

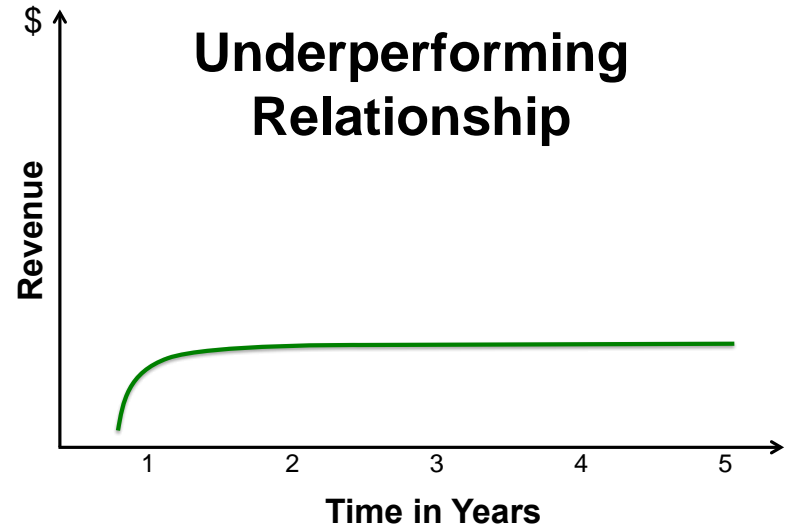
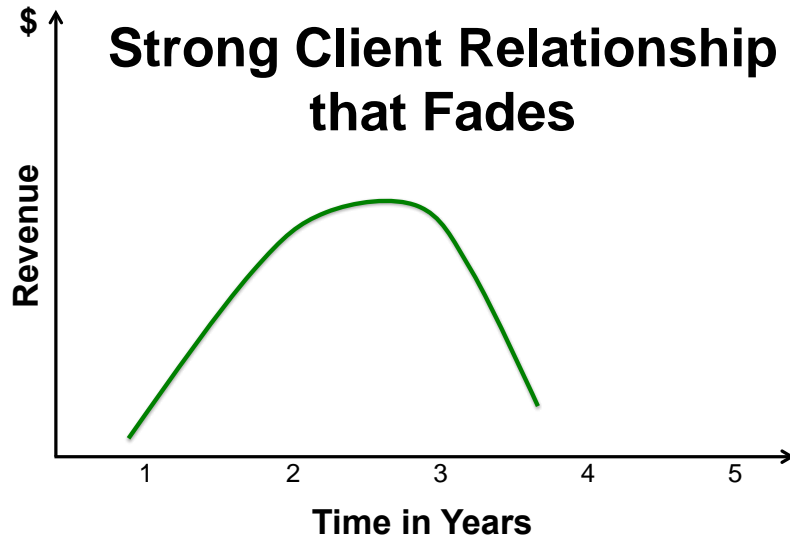
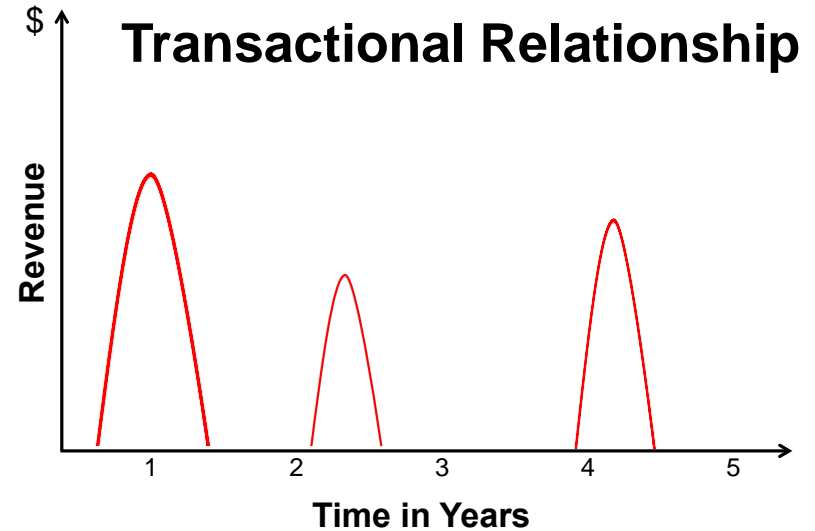
Building Enduring Client Relationships

February 10, 2015

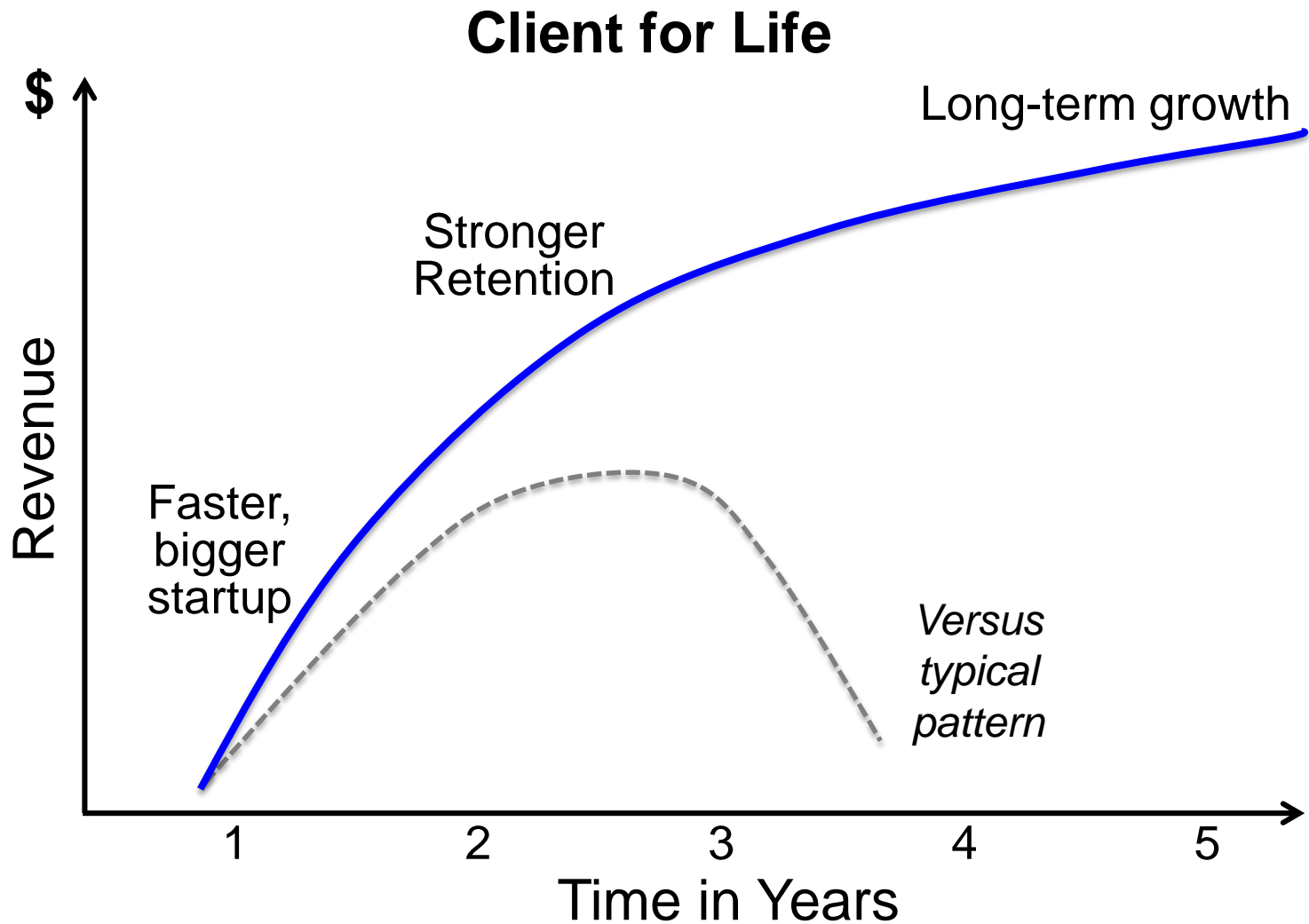
Quintiles Consulting Accountability Summit



Most client relationships underperform...or just die



But they don't have to...

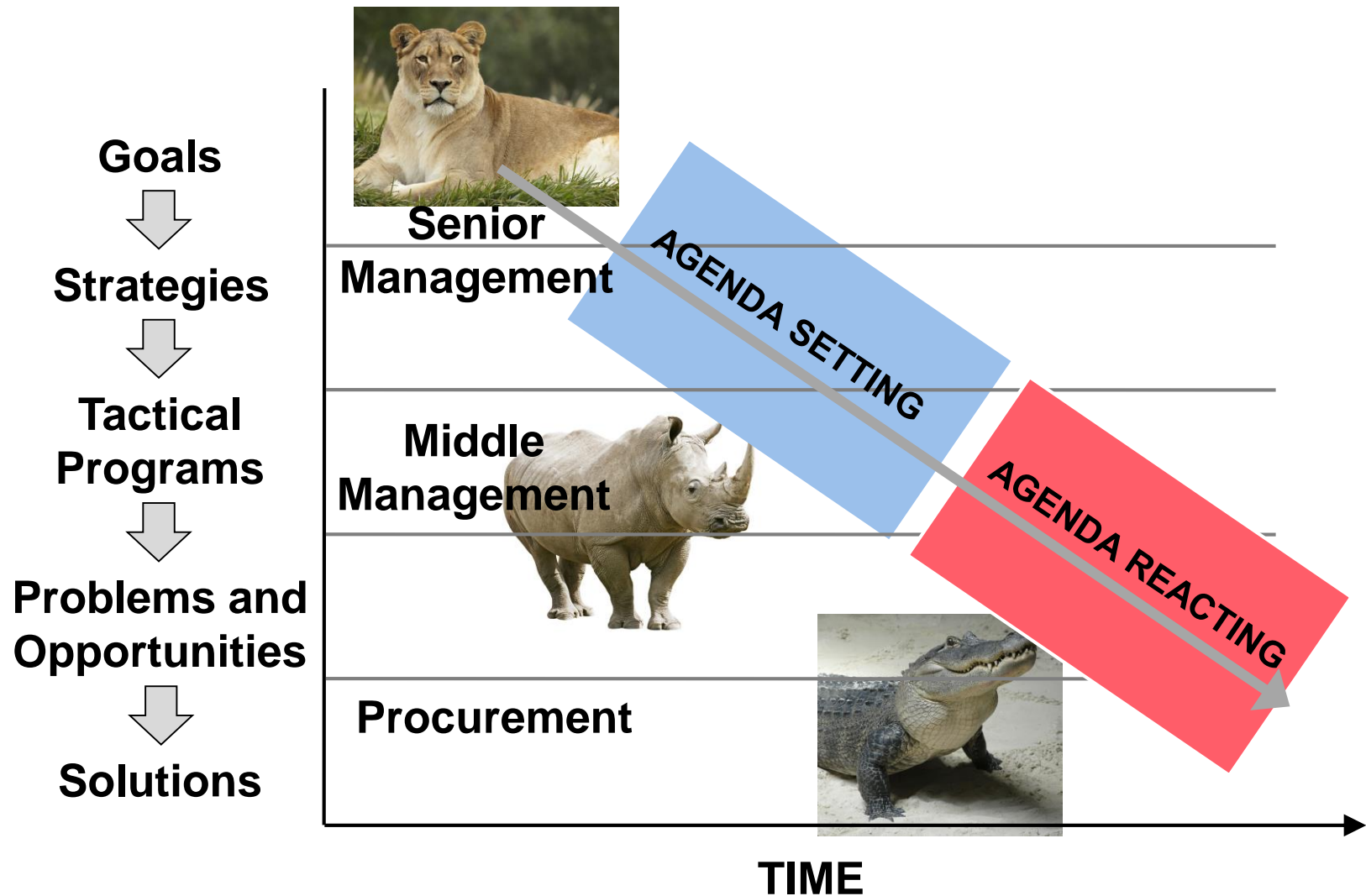


Summary: You must adopt the client advisor mindset

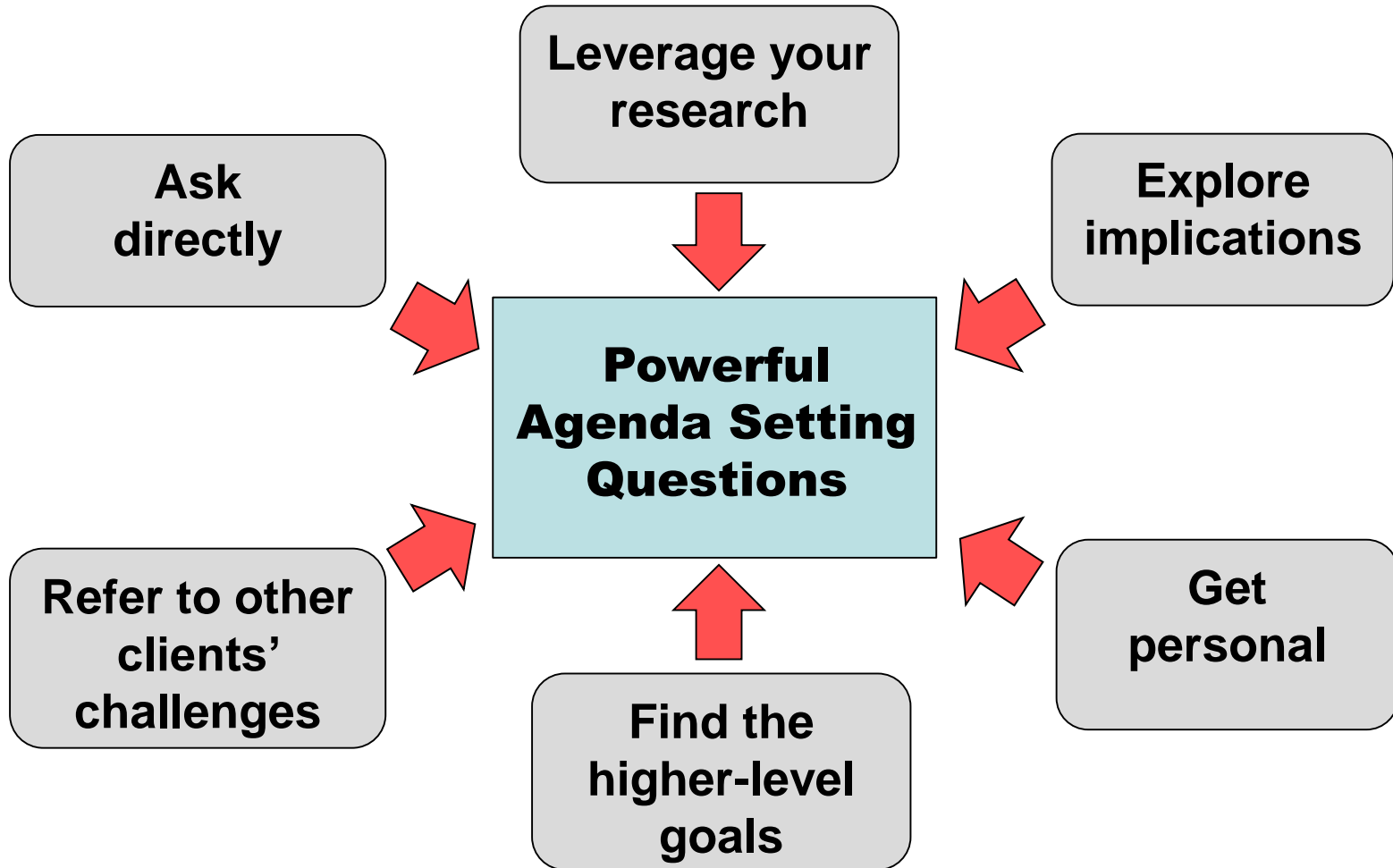


The Expert Mindset	The Advisor Mindset
Tells	Asks great questions and listens
Is for hire	Has “selfless independence”
Stays within expertise	Is a <i>deep generalist</i> (expertise + business acumen)
Analyzes	Analyzes and <i>synthesizes</i>
Builds professional credibility	Builds deep personal trust
Is reactive	Is a proactive agenda setter
Sells	Creates a buyer

The client planning and action cycle



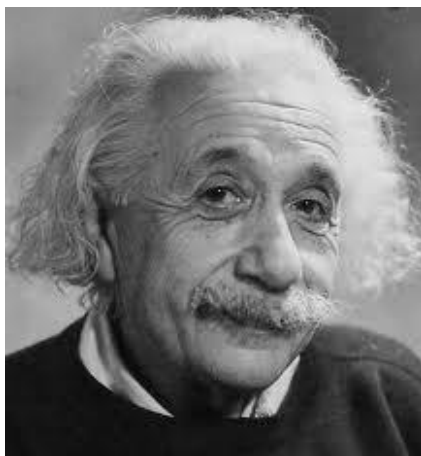
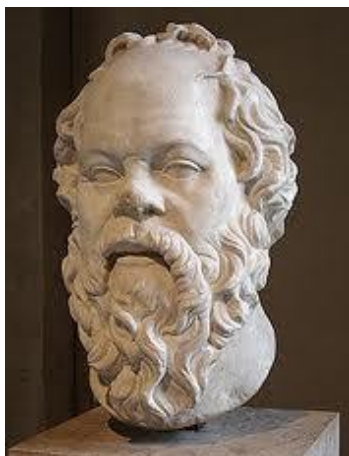
Six approaches to Agenda Setting questions



What is a Power Question?

- Shifts the conversation to the other person
- Focuses you on the right issues
- Gets to the root of the problem
- Creates deep personal knowledge
- Brings out emotions not just ideas

“Power Questioners” throughout history

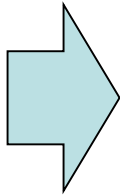


Four types of Power Questions



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



Building deeper personal relationships

1. Be intensely curious—take an interest in others
2. Connect around similarities and commonalities
3. Invest in face time
4. Change the relationship environment
5. Be open and authentic—create “emotional resonance”
6. Look for breakthrough moments

The ultimate secret

