Developing C-Suite Relationships

Using Power Questions to Connect and Engage

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1. A Power Question can:

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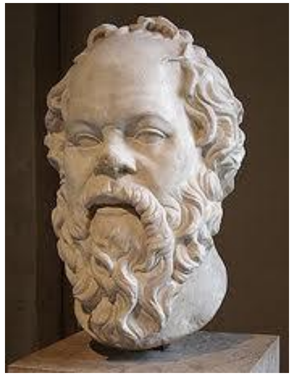
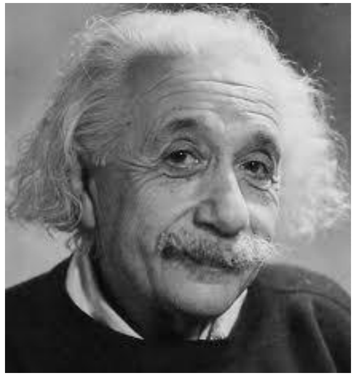
- Shift the conversation to the other person
- Refocus you on the right issues
- Help you understand their highest-level agenda
- Deepen the personal relationship
- Create engagement and self-diagnosis
- Bring out emotions not just ideas

Some “Power Questioners” throughout history





Four types of Power Questions

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Big Picture

FOCUS

Imple-
mentation

STRATEGY

DREAMS

EXECUTION

FEARS

Rational → Emotional

REALM

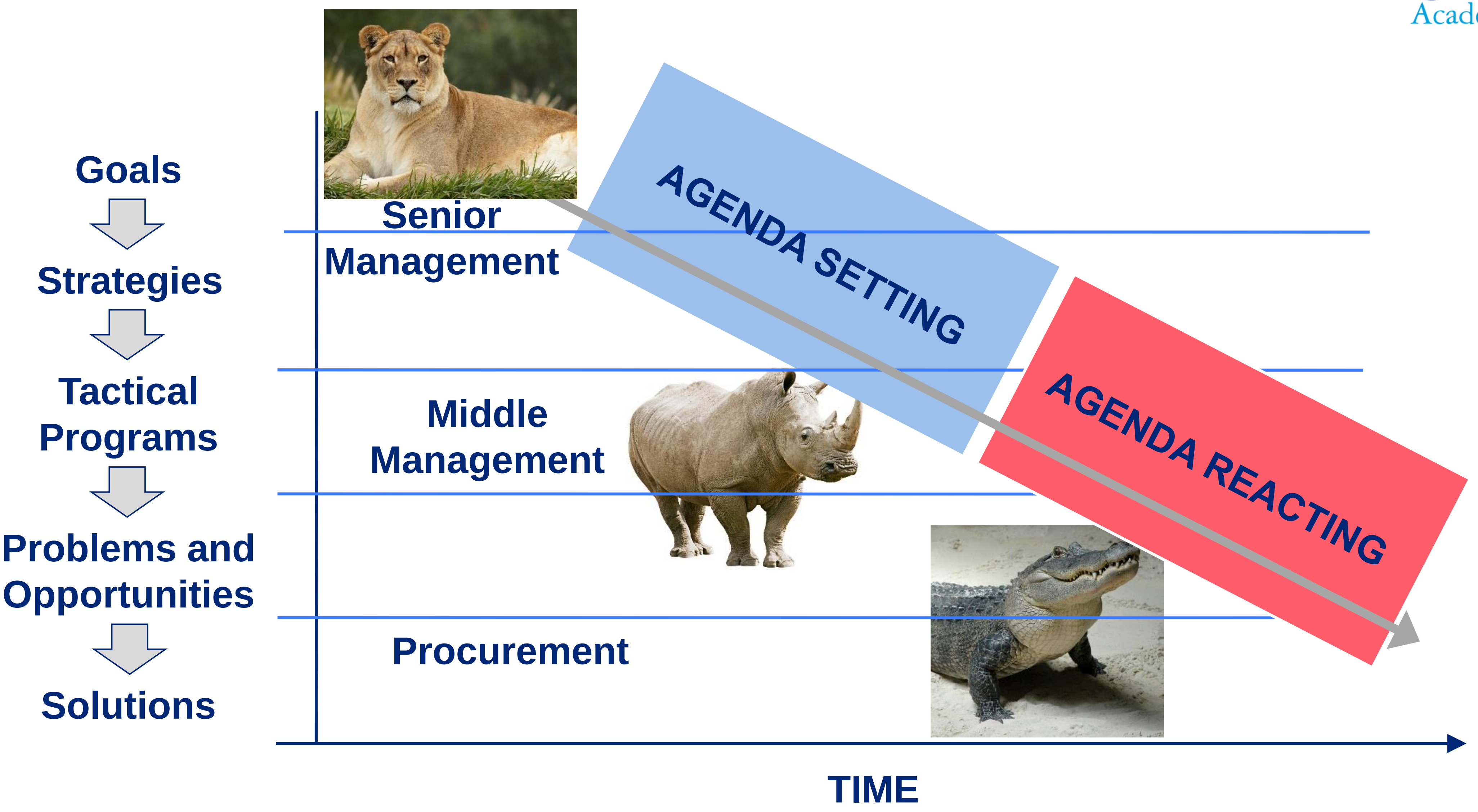
2. Using questions for agenda setting

- **The Agenda**: a client's 3-5 most critical priorities or goals
  - Business goals AND Personal Goals

Agenda Reacting → **Agenda Sensing** → **Agenda Setting**

An Agenda Setter seeks to understand, inform, and influence their client's agenda of critical priorities, and demonstrates how their services are helping the client accomplish this agenda

The client planning and action cycle



Six approaches to Agenda Setting questions

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Advocacy vs. Inquiry: The sequencing of the conversation depends on the meeting setup

	Existing Client	Prospective Client
You Asked for the Meeting	?	?
Client Asked for the Meeting	?	?

3. Building credibility--indirectly

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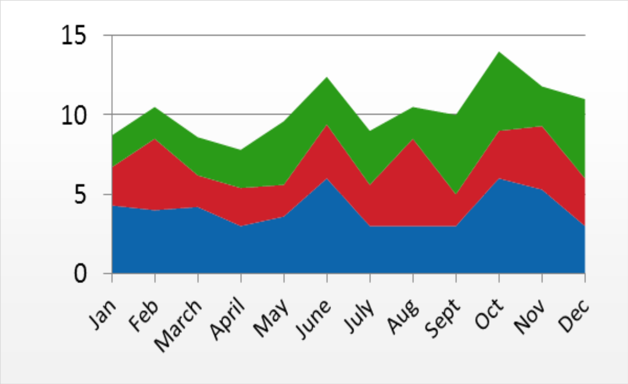
The credibility-building question

Observation



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Question

?

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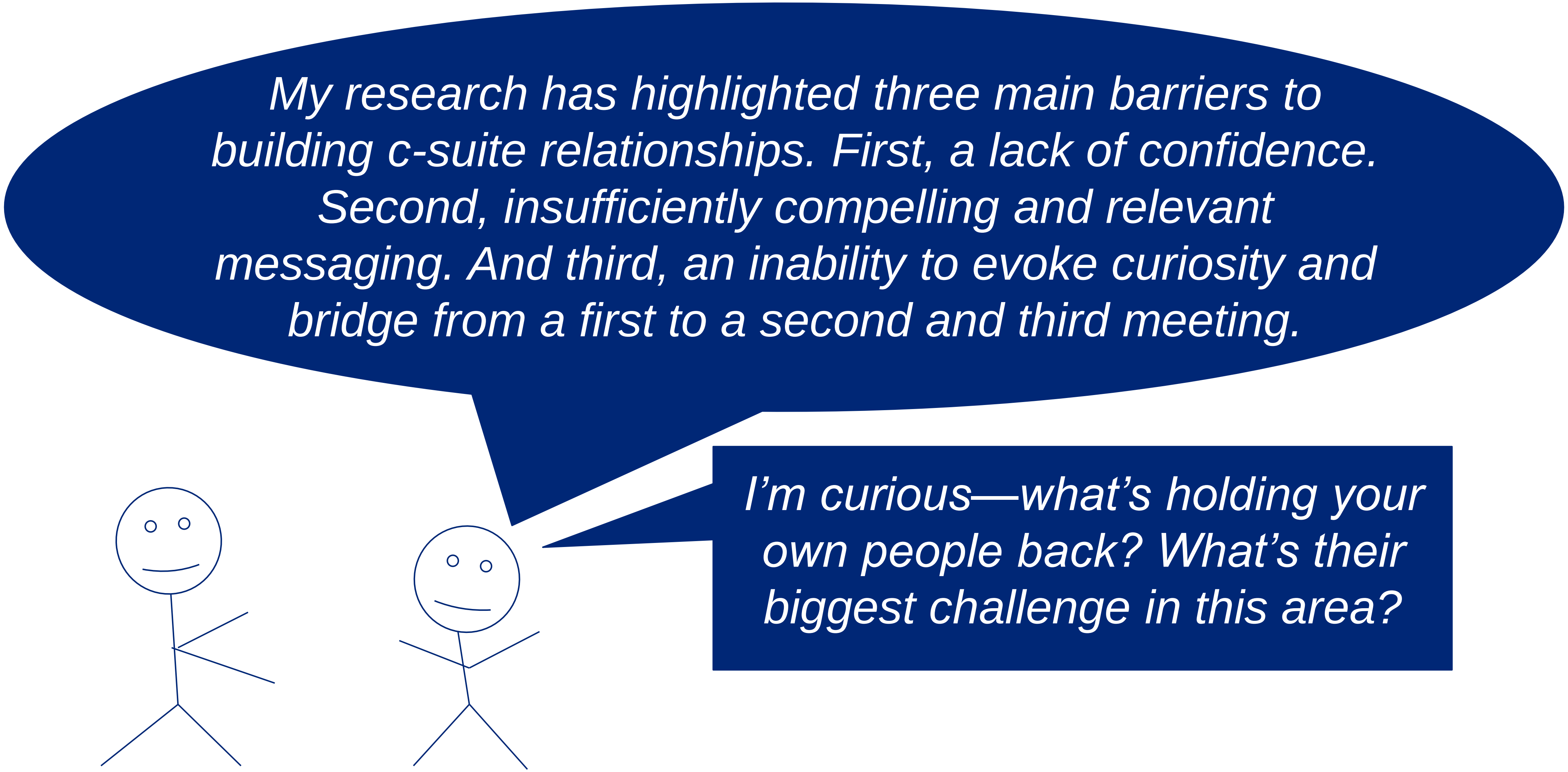
Client engagement and CRE credibility

3. Building credibility—for example



4. Have you ever had a sale that was stuck?

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The preconditions for a client to buy

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1. Perceived problem or opportunity	*Large payoff—it's a "Red Issue"*
2. Executive owns the issue	*They can take action*
3. Dissatisfaction with rate of change	*Not improving fast enough*
4. Trusts that you/Deloitte can do it	*Deloitte is highest value alternative*
5. Confidence that stake-holders are aligned	*Feels major stakeholders are lined up*

The preconditions for a client to buy

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	Use Questions That:
1. Perceived problem or opportunity	*Explore urgency, payoff, priorities, etc.*
2. Executive owns the issue	*Help you understand your client's role and personal stake in the issue*
3. Dissatisfaction with rate of change	*Ask about past and current efforts to fix the issue, and satisfaction with results*
4. Trusts that you/Deloitte can do it	*Explore what options they are considering and their views on Deloitte's capabilities*
5. Confidence that stake-holders are aligned	*Probe who the stakeholders are and their perspectives*

5. Reframing questions

1. Uncover higher-level business goals
2. Explore cross-functional implications
3. Challenge the client
4. Suggest a relevant client example
5. Ask about sequencing

The ultimate secret

Additional resources for you

http://andrewsobel.com/deloitte-cre/

1. A copy of these slides
2. Power Questions lists
3. A list of questions you should never ask
4. A free downloadable eBook: Developing C-Suite Relationships
5. Other resources