF-DIAGNOSED .

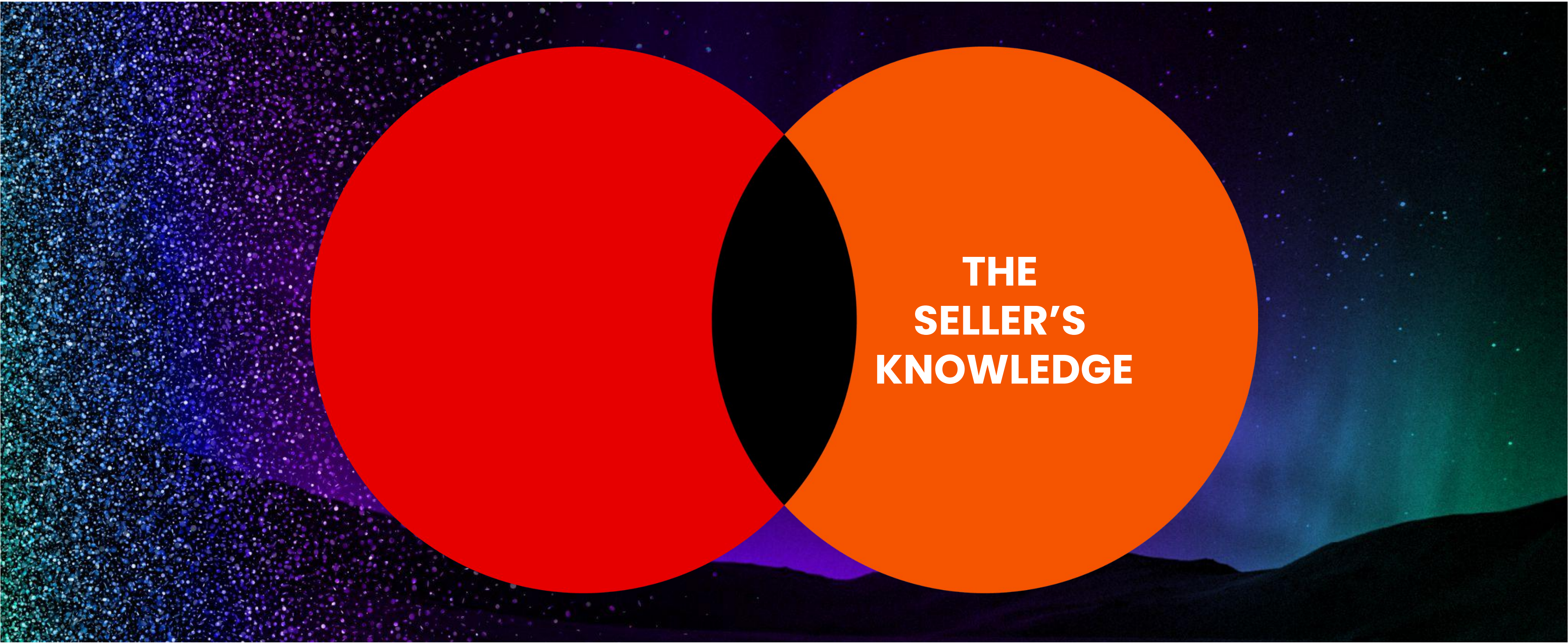


& ON THE OTHER SIDE

YOU'VE GOT...

WHAT THE SELLER....

KNOWS.



WHAT THE SELLER....

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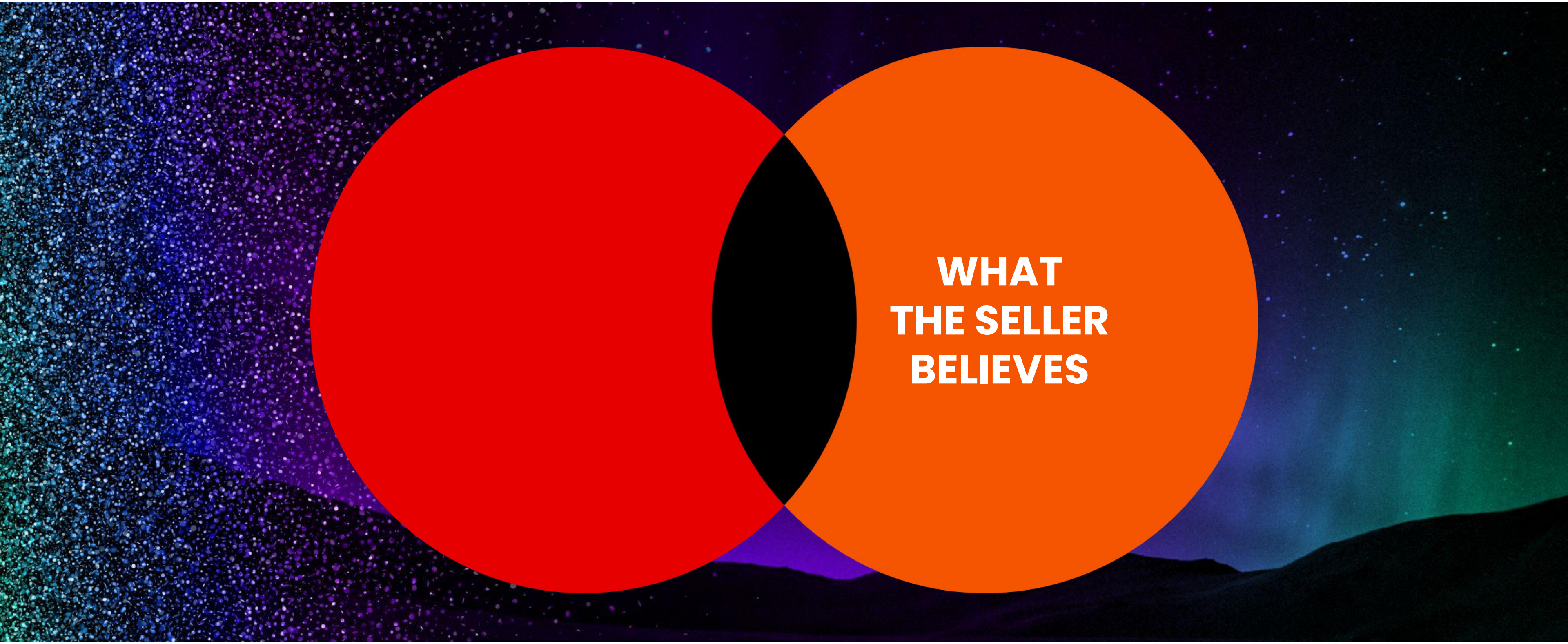
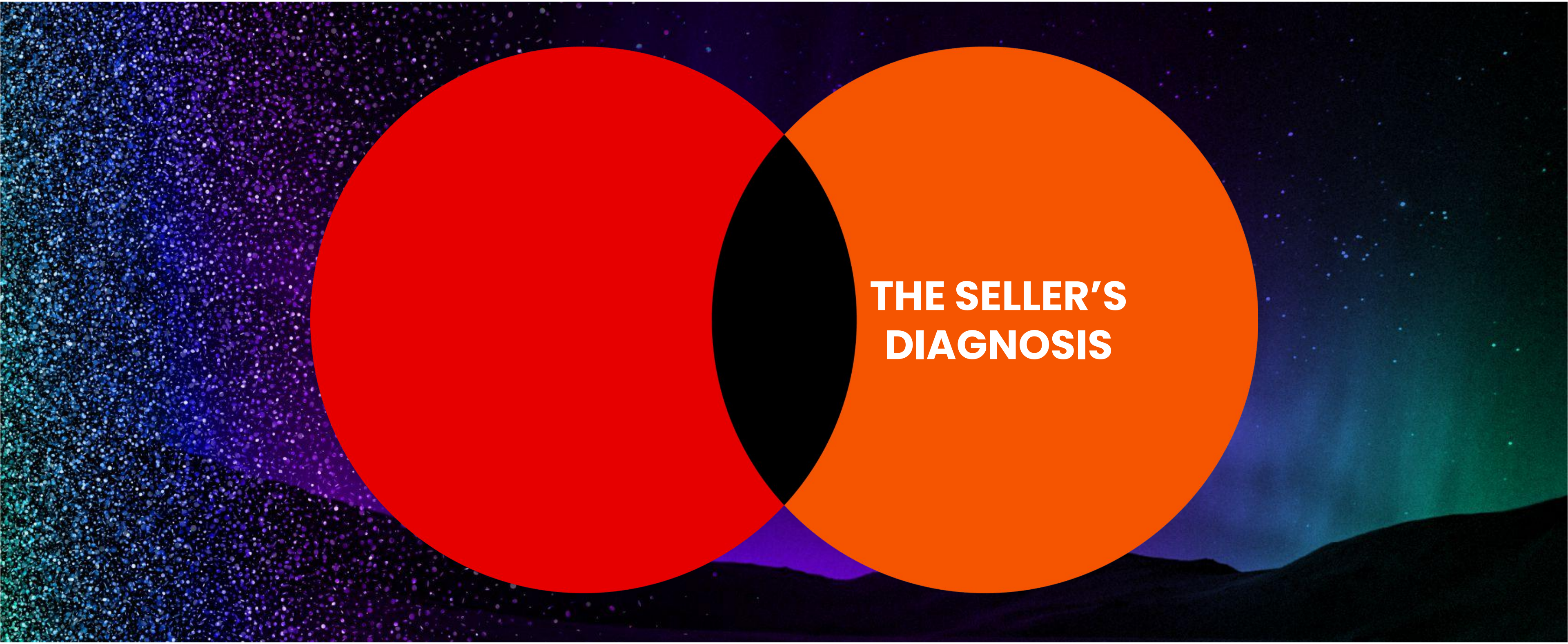
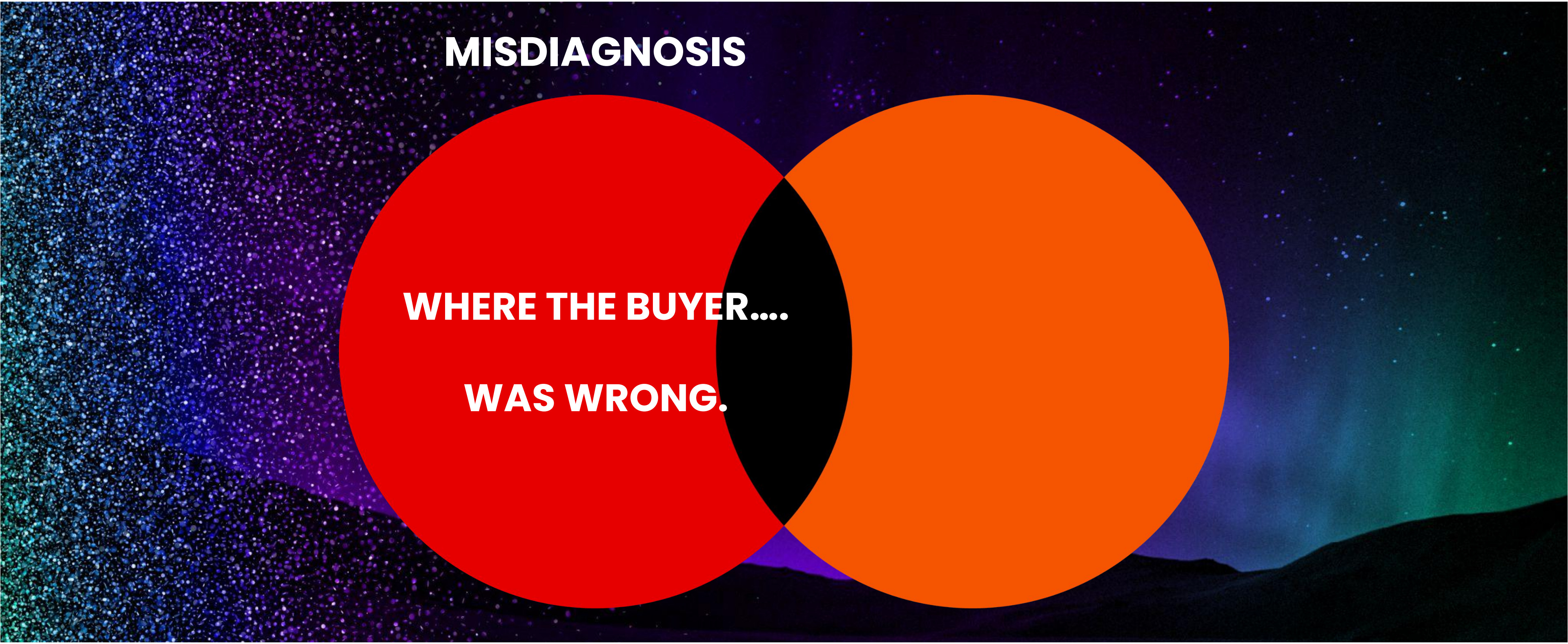


WHAT THE SELLER....
HAS DIAGNOSED .



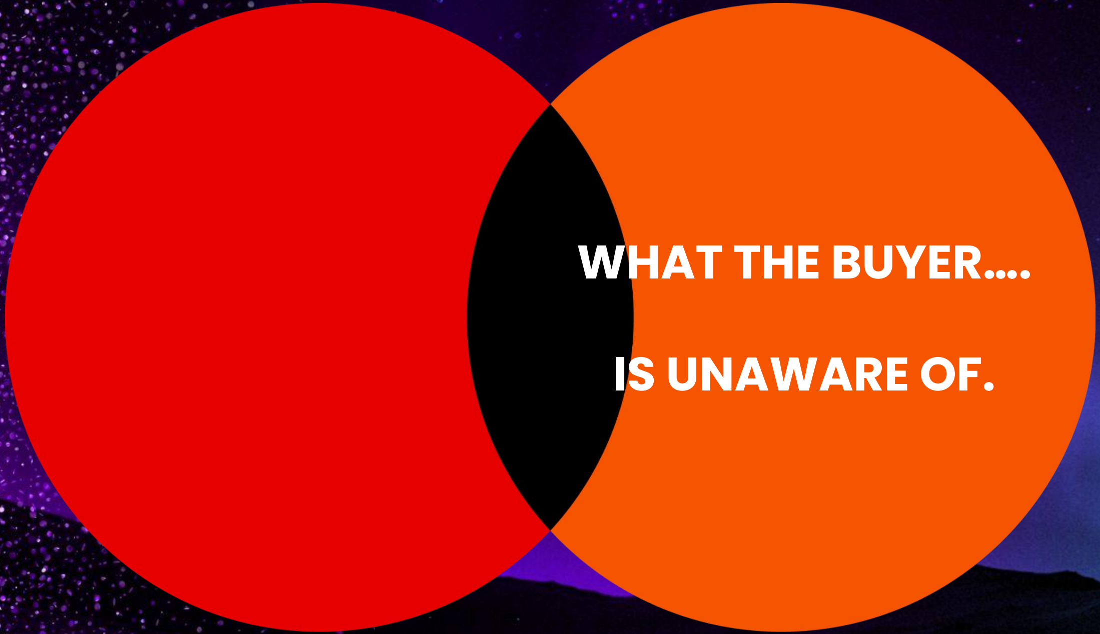
WHAT A BUYER DOESN'T KNOW....
& WHERE THEY WERE WRONG .



WHAT A BUYER DOESN'T KNOW....

& WHAT THEY'RE UNAWARE OF .

MISSED DIAGNOSIS



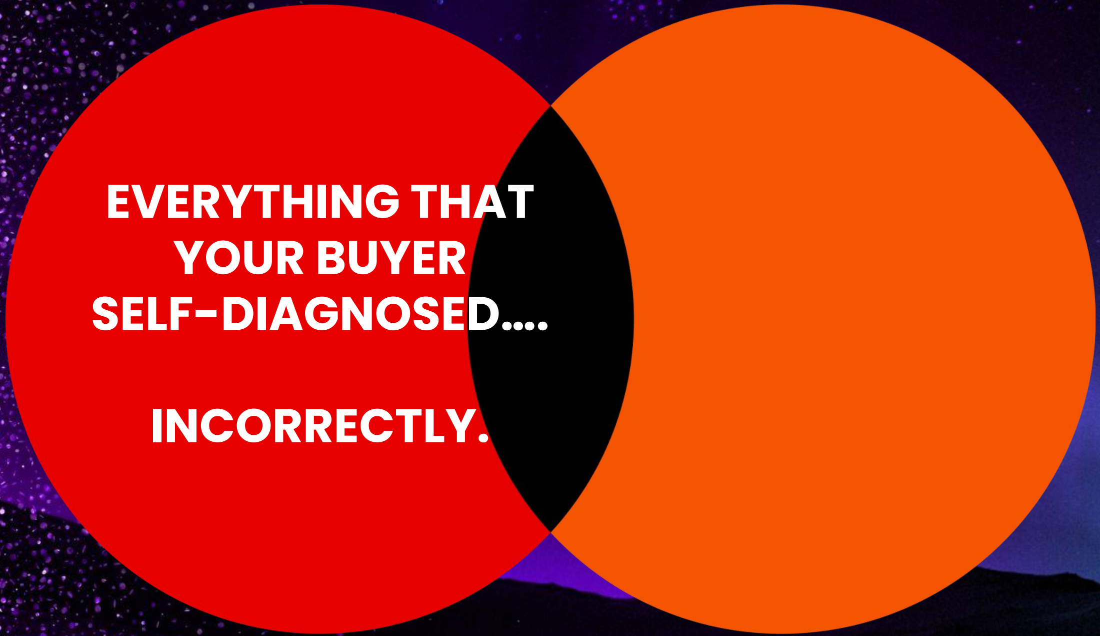
VALUE TYPE #1

FINDING A MISDIAGNOSIS.

WHAT IS VALUE ....

TYPE #1: MISDIAGNOSIS .

MISDIAGNOSIS

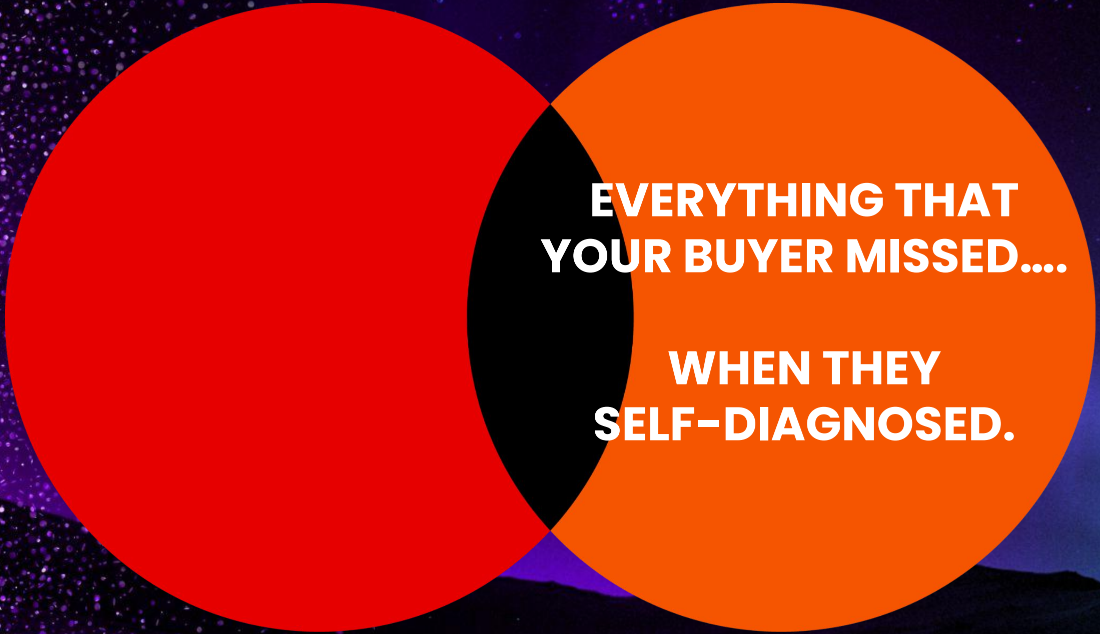


VALUE TYPE #2

FINDING A MISSED DIAGNOSIS.

WHAT IS VALUE ....
TYPE #2: MISSED DIAGNOSIS .

MISSED DIAGNOSIS



3 THE STRUCTURE OF A DISCOVERY CALL:

A BRIEF REVIEW & REMINDER.

STEP 1

THE INTRODUCTION.

THE STRUCTURE OF DISCOVERY....

THE GOAL: OF STEP 1.

THE GOAL IS.....

TO OPEN THE CALL IN A WARM & FRIENDLY MANNER— SET THE STANDARDS, & EXPECTATIONS— AND TO RELAY, THAT THE CALL IS CENTERED ON THEM.

IT'S ALSO, TO REASSURE THEM (THROUGH EARLY ACTIONS) THAT:

– YOU ARE PREPARED.
– YOU KNOW WHO THEY ARE.
– THIS CALL ISN'T GOING TO BE A WASTE OF THEIR TIME.
– THIS CALL WILL BE VALUABLE.
– & THIS CALL IS ALL ABOUT THEM.

THE STRUCTURE OF DISCOVERY....

STEP 1: THE INTRODUCTION.

1

START WITH "WHAT I KNOW":

& DESCRIBE ANY PRE-RESEARCH, OR CONTEXT FOR THE CALL.

2

LEAD WITH AN OVERVIEW QUESTION:

TO DESCRIBE THEIR OVERALL SITUATION.

3

A DEFAULT TO USE:

- WHO THEY ARE. (DON'T WASTE TIME)
- WHAT YOU'RE ASSUMING THEY TOOK THE CALL FOR.
- ASK ABOUT THEIR "PROBLEM".

4

NO NEED FOR AN "AGENDA".

STEP 2

THE OPENING MONOLOGUE.

THE STRUCTURE OF DISCOVERY....

THE GOAL: OF STEP 2.

THE GOAL IS.....

FOR THE PROSPECT TO OPEN UP: & GIVE YOU AN OVERVIEW, OF THE PROBLEM THAT THEY'RE HAVING.

IDEALLY, THE BUYER SHOULD WALK YOU THROUGH:

- **THE DRIVING IMPACT.**
- **THE MASTER PROBLEM.**
- **THE SITUATION THEY'RE EXPERIENCING. (PAIN)**
- **& "WHY THEY CAME IN TODAY"....**

AND INTO THE MINDSET —› THAT <u>THEY</u> DO THE TALKING.
(& THIS CALL, IS ABOUT THEM.)

THE STRUCTURE OF DISCOVERY....

STEP 2: THE OPENING MONOLOGUE.

1

OPEN AN OVERVIEW QUESTION:

AND TRY TO GET THEM TO "LAUNCH" ABOUT THE BACKGROUND.

2

LET THE BUYER TALK: (& ENCOURAGE IT)

FOR AT LEAST 10 MINUTES.

3

START TAKING NOTES:

OF WHAT THEY'RE SAYING, & OPEN QUESTIONS YOU NEED TO ASK.

4

START A LIST IN YOUR NOTES:

OF THINGS YOU NEED TO ASK THEM, BASED ON WHAT THEY SAID IN THE MONOLOGUE.

THE STRUCTURE OF DISCOVERY....

STEP 2: THE OPENING MONOLOGUE.

5

MAKE A SECOND LIST IN YOUR NOTES:

OF PIECES OF THE BUYER'S SELF-DIAGNOSIS THAT YOU'VE ACQUIRED.

6

WHEN THE BUYER IS TALKING:

DO NOT INTERRUPT THEM....

ESPECIALLY AT THIS STAGE.

7

WHEN & IF THEY BREAK FROM TALKING:

ASK THE MOST IMPORTANT QUESTION FROM YOUR LIST.

8

MAKE SURE TO DOUBLE DOWN:

ON A PROBLEM, STRUGGLE, OR CHALLENGE....

IF THEY MENTIONED ONE IN THEIR MONOLOGUE.

THE STRUCTURE OF DISCOVERY….

STEP 2: THE OPENING MONOLOGUE.

9

IF THEY APOLOGIZE FOR RAMBLING:

OR SAY "I DON'T IF THIS IS HELPFUL"-- REASSURE THEM, THAT IT IS, THANK THEM FOR THE INFO, & ASK ANOTHER QUESTION.

10

DON'T "HUNT" THE BUSINESS PROBLEM:

ESPECIALLY RIGHT OFF THE BAT WITH THE BUYER, & IF YOU HAVEN'T ADDED VALUE (FOUND AN UNKNOWN) YET.

11

IF THEY BRING UP THE MASTER PROBLEM:

THEN YOU <u>CAN</u> CHASE IT– WHAT'S THE DRIVING IMPACT? ETC.

BUT <u>ONLY</u> IF THEY BRING IT UP FIRST.

STEP 3

FILLING IN THE GAPS: OF THE SELF-DIAGNOSIS & KNOWNS.

THE STRUCTURE OF DISCOVERY....

THE GOAL: OF STEP 3 .

THE GOAL IS.....

TO ZERO IN ON THE <u>OUTSTANDING</u> THINGS THAT YOU <u>DON'T</u> KNOW, ABOUT THE BUYER'S ENVIRONMENT & SELF-DIAGNOSIS, SO FAR.

THE PRIMARY OBJECTIVE HERE, IS TO FILL IN ALL OF THE GAPS ON THE THINGS THAT YOU <u>DON'T KNOW</u> ABOUT THE BUYER'S SELF-DIAGNOSIS— & WHAT THEY BELIEVE.

YOU <u>MUST</u> WALK AWAY WITH: THE DRIVING IMPACT, MASTER PROBLEM, OUTCOME, BUSINESS PROBLEM, IMPACTS & CURRENT <u>OR</u> FUTURE EVENT THAT TRIGGERED THEM...

<u>& ANY</u>: TACTICAL PROBLEMS, ROOT CAUSES, OR SOLUTIONS THAT THEY HAVE SELF-DIAGNOSED..... BUT <u>ONLY</u> IF THEY ALREADY EXIST.

THE STRUCTURE OF DISCOVERY....

STEP 3: FILLING IN THE GAPS.

1

AS THEY'RE TALKING & GIVING YOU INFO:

START MAKING A LIST, OF ALL OF THE "OPEN" INFORMATION THAT YOU NEED, FOR THEIR SELF-DIAGNOSIS.

2

AS THEY'RE TALKING & GIVING YOU INFO:

START MAKING A LIST, OF ALL OF THE ITEMS, WHERE THEY GAVE YOU A SUBJECTIVE TERM, THAT YOU NEED THEM TO QUANTIFY.

3

IF THEY <u>SKIP OVER</u> AN IMPORTANT ITEM:

DON'T BE AFRAID TO "DOUBLE DOWN", IF YOU'RE MISSING A DATA POINT, THAT YOU NEED.

4

IF THEY <u>DON'T KNOW</u> SOMETHING:

DON'T BE AFRAID TO SLOW THINGS DOWN, & WAIT FOR THEM TO LOOK FOR THE INFORMATION.

THE STRUCTURE OF DISCOVERY....

STEP 3: FILLING IN THE GAPS.

5

IF THEY DON'T KNOW SOMETHING:

AND YOU NEED TO TALK TO SOMEONE ELSE, BE SURE TO SET UP A PLAN TO GET THAT INFORMATION.

6

THIS IS A BIG SUBJECTIVE STEP:

WHERE THEY GIVE YOU LOOSE INFO, & SUBJECTIVE.....
SO YOU'LL HAVE TO QUANTIFY & DEFINE IN THIS STEP A LOT.

7

FOR THIS STEP, YOU MUST ACQUIRE:

– DRIVING IMPACT.
– OUTCOME.
– MASTER PROBLEM.
– BUSINESS PROBLEM.
– IMPACT.
– CURRENT OR FUTURE EVENT TRIGGER.

8

& ACQUIRE THESE, IF THEY HAVE THEM:

– TACTICAL PROBLEMS.
– ROOT CAUSES.
– SOLUTIONS THEY BELIEVE THEY NEED.

STEP 4

FINDING THE UNKNOWNS: MISSED DIAGNOSIS & MISDIAGNOSIS.

THE STRUCTURE OF DISCOVERY....

THE GOAL: OF STEP 4 .

THE GOAL IS.....

TO ADD VALUE TO THE BUYER. & TO FIND ANYTHING THAT THEY DIDN'T KNOW—--> THAT NOT KNOWING THIS.... WOULD HURT THEM, IN THE FUTURE.

IT'S ALSO TO CORRECT ANY MISBELIEFS, SO THEY AREN'T LEAD ASTRAY IN THE FUTURE— AND AREN'T UNABLE TO SOLVE THEIR PROBLEM.

THIS STEP IS TO PROTECT THE BUYER.
TO HELP THEM.

AND TO PUT THEM IN THE BEST SPOT POSSIBLE, TO SOLVE THEIR PROBLEM.

THE STRUCTURE OF DISCOVERY....

STEP 4: FINDING THE UNKNOWNS.

1

TRY TO FIND 2-3 UNKNOWNS:

OVER THE COURSE OF THE DISCOVERY CALL.

2

TRY TO AVOID THE BUSINESS PROBLEM:

AND HAVING THAT BE THE PRIMARY, OR FIRST PLACE YOU LOOK, WHEN LOOKING FOR UNKNOWNS.

3

TRY TO FIND AT LEAST ONE UNKNOWN:

– TACTICAL PROBLEM.
– ROOT CAUSE.
– & ONE IMPACT.

4

BONUS POINTS IF THE UNKNOWNS YOU FIND:

<u>AREN'T</u> SOMETHING THAT YOU 'SOLVE FOR', <u>OR</u> THAT YOU HELP WITH, AS AN ORG.

THE STRUCTURE OF DISCOVERY....

STEP 4: FINDING THE UNKNOWNS .

5

DON'T "COUNTER" EACH MISBELIEF:

FIND ONE UNKNOWN TO FOCUS ON, AT THE START OF THE CALL, ONE IN THE MIDDLE, & ONE THAT YOU BRING UP, AT THE END.

6

AT THE END OF THE CALL, GIVE THEM ONE:

– SET UP NEXT CALL.
– SAY "BUT IF YOU GHOST ME & <u>NEVER</u> TALK TO ME AGAIN... I WOULD ________.
(& GIVE THEM ONE.)

7

BE COGNIZANT, OF THEIR BEHAVIOR:

AND BE SURE NOT TO "OVERWHELM" THEM, WITH TOO MUCH–

TOO MUCH INFO, <u>OR</u> UNKNOWNS.

8

THE GOAL ISN'T TO FIND <u>EVERYTHING</u>:

YOU DON'T HAVE TO FIND EVERY SINGLE UNKNOWN. JUST SOME– TO SET A STANDARD.

THE STRUCTURE OF DISCOVERY....

STEP 4: FINDING THE UNKNOWNS .

9

IN YOUR FOLLOW-UP EMAIL TO THE BUYER:

YOU CAN SEND THEM INFORMATION, ABOUT <u>HOW TO LEARN</u> ABOUT THE "UNKNOWNS" THAT YOU FOUND ON THE CALL.

10

IN YOUR FOLLOW-UP EMAIL TO THE BUYER:

YOU CAN SEND THEM INFORMATION, ABOUT <u>HOW THEY CAN SOLVE</u> THE "UNKNOWNS" THAT YOU FOUND ON THE CALL.

11

(OPTIONAL) ON THE DEMO CALL:

YOU <u>CAN</u> COVER INFORMATION, ABOUT THE "UNKNOWNS" FROM YOUR CALL, <u>OR</u> ON A NEW ONE YOU FOUND IN THE DELTA.

STEP 5

THE CLOSE.

THE STRUCTURE OF DISCOVERY....

THE GOAL: OF STEP 5 .

THE GOAL IS.....

TO CLOSE OFF THE CALL, IN A CLEAR MANNER.

TO AVOID AMBIGUITY & CONFUSION, AROUND THE FUTURE, & COVER:

- **THE NEXT STEPS. (IF ANY)**
- **WHAT YOU WILL COVER, IN THOSE NEXT STEPS.**
- **WHAT YOU WILL BRING, TO THE CALL.**
- **WHAT YOU WILL DO, IN THE MEANTIME.**
- **WHAT THE BUYER NEEDS TO DO, OR BRING, TO THE NEXT CALL.**

THE STRUCTURE OF DISCOVERY....

STEP 5: THE CLOSE.

1

FIRST ASK THE BUYER, JUST ONE QUESTION:

ARE YOU WILLING TO GIVE ME TIME FOR ANOTHER CALL?

2

SET-UP NEXT CALL. (TIME & PLACE)

3

TELL THEM WHAT YOU'RE PLANNING:

THE AGENDA, WHAT YOU'LL COVER, WHAT YOU'LL PREPARE, WHAT <u>THEY</u> NEED TO BRING (IF ANYTHING).

4

RE-ASSURE THEM OF WHAT YOU'LL COVER:

THE LAST CALL WAS <u>THEM</u> TALKING. SO RE-ASSURE THEM THAT <u>YOU'LL</u> DO THE TALKING, NEXT CALL, SO THEY DON'T THINK YOU'RE BEING ALLUSIVE.

THE STRUCTURE OF DISCOVERY....

STEP 5: THE CLOSE.

5

END ON AN "UNKNOWN".

6

THANK THEM FOR THE TIME & ANSWERS.

7

AND CLOSE OUT. :)

4

THE SELF-DIAGNOSIS STARTER:

AND THE "REASON FOR THE MEETING".

SELF-DIAGNOSIS STARTER QUESTIONS....
THE DEFINITION.

A SELF-DIAGNOSIS STARTER QUESTION IS.....

A QUESTION THAT IS ASKED TO GET THE NARRATIVE OF WHAT THE BUYER IS TRYING TO SOLVE OVERALL, & WHAT IS THE CATHEXIS OF THE MEETING ORIGIN.

SELF-DIAGNOSIS STARTER QUESTIONS....
EXAMPLES.

1

I'M ASSUMING YOU'RE ON THE CALL TODAY:

BECAUSE YOU HAVE A PROBLEM, THAT YOU THINK MAYBE YOU CAN SOLVE WITH US.... WHAT IS THAT PROBLEM?

2

WHY DID YOU GIVE ME THE TIME TODAY?

3

I KNOW YOU REQUESTED TO CHAT:

FROM THE WHITEPAPER YOU DOWNLOADED- WHAT DREW YOU IN TO LEARN ABOUT __?

4

I KNOW THAT YOU REQUEST TO CHAT:

BUT WHAT I DON'T KNOW IS WHY–
WOULD YOU BE WILLING TO FILL IN THE GAPS FOR ME?

5 REASONING QUESTIONS:

WHAT THEY ARE,
& WHAT YOU HAVE TO UNCOVER.

REASONING QUESTIONS....
THE DEFINITION.

A <u>REASONING</u> QUESTION IS.....

A QUESTION, THAT'S MEANT TO ACQUIRE THE REASON, THE PROSPECT BELIEVES AND DIAGNOSED A CERTAIN ELEMENT.

THIS IS ASKED, TO ACQUIRE THE FACT THAT SUPPORTS THE CONCLUSION THAT WAS DRAWN– TO FORM THE DIAGNOSIS.

REASONING QUESTIONS....
EXAMPLES.

1

WHAT MAKES YOU SAY THAT?

2

EARLIER, YOU SAID _____:

WHAT LEAD YOU TO THAT?

3

WHY DO YOU SAY THAT?

4

INTERESTING! HOW DO YOU FIGURE? :)

6 OVERVIEW QUESTIONS

OVERVIEW QUESTIONS….
THE DEFINITION.

AN <u>OVERVIEW</u> QUESTION IS…..

A QUESTION,THAT'S MEANT TO ACQUIRE AN OVERVIEW OF A CERTAIN TOPIC– AND MULTIPLE DATA POINTS ABOUT THEIR SITUATION.

OVERVIEW QUESTIONS....
EXAMPLES.

1

CAN YOU WALK ME THROUGH....

2

CAN YOU TELL ME A LITTLE BIT ABOUT....

3

CAN YOU HELP ME UNDERSTAND...

4

WHEN YOU SAID ___ WHAT DID YOU MEAN?

7 QUESTIONS:
TO FIND A BUSINESS PROBLEM.

A <u>BUSINESS PROBLEM</u> QUESTION IS...

A QUESTION, THAT'S MEANT TO ACQUIRE THE BUSINESS PROBLEM, THAT THE BUYER IS TRYING TO SOLVE.

IT'S CENTERED AROUND THE LAGGING INDICATOR OF THE BUYER, THE CURRENT ACHIEVEMENT, & AMOUNT NEEDED TO ACHIEVE THE OUTCOME.

BUSINESS PROBLEM QUESTIONS....
EXAMPLES.

1

(ROLE) IS MEASURED MAINLY ON (LAGGING):

UNLESS I'M WAY OFF BASE. IS THAT THE CASE FOR YOU AS WELL?

2

HOW ARE YOU MEASURED–

IF YOU DON'T MIND ME ASKING.

3

WHAT IS THE GOAL FOR YOU, FOR (LAGGING)?

4

AND AS FAR AS (LAGGING), FOR YOU....

HOW FAR ALONG ARE YOU, CURRENTLY?
(IF YOU DON'T MIND ME ASKING)

BUSINESS PROBLEM QUESTIONS....
EXAMPLES.

5

YOU MENTIONED A DROP RECENTLY:

IN TERMS OF YOUR (LAGGING)- WHAT WAS IT BEFORE? & WHAT DID IT DROP TO?
(IF YOU DON'T MIND ME ASKING)

6

SO AS FAR AS YOUR (LAGGING):

YOUR GOAL IS __, & YOU'RE AT __.

MAYBE IT'S ME...

BUT YOU'RE PRETTY DEAD ON TO YOUR GOAL– I DON'T SEE THAT BIG OF A GAP.

I DON'T KNOW WHY YOU WOULD SPEND A LOT OF TIME, SOLVING THAT SMALL OF A DELTA....

UNLESS I'M MISSING SOMETHING.

8 QUESTIONS:

TO FIND A TACTICAL PROBLEM.

TACTICAL PROBLEM QUESTIONS….
THE DEFINITION.

A <u>TACTICAL PROBLEM</u> QUESTION IS…

A QUESTION, THAT'S MEANT TO ACQUIRE THE TACTICAL PROBLEM THAT THE BUYER HAS IDENTIFIED TO SOLVE, IN ORDER TO SOLVE THE BUSINESS PROBLEM, & MASTER PROBLEM AT LARGE.

IT'S CENTERED AROUND THE LEANING INDICATORS THAT NEED TO BE CHANGED– THE CURRENT STATE, & THE STATE THEY NEED TO BE, IN ORDER TO SOLVE THE PROBLEM.

THESE ARE ALSO QUESTIONS TO UNCOVER TACTICAL PROBLEMS, THAT THE BUYER IS UNAWARE OF– THAT NEED TO BE SOLVED, IN ORDER TO SOLVE A BUSINESS PROBLEM & SUBSEQUENT MASTER PROBLEM, THAT WARRANT SOLVING.

TACTICAL PROBLEM QUESTIONS....
EXAMPLES.

1

YOU SAID YOUR (LEANING) IS TERRIBLE:

WHAT IS YOUR (LEANING KPI MENTIONED), IF YOU DON'T MIND ME ASKING?

2

YOU SAID YOUR (LEANING) IS ALRIGHT:

WHAT DO YOU MEAN BY THAT?

3

YOU MENTIONED A DROP RECENTLY:

IN TERMS OF YOUR (LEANING)- WHAT WAS IT BEFORE? & WHAT DID IT DROP TO?
(IF YOU DON'T MIND ME ASKING)

4

AS FAR AS YOUR (LEANING) GOES:

HOW LONG HAS YOUR (LEANING) BEEN AT (LEANING KPI STATUS)?

TACTICAL PROBLEM QUESTIONS....
EXAMPLES.

5

AS FAR AS YOUR (LEANING):

WHAT IS YOUR (LEANING KPI STATUS)?
(IF YOU DON'T MIND ME ASKING)

9 QUESTIONS:
TO FIND A ROOT CAUSE.

ROOT CAUSE QUESTIONS....
THE DEFINITION.

A __ROOT CAUSE__ QUESTION IS...

A QUESTION, THAT'S MEANT TO ACQUIRE THE ROOT CAUSE, THAT NEEDS TO BE CHANGED, IN ORDER TO SOLVE THE TACTICAL PROBLEM, BUSINESS PROBLEM, & MASTER PROBLEM AT LARGE.

IT'S CENTERED AROUND THE LEADING INDICATORS THAT NEED TO BE CHANGED– THE CURRENT STATE, & THE STATE THEY NEED TO BE, IN ORDER TO SOLVE THE PROBLEM.

THESE ARE ALSO QUESTIONS TO UNCOVER ROOT CAUSES, THAT THE BUYER IS UNAWARE OF– THAT NEED TO BE CHANGED, IN ORDER TO SOLVE A TACTICAL PROBLEM, BUSINESS PROBLEM & SUBSEQUENT MASTER PROBLEM, THAT WARRANT SOLVING.

ROOT CAUSE QUESTIONS....
EXAMPLES.

1

YOU SAID (LEADING) IS JUST KILLING YOU:

WHAT IS YOUR (LEADING KPI STATUS)?
(IF YOU DON'T MIND ME ASKING)

2

YOU SAID THAT YOUR (LEADING) LEVEL:

IS CAUSING THE MAJOR MISS ON (LAGGING)– WHAT IS YOUR (LEADING KPI STATUS)?
(IF YOU DON'T MIND ME ASKING)

3

YOU SAID YOU'RE DOING OKAY WITH (LEADING):

WHAT DO YOU MEAN BY THAT?

4

YOU SAID YOU HAD A DROP RECENTLY:

IN TERMS OF YOUR (LEADING)– WHAT WAS IT BEFORE? & WHAT DID IT DROP TO?
(IF YOU DON'T MIND ME ASKING)

ROOT CAUSE QUESTIONS....
EXAMPLES.

5

WHEN DID YOU START DOING (LEADING)?

6

FOR YOUR (LEADING) THAT YOU MENTIONED:

HOW LONG HAS YOUR (LEADING), BEEN AT (LEADING KPI STATUS)?
(IF YOU DON'T MIND ME ASKING)

7

WHAT IS YOUR (LEADING)?

IF IT'S NOT TOO NOSEY TO ASK.

10 QUESTIONS:

TO FIND A PERSONA IMPACT.

PERSONA IMPACT QUESTIONS....
THE DEFINITION.

A <u>PERSONA IMPACT</u> QUESTION IS...

A QUESTION, THAT'S MEANT TO ACQUIRE THE PERSONA IMPACT, OF THE BUSINESS PROBLEM, & MASTER PROBLEM AT LARGE.

IT'S CENTERED AROUND THE LAGGING INDICATORS OF THE PERSONA'S DEPARTMENT THAT ARE THE EFFECTS OF THE BUSINESS PROBLEM– THE CURRENT STATE, & THE GOAL OF THE DEPARTMENT.

THESE CAN ALSO BE THE EFFECTS OF THE BUSINESS PROBLEM, ON THE BUYER'S PERSONAL LIFE. THESE CAN BE QUESTIONS TO UNCOVER THE PERSONA IMPACT THAT THE BUYER IS AWARE OF—

<u>OR</u> A PERSONA IMPACT, THAT THE BUYER IS UNAWARE OF, THAT'S LINKED TO A BUSINESS PROBLEM, & WOULD BE CHANGED IF THE SUBSEQUENT MASTER PROBLEM WAS SOLVED.

PERSONA IMPACT

ON THE BUYER'S DEPARTMENT

PERSONA DEPARTMENTAL: IMPACT QUESTIONS....
EXAMPLES.

1

YOU SAID YOU'RE 30% DOWN ON (LAGGING):

IS THAT JUST YOU– OR YOUR TEAM MEMBERS, TOO?

2

WHAT IS YOUR TEAM'S AVERAGE (LAGGING)?

3

YOU SAID TO GET A PROMOTION:

YOU'VE GOT TO HIT ___: IS THIS THE FIRST TIME YOU'VE BEEN CONSIDERED FOR THIS PROMOTION?

4

WHEN DID THEY LET YOU KNOW:

THAT YOU'RE UP FOR A PROMO, IF YOU HIT THAT NUMBER?

PERSONA DEPARTMENTAL: IMPACT QUESTIONS.... EXAMPLES.

5

HOW MANY OTHER PEOPLE INTERNALLY:

ARE GOING FOR/UP FOR THE PROMOTION, THAT YOU'RE GOING FOR?

6

YOU SAID THAT IF YOU DON'T FIX (PROBLEM):

THAT YOU'RE NEVER GOING TO GET THE A PROMOTION, AT THIS COMPANY– WHY DO YOU SAY THAT?

PERSONA IMPACT

ON THE BUYER'S PERSONAL LIFE

PERSONA PERSONAL: IMPACT QUESTIONS.... EXAMPLES.

1

YOU SAID YOU WANT TO BUY A HOUSE:

BUT CAN'T GET THERE– WHAT'S THE GAP FINANCIALLY, FOR YOU TO BE ABLE TO PURCHASE?

2

YOU SAID YOUR WIFE WILL KILL YOU:

IF YOU CHANGE JOBS AGAIN– WHY DO YOU SAY THAT? WHEN WAS YOUR MOST RECENT JOB CHANGE?

3

YOU SAID YOU CAN'T MOVE THE KIDS AGAIN:

TO TAKE A NEW JOB, IF YOU GET LET GO FROM THIS ONE– WHY DO YOU SAY THAT? HOW OLD ARE THEY? HOW MANY TIMES HAVE THEY MOVED?

4

YOU WANTED TO SEND YOUR SON TO COLLEGE:

BUT YOU DON'T HAVE THE MONEY TO PAY FOR IT– WHEN IS HE GRADUATING? WHERE DOES HE WANT TO GO? DID HE GET IN? HOW BIG IS THE FISCAL GAP, FOR YOU TO BE ABLE TO?

11 QUESTIONS:
TO FIND A HORIZONTAL IMPACT.

HORIZONTAL IMPACT QUESTIONS....
THE DEFINITION.

A <u>HORIZONTAL IMPACT</u> QUESTION IS...

A QUESTION, THAT'S MEANT TO ACQUIRE THE HORIZONTAL IMPACT, OF THE BUSINESS PROBLEM, ON THE TEAM'S THAT ARE HORIZONTAL, TO THE PERSONA.

IT'S CENTERED AROUND THE LAGGING INDICATORS OF THE TEAMS HORIZONTAL TO THE BUYER– THAT ARE THE EFFECTS OF THE BUSINESS PROBLEM LATERALLY.

THESE CAN BE QUESTIONS TO UNCOVER THE HORIZONTAL IMPACT THAT THE BUYER IS AWARE OF—

<u>OR</u> A HORIZONTAL IMPACT, THAT THE BUYER IS UNAWARE OF— THAT'S OCCURRING TO THE TEAMS LATERAL TO THE BUYER, BECAUSE OF THE BUYER'S BUSINESS PROBLEM, & WOULD BE CHANGED IF THE SUBSEQUENT MASTER PROBLEM WAS SOLVED.

HORIZONTAL IMPACT QUESTIONS....
EXAMPLES.

1

YOU THAT YOUR (LAGGING) PROBLEM:

IS KILLING THE (HORIZONTAL TEAM) TOO– WHAT DO YOU MEAN BY THAT?

2

FOR THE (HORIZONTAL) TEAM:

ARE THEY MEASURED ON (HORIZONTAL LAGGING)-- OR SOMETHING ELSE ENTIRELY?

3

FOR THE (HORIZONTAL) TEAM:

WHAT'S THEIR GOAL FOR (LAGGING KPI)?

4

FOR THE (HORIZONTAL) TEAM:

& WHERE ARE THEY AT SO FAR, WHEN IT COMES TO (HORIZONTAL TEAM'S LAGGING)?

HORIZONTAL IMPACT QUESTIONS....
EXAMPLES.

5

FOR THE (HORIZONTAL) TEAM:

IS THERE A (LAGGING) GOAL, FOR YOUR TEAM.. OF HOW MUCH (LAGGING) SUPPORT YOU HAVE TO DELIVER, THAT'S A HARD GOAL?

6

AS FAR AS THE TEAMS THAT YOU SUPPORT:

DO YOU SUPPORT THE (TYPICAL TEAM THAT'S AFFECTED BY THE BUYER'S BUSINESS PROBLEM?

12 QUESTIONS:

TO FIND A VERTICAL IMPACT.

VERTICAL IMPACT QUESTIONS….
THE DEFINITION.

A <u>VERTICAL IMPACT</u> QUESTION IS…

A QUESTION, THAT'S MEANT TO ACQUIRE THE VERTICAL IMPACT, OF THE PERSONA'S BUSINESS PROBLEM, ON THE LEADERS, THAT ARE DIRECTLY VERTICAL, TO THE PERSONA.

IT'S CENTERED AROUND THE LAGGING INDICATORS OF THE BUYER'S LEADERS– THAT ARE THE EFFECTS OF THE BUSINESS PROBLEM ON THEIR LEADERSHIP VERTICALLY.

THESE CAN BE QUESTIONS TO UNCOVER THE VERTICAL IMPACT THAT THE BUYER IS AWARE OF—

<u>OR</u> A VERTICAL IMPACT, THAT THE BUYER IS UNAWARE OF— THAT'S OCCURING TO THE LEADERS THAT THE BUYER REPORTS INTO, BECAUSE OF THE BUYER'S BUSINESS PROBLEM, & WOULD BE CHANGED IF THE SUBSEQUENT MASTER PROBLEM WAS SOLVED.

VERTICAL IMPACT QUESTIONS....

EXAMPLES.

1

AS FAR AS YOUR LEADERSHIP:

WHO DO YOU REPORT INTO DIRECTLY?
(IF YOU DON'T MIND ME ASKING)

2

AS FAR AS YOUR LEADERSHIP:

IS THERE ANYONE THAT YOU REPORT INTO INDIRECTLY? IF SO, WHO?
(MEANING, WHAT ROLE?)

3

USUALLY A (ROLE), REPORTS TO (LEADER):

IS THAT THE CASE ON YOUR END, AS WELL?
(IF YOU DON'T MIND ME ASKING)

4

AS FAR AS YOUR (DIRECT LEADER):

I'VE USUALLY SEEN THEM MEASURED ON (VERTICAL LAGGING)-- IS THAT THE CASE FOR YOUR (LEADER)?

VERTICAL IMPACT QUESTIONS....
EXAMPLES.

5

AS FAR AS YOUR (DIRECT LEADER):

IF THEY ARE MEASURED ON (VERTICAL LAGGING)... WHAT'S THEIR INTERNAL GOAL?
(IF YOU DON'T MIND ME ASKING)

6

AS FAR AS YOUR (DIRECT LEADER):

IF THEY ARE MEASURED ON (VERTICAL LAGGING)... WHAT'S THEIR ~ACHIEVEMENT?
(IF YOU DON'T MIND ME ASKING)

7

AS FAR AS YOUR (DIRECT LEADER):

WHAT'S THEIR ACHIEVEMENT OF (LAGGING), RIGHT NOW?
(IF YOU DON'T MIND ME ASKING)

8

WHEN YOU TALKED ABOUT (LAGGING):

YOU SAID THAT IT WAS A ORG-WIDE PRIORITY– WHO IS THE #1 PERSON, WHO SEEMS TO BE TAKING OWNERSHIP OF IT?

VERTICAL IMPACT QUESTIONS....
EXAMPLES.

9

FOR THE (LEADER) THAT'S OWNING THIS:

IS THAT YOUR BOSS?
(IF YOU DON'T MIND ME ASKING)

10

YOU SAID YOUR BOSS, HINTED AT "A DROP":

THAT THEY'VE SEEN IN YOUR MORALE, & "HOW YOU SHOW UP"– DID THEY MEAN YOUR (LAGGING) PERFORMANCE?
(IF YOU DON'T MIND ME ASKING)

11

AS FAR AS "THE DROP" THAT'S MENTIONED:

HOW BIG IS IT? WHERE WERE YOU ON (LAGGING)? & WHERE ARE YOU NOW?
(IF YOU DON'T MIND ME ASKING)

12

YOU SAID YOUR EXECS, ARE <u>PRESSURING</u>:

& PUTTING HEAT ON (LAGGING) PERFORMANCE– TERMS OF– WHO SAID THAT? IS THAT WHO YOU REPORT INTO?

13

WHAT HAPPENS IF YOU DON'T FIND THEIR "KNOWNS"?

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS ?

THE BUYER FEELS LIKE:

YOU DON'T WANT TO HELP THEM SOLVE THEIR PROBLEM.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

THE BUYER FEELS LIKE:

YOU DON'T EVEN CARE WHAT THEIR PROBLEM IS.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

THE BUYER FEELS:

PINNED UP, AND UNHEARD.. BECAUSE YOU DIDN'T EVEN ASK.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS ?

THE BUYER FEELS LIKE:

IT WAS A COMPLETE WASTE OF TIME, TO EVEN TALK TO YOU.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

YOU HAVE NO IDEA:
WHAT YOU'RE (OR THEY'RE) EVEN SOLVING FOR.

SO, WHAT HAPPENS IF YOU DON'T....

FIND YOUR BUYER'S KNOWNS?

YOU HAVE NO IDEA:

WHAT YOU NEED TO CHANGE, OR HOW TO CHANGE IT, IN ORDER TO SOLVE THE PROBLEM.

SO, WHAT HAPPENS IF YOU DON'T….
FIND YOUR BUYER'S KNOWNS ?

YOU DON'T KNOW THE DRIVING IMPACT:

**SO YOU COULD SOLVE THE BUSINESS PROBLEM,
BUT NOT THE OVERALL PROBLEM, BECAUSE YOU DON'T KNOW THE AIM.**

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS ?

IF YOU DON'T EVEN KNOW, WHAT THEY KNOW:

YOU WON'T HAVE THE DATA THAT'S NECESSARY,
TO EVEN BE ABLE TO BUILD YOUR OWN DIAGNOSIS.

SO, WHAT HAPPENS IF YOU <u>DON'T</u>....
FIND YOUR BUYER'S KNOWNS?

EVEN IF THE BUYER <u>DOES</u> SOLVE IT:

THEY DID ALL BY THEMSELVES, BECAUSE IF YOU <u>DON'T EVEN KNOW</u> THE PROBLEM, HOW COULD YOU EVEN JUSTIFY YOU HELPED TO SOLVE IT?

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

YOU CAN'T GIVE THE BUYER ANY ADVICE:

ON HOW THEY COULD GO ABOUT SOLVING THEIR PROBLEM.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

YOU CAN'T MAKE ANY RECOMMENDATIONS:

ON WHAT PRODUCTS THEY SHOULD USE, & HOW TO USE THEM.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS?

YOU CAN ONLY SELL TO "BENEFITS":

GENERIC ITEMS THAT EVERYONE WANTS (MORE TIME, MORE MONEY), BUT NOT ACCORDING TO THE PROBLEM THEY NEED TO SOLVE.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS ?

I REALLY DON'T LIKE THIS ONE...

SO, WHAT HAPPENS IF YOU <u>DON'T</u>....
FIND YOUR BUYER'S KNOWNS ?

BUT YOU'RE BLIND ON THE FORECAST FIELDS:

& SELF-DIAGNOSTIC BANT CRITERIA. (IE. TIME, BUDGET, DM)

SO, WHAT HAPPENS IF YOU <u>DON'T</u>....
FIND YOUR BUYER'S KNOWNS?

AND

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S KNOWNS ?

YOU'RE BLIND ON ANY KNOWN IMPACT:
THEIR "WHY", PROBLEM, PAIN, & IMPACT.

*********WHICH I DON'T BACK→
BUT A LOT OF PEOPLE WANT THIS, FOR FOLLOW-UP EMAILS.*********

14

& WHAT HAPPENS:

IF YOU DON'T FIND ANY OF THE BUYER'S UNKNOWNS?

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

YOU HAVE NO IDEA:
IF WHAT THE BUYER IS SOLVING FOR, IS EVEN CORRECT.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

YOU DON'T KNOW:
IF THE BUYER HAS MISSED ANYTHING,
THAT THEY'LL NEED TO ADDRESS TO SUCCESSFULLY SOLVE IT.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

THEY COULD SOLVE, FOR THE WRONG THING:

& THAT YOU COULD HAVE PREVENTED, IF YOUR AIM WAS TO DIAGNOSE.

& WHAT HAPPENS IF YOU DON'T......
FIND YOUR BUYER'S UNKNOWNS ?

THERE WAS ABSOLUTELY ZERO POINT:

OF THEM (OR YOU) BEING ON THOSE CALLS.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

THE BUYER FEELS MANIPULATED:

BECAUSE THEY KNOW THAT YOU'RE TRYING TO FIND THEIR PAIN, FOR LEVERAGE "AGAINST" THEM, NOT TO ACTUALLY HELP.

& WHAT HAPPENS IF YOU DON'T......
FIND YOUR BUYER'S UNKNOWNS ?

THE BUYER SHUTS DOWN:

BECAUSE THEY FEEL MANIPULATED.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

THEY FEEL LIKE YOU'RE NOT ON THEIR SIDE:

& THAT CAN'T ADD VALUE TO THEM, EVEN IF YOU WANTED TO….
BECAUSE YOU'RE NOT ON THEIR SIDE.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

YOU'RE OPEN TO LOSE COMPETITIVE DEALS:

BECAUSE BUYERS FIND MORE VALUE IN KNOWLEDGE› THE PRODUCT.

& WHAT HAPPENS IF YOU DON'T……
FIND YOUR BUYER'S UNKNOWNS ?

YOU'RE OPEN TO LOSE COMPETITIVE DEALS:

BECAUSE THE BUYER'S BIGGER RISK—› IS USING THE WRONG SOLUTION-
BECAUSE THEY'RE TRYING TO SOLVE —› THE WRONG PROBLEM.

NOT

PICKING AN INFERIOR SOLUTION–
BUT STILL…. THE RIGHT PROBLEM & THE RIGHT SOLUTION TYPE.

SO, WHAT HAPPENS IF YOU DON'T....
FIND YOUR BUYER'S UNKNOWNS ?

YOU'VE DONE NOTHING:

TO ACTUALLY HELP THE BUYER.

IN SUMMARY...

THE END.