

STANDOUT

YOUR STANDOUT RESULTS

MIKE JAY



ADVISOR












INFLUENCER

THE **GREATEST VALUE**  
YOU BRING TO THE TEAM:

-----  
Your decisiveness.

## MIKE JAY

### YOUR COMPLETE ROLE RANKING

1		<b>ADVISOR</b>	You are a practical, concrete thinker who is at your most powerful when reacting to and solving other people's problems.
2		<b>INFLUENCER</b>	You engage people directly and convince them to act. Your power is your persuasion.
3		<b>PROVIDER</b>	You sense other people's feelings and you feel compelled to recognize these feelings, give them a voice and act on them.
4		<b>TEACHER</b>	You are thrilled by the potential you see in each person. Your power comes from learning how to unleash it.
5		<b>CREATOR</b>	You make sense of the world, pulling it apart, seeing a better configuration, and creating it.
6		<b>EQUALIZER</b>	You are a level-headed person whose power comes from keeping the world in balance, ethically and practically.
7		<b>STIMULATOR</b>	You are the host of other people's emotions. You feel responsible for them, for turning them around, for elevating them.
8		<b>CONNECTOR</b>	You are a catalyst. Your power lies in your craving to put two things together to make something bigger than it is now.
9		<b>PIONEER</b>	You see the world as a friendly place where, around every corner, good things will happen. Your distinctive power starts with your optimism in the face of uncertainty.



The **StandOut assessment** helps you accelerate your performance by pinpointing your comparative advantage, and showing you actions you can take to capitalize on this advantage.

## FIND YOUR **EDGE.** WIN AT WORK.

**OVERVIEW:** The assessment measures how well you match 9 Roles and reveals your lead Role and secondary Role. These top two Roles are the focal point of all your talents and skills and your instinctive way of making a difference in the world.

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#### 1) Your Lead and Secondary Roles:

In addition to receiving detailed definitions of each Role and where you are at your most powerful, you will learn how to make an immediate impact in the workplace. You'll also get guidance on how to take your performance to the next level and on what traps to watch out for on your strengths journey.

#### 2) Combined Roles:

In this section of the report, your top two Roles are combined to give you even more specific advice on how you can win at work. You'll learn your greatest value to your team and get individualized content on how you can be successful as a Leader, as a Manager, in Client Service, and in Sales.

#### 3) Strengths MAP:

The Strengths MAP is an action planning form to help you digest your results and determine key action items to leverage your competitive edge.

#### How to Interpret your Results:

Understanding your unique advantage is a vital first step in making your greatest possible contribution. Knowing your Roles and following the advice and suggestions revealed in your results will help you intentionally invest your time where you can make the greatest difference and get the greatest recognition. We do recommend highlighting any sections that feel particularly relevant to you as you read your results, as this will help you complete your Strengths MAP.

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## ROLE 1



## THE DEFINITION:

You begin by asking, "What is the best thing to do?" and your thrill comes from knowing that you are the person others turn to for the answer. You don't necessarily want to be the person who actually makes the changes happen. Rather, what excites you is being valued by others for your insight and your judgment. Since you love to be the expert, you are constantly on the lookout for information that will help people make better decisions. When you look out at the world, you pay attention to fine shadings of detail because these details will ensure that you give better advice. You know that the best advice is never general, but rather is tailored to the unique characteristics of the person's situation. You can be demanding and opinionated, but above all you are discriminating: "good enough" is never good enough for you. There is always a better way, a better arrangement,

a better solution, and you come alive when you are called upon to find it. And when you do, you don't question your decision. The reason people seek your advice is precisely because you are so assured, so confident in your intuition. Instinctively you know this, and you're proud of it.

“  
What is the best thing  
to do?”

## ADVISOR



## YOU, AT YOUR MOST POWERFUL

✓ You are connected to someone else through the advice you are giving. In fact your advice is how you connect with other people.

✓ You are a practical, concrete thinker. You think in terms of "steps" and "modules." The language you use is: "Here are the steps I recommend"; "Write down these tips"; "Here are the materials I've developed."

✓ You are a problem solver. You are not fazed by complex situations, because, when faced with a challenge, you break it down into its component parts. You are a sequential thinker, someone who excels at "delaying" problems, "unstacking" them.

✓ You ask lots of questions because the answer can be found in the details of the situation. You are intrigued by the detail of other people's plans, problems, lives. You are not voyeuristic--voyeurism is too passive. But you can be nosy.

✓ You like distinctions between two things that seem quite similar. These distinctions help you know how to choose which path to take--"Take this one, not that one."

✓ You are very respectful of other experts. Experts are able to see fine distinctions, and you respect distinctions.

✓ You are not intrigued by the future or by

novelty merely for the sake of it (unless your second Role is Pioneer.) Nonetheless you can be innovative, because your question is always "What is the best thing to do?" or "What will work?" and sometimes this leads you to solutions that haven't been tried before. You are not tied down to existing ways of doing things.

✓ When you write something, you feel compelled to think about the person on the receiving end of what you are writing. You don't think in terms of "Here is an idea I'd like to present," but rather in terms of "You should do this..."

✓ You like being seen as the expert. You like being needed in this way. When people say to you, "You have such great insight. You give me such a useful perspective on my situation," this is the highest of praise.

✓ You are never stumped. You always think you have a solution, a way forward. Other people are drawn to you because, in you, they see someone who is supremely capable.

✓ Your time suck is people asking you out for lunch all the time. "What should I do about this and that?" they ask, and you can't help yourself. Off you go to lunch. Consequently you run the risk of not taking a stand for yourself. You are so busy offering advice you don't stop to take your own. You can be a pushover when you are cornered and asked, "Please tell me what to do!" Your time is not your own.

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PHRASES TO  
DESCRIBE YOURSELF

"People say I have a lot of common sense. They come to me whenever they want advice on the best thing to do."



"I'm at my best when pulling apart complex problems and figuring out what's actually going on."



"I love helping people sort through what's confusing them to get to the best course of action."



"I'm a very practical thinker. The most important thing for me is always to ask, 'What is really going to work?'"



"I'm not tied to a set way of doing things. So long as what we are about to do is really going to work, I have no problem breaking new ground."



"I've found that I'm the teammate people turn to when they're stuck. I help them get unstuck."



"I love solutions... and always feel I can come up with them, no matter how much of a mess we are in. I can always find a practical way forward."

HOW TO MAKE AN  
IMMEDIATE IMPACT

You are the rare person who is energized by other people's problems. So, to make an immediate impact, **seek out some of the toughest problems that either your team or your client is facing and set about tackling them.** Problem solving is draining for most people, but not you. This sets you apart.



The thornier and more complicated the problem you have to solve, the better. One of your best qualities is your ability to break a complex problem down into its component parts. So ask lots of practical questions, push aside people's generalizations, and get to the facts. **Show your colleagues how to "unpack" a complex problem and solve each part separately.** They'll be grateful. And you'll be at your best.



**Put yourself in the middle of pivotal, intense moments.** When other people are stumped and at their wits' end, you are at your best. You think more clearly, project more confidence, act with more certainty. Whether your colleagues let on or not, they crave--and need--your confidence in high-pressure situations.



**Seize any chance you get to explain how things work--**with a customer, at a staff meeting, or at a company gathering. You are at your most powerful and charismatic when breaking a process or situation down so that other people can see what is really going on.



Every team leader has a couple of processes he knows aren't good but are "good enough." They annoy him, but he tolerates them because the team is busy--"good enough" will have to do

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for right now. You can help him. **Take one of these "good enough"s as a side project and come up with a practical solution for making it work right.** He may not understand exactly how you did it, but he will see this as "initiative."

✔ Since you feel truly alive only when you are tackling a difficult challenge, you can find yourself becoming bored when things are ticking along nicely. You may wish you weren't this way--"Why can't I be happy with business as usual?"--but you are. To avoid boredom, either **carve your role into one where you are being paid to react and respond to problems**, or, failing that, embrace the concept of "kaizen"--"continuous improvement"--and focus on those parts of your world that are not yet as effective as they could be.



## HOW TO TAKE YOUR PERFORMANCE TO THE NEXT LEVEL

✔ An Advisor always needs people to advise. Analysis is fine, and can be fun, but the day you discover that you have no direct audience for your conclusions--sitting by yourself, analyzing for the sake of it--will be a very bad day for you. **Make sure you are always being paid to offer your conclusions to someone.** You need this "someone," this "someone with a dilemma," to prove to yourself that you are valuable. And smart.

✔ You are the kind of person who respects experts. Why? Because experts have studied their subjects deeply and can pinpoint which details

make the difference, which distinctions really matter. You are wired to appreciate this kind of inquiry. **So ally yourself with a couple of carefully chosen experts in your field.** Hang out with them. Read their articles or books. Volunteer to support them in their next big project. Their practical wisdom will intrigue and inspire you.

✔ **Become a credentialed expert yourself.** Choose your discipline and then build your career around deepening your expertise in this discipline. Pursue all the professional and academic qualifications available within this discipline. Your long-term career success hinges on your credibility and, like it or not--and actually, you do like it--these sorts of qualifications, publicly displayed, give you an extra boost of credibility.

✔ These qualifications will also give you detail, and, as an Advisor, **you do wonders with detail.** With some people, detail disappears inside their heads into ever more convoluted theories and concepts. Not so with you. Your command of detail gets displayed for us all to see. The deeper you investigate a subject, the more fine-tuned and subtle your distinctions become. Since your mind instinctively uses distinctions to clarify other people's problems--"What's unique about your situation is X, and that's precisely why you should do Y, and not Z"--your deepening expertise makes your advice so much more insightful and effective.

✔ You are at your best when you can see the people on the receiving end of your strength as an Advisor. So, as your career progresses, **seek out more demanding audiences.** "More demanding" might mean "wider"--can you

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publish your insights in blogs, articles or even books? It might mean a more discriminating audience--a group of your peers, perhaps, or your most valuable customers. It might mean a higher-profile audience--the "C" suite, or the highest levels of government. Or it might mean a higher-stakes audience--the launching of a business, children at risk, or national security.

✔ You will always be at your best when the route ahead is unclear and someone needs to come in, assess all the facts available, and make a decision. **Start-ups fit this description nicely.** Your career could very well be a series of start-ups that require your particular gift for pragmatic decision-making.



## WHAT TO WATCH OUT FOR

✔ Don't come across as a know-it-all. Some Advisors fall prey to this caricature because they not only seem to have all the answers, they also appear so certain of their answers. To avoid this, before you launch into what you know is the right answer, **discipline yourself to ask plenty of questions.** Even if you think, after asking your very first question, that you know the best course of action, keep asking questions 2 through 10. For someone to accept your advice, she will need to feel that you have truly heard all there is to hear about her situation.

✔ You are not at your best running existing operations. It bores you. You are a turn-around person, a start-up person. **You are not a builder.** So don't allow yourself to be cast as one.

✔ **Don't let yourself get promoted too far away from the action.** And, for you, "action" means the drama, the variety and the urgent need of other people's challenges. Responding to these challenges is the "stuff of life." No matter how much money is being offered to you, no matter how enticing your new title will be, never convince yourself that it can be delegated. With you, it can't.

✔ Don't become a shoeless cobbler. If you're not careful you'll get so drawn to the challenge of solving other people's problems you will neglect your own and allow them to pile up. You may not notice this happening--other people's predicaments can be so intriguing--but gradually the pressure will build, until one day you wake up and realize that you are bent double beneath the weight of your own unresolved issues. At which point, your knee-jerk reaction will be resentment ("Why do you guys demand so much of my time?") or self-criticism ("I'm so stupid. Why do I let people eat up all of my time?") or both. To prevent this sort of explosion, **set aside an hour each month to target one of your most pressing problems, and then make sure to invite to the discussion at least one other person whom this problem affects.** Why? Because you'll take yourself seriously only when you see that someone else is relying on you to be smart.



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## ROLE 2



## THE DEFINITION:

You begin by asking, "How can I move you to act?" In virtually every situation, your eye goes to the outcome. Whether you are in a long meeting at work, helping a colleague get his work done, or talking a friend off a ledge, you measure your success by your ability to persuade the other person to do something he didn't necessarily intend to do. You may do this by the force of your arguments, your charm, or your ability to outwit him, or perhaps by some combination of all of these, but, regardless of your method, what really matters to you is moving the other person to action. Why? Partly because you see where things will lead if the other person doesn't act, and partly because you are instinctively aware of momentum and so become frustrated when you bump into someone who slows your momentum down. But mostly because you just can't help it. It's simply

fun for you to influence people's behavior through the power of your personality. It's challenging and mysterious and thrilling, and, in the end, of course, it makes good things happen.

“  
How can I move you to  
act?”

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## YOU, AT YOUR MOST POWERFUL

- ✓ In any situation you set your sights on action. "What can we do?" This is your question.
- ✓ You are, in general, impatient; but you are especially impatient when you know that a decision should be made. You see what will happen if we don't act. You see around the corner, and so it burns you to think about what inaction will cause.
- ✓ Others feel you as persuasive. You engage with them directly and they are "convinced" by you. All of your relationships have this quality to them--you, moving others to act.
- ✓ You are driven by the feeling of progress, and are acutely sensitive to momentum. You sense when it's building. When it's peaking. And when it's gone.
- ✓ You listen well, but you listen for a reason; either so that the person can talk herself into a place where she is psychologically ready to act, or so that you hear which triggers to pull in order to propel the person to make a decision. Listening, for you, is a precursor to action.
- ✓ You can be a charmer, and are good at winning people over so that they like you. You do this because you know that people are willing to do more for those they like. Liking is a powerful (though not the only) precondition for getting the other person to make a decision.
- ✓ You can be very direct. You feel strongly that problems are solved only when they are confronted head on. You are not interested in dancing around a subject. Instead you use conflict as your preferred method of resolution.
- ✓ When you meet resistance you become energized. You know you get better when people give you reasons why they can't act. Each reason is something for you to engage with, something you can grab onto and use to get them to see why making a decision is so necessary.
- ✓ People sense your desire to move forward, and it comes across as self-assurance. Even confidence. Occasionally as arrogance. Sometimes you might even put others off by challenging them more than you should--meaning "more than they would like to be challenged."
- ✓ People realize that you have an agenda. And people like you most, indeed trust you most, when your agenda is clear.

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## PHRASES TO DESCRIBE YOURSELF

✓ "I've found that I'm more decisive than most people. And more impatient. I like to move fast."

✓ "I'm at my best when I'm challenged to persuade someone to do something they didn't necessarily intend to do."

✓ "I initiate a lot. I'm always telling my colleagues what they should do. I suppose sometimes I might push too much, but we always get a lot done."

✓ "I hate playing politics. I'm a very upfront person and don't function well in a world with a lot of backroom action."

✓ "I get a thrill from the 'ask.' What's the worst they can say? 'No?' Well, so what. The sun's going to rise again tomorrow."

✓ "People seem to want to do more for me, and with me, than they do for other people. I enjoy getting people on my side."

✓ "I don't like talking around a subject. I like getting to the point. I think that's one of my strengths: focusing people on what the outcome is."



## HOW TO MAKE AN IMMEDIATE IMPACT



You are instinctively impatient. To ensure that this doesn't rub your new colleagues the wrong way, **pick a roadblock that everyone agrees on and volunteer to be the one to tackle it.** For example, if there is something your team wants, but someone--a manager, a client, a colleague--has always stood in the way of getting it, then volunteer to make the call and make the ask. Who knows, perhaps you'll prove persuasive. Perhaps you won't. Either way, you'll have shown your nerve.



Initially, because you are so action-focused, people will wonder what your agenda is. So, to stop their wondering, be explicit with your teammates about it. **Tell them your agenda.** It doesn't really matter what your agenda is--it could be making the sale, stirring things up, or getting your way. What matters is that you are transparent about it. People don't mind persuasiveness. What they don't like is uncertainty. And, without a clear agenda, sometimes your persuasive push can feel like manipulation.



**Look for ways to measure your results.** You will be energized by the "proof" of whether you're ahead or behind. You are always at your best when you know exactly where you stand.



Whenever you succeed in making something happen, **be deliberate in thanking people for their help.** If you don't do this, they may come to feel as though they are merely instruments in your plan of action. So tell them how much you valued their contributions. Spread this goodwill. Sometime soon it will come back to you and, with their co-operation smoothing the way, you will be able to make more decisions.

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✓ Listen. Look engaged. Ask short, open-ended questions and then keep quiet. Show interest in what the other person is saying. Be seen to be taking notes. All of this will let the other person feel heard, and allow you to establish some kind of relationship before you dive into your agenda. This relationship will then speed your agenda. In fact, **you will be most effective at advancing your agenda if you let your agenda slide into the background of a genuine relationship.**



## HOW TO TAKE YOUR PERFORMANCE TO THE NEXT LEVEL

✓ You have an agenda. Okay. We know that about you. We get it. And we certainly value your transparency about it. But, if you want us to rally around your agenda, **tie your agenda to a mission**, a purpose, a set of values, a better future, something that is bigger than you, something that can include all of us. Paint this picture for us, make it genuine, and we will make so much more happen for you.

✓ Yes, you can be competitive. And, no, you're not a good loser--why would you ever want to get good at that? Can you now take this competitive spirit beyond a mere win/lose framework, into an outcome where both parties feel that they've won? If you put your mind to it **you can be the architect of these win/win outcomes.** All it will take from you is the discipline of stopping, for a long moment, to consider the world through the eyes of the other person, or team. Take the time to do this.

✓ **Learn to separate the small things you do to spread goodwill--the gifts, the remembered birthdays, the special favors--from the actual "ask."** People want to like you and, because you are excited and exciting, they want to do as you ask. But they don't want to be manipulated. To do a person a favor and then immediately make the ask: this is manipulation. To show others that you are thinking about them all the time--a note here, an interesting article there--and then, later, a compelling challenge to act: this is true influence.



✓ You are an impatient person who thrills to a fast-paced, action-oriented situation. All right. Fine. Good. We don't want to slow you down. But we do need you not to leave us behind. **So take the time to invest in a relationship with us.** Invest time in understanding our perspective, our world. You can do this as quickly and intensely as you want. But do invest this time. Otherwise we will feel as though you've fitted us into your life, when what we really want is to feel a part of your life.



✓ One of your most powerful qualities may well be your sense of humor. You delight in fun and irreverence. It's one of the ways you win people over. **So practice your stories, in particular the stories where you make fun of yourself.** You'll be good at it, you'll make yourself more appealing, and, of course, as a result people will be more inclined to help you get things done.



## WHAT TO WATCH OUT FOR

## INFLUENCER

✓ When you make a mistake, or hurt someone's feelings--and you will; with your need to move people to act, it is inevitable--**learn to apologize.** What's wonderful about you is that mistakes and hurt feelings rarely derail you. You chalk it up to experience and then move on. What's not so great is that you've moved on so quickly that you've forgotten to be contrite. What feels like momentum to you feels like disrespect to others. You may never do this naturally--stopping to apologize feels like "stalling"--so learn a couple of phrases you can say when it's clear you've pushed too hard or too fast. "How can I make this right for you?" is a good one. As is the classic, "I'm sorry."

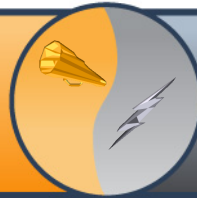
✓ We live in a digital, data-based world where virtually every action and consequence can be measured. Many of the people you seek to persuade are comforted by data, and are prepared to make a decision only when supplied with the data that "prove" that a particular action will lead to a particular consequence. **Learn to become proficient in the language of data.** Learn how to marshal the facts so that others, with a lower tolerance for ambiguity, can lean on these facts and find the certainty they need.

✓ **Your persuasive instinct needs to be focused on the decision-maker.** There's nothing worse than going all out to win someone over and persuade him to act, only to discover that he has neither the authority nor the budget to make the decision. So, before you flex your influencing muscles, take the time to identify the "decider."

✓ Because you are energized by resistance you may sometimes, albeit unconsciously, seek out resistance simply because it is more fun to turnaround a "No" than to get a "Yes" right away.

While it may indeed be more fun, it will, of course, slow down momentum. Whenever you feel yourself being lured by the thrill of the push-back, **yank your attention back to the bigger prize of decision, action, movement, and ultimately, impact.**

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**YOUR COMPARATIVE ADVANTAGE:****YOU ARE A DRIVER.**

People trust your expertise and your intuition, so they will move quickly under your guidance. You are persuasive, telling powerful, meaningful stories that help others to get on board with your ideas, opinions and understanding. You speak with conviction. Winning over skeptics is thrilling for you, particularly if it includes converting them from their present loyalties. You're resilient. The first "no" is a primer for you--it just means you haven't figured out the right pitch... yet.

**THE GREATEST VALUE  
YOU BRING TO THE  
TEAM:**

YOUR DECISIVENESS.

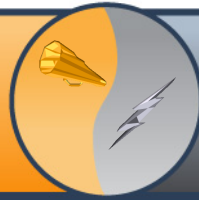


## YOUR IDEAL CAREER

You are a superior salesperson, and the more competitive the field, the better. Outwit, outplay, outsmart: this is your motto at work. You will excel in any role where there is freedom, change is the order of the day, and where what you did yesterday is fast forgotten. For example, in law, you are the defense attorney. In finance, you are the market maker, the stockbroker, the "money-gatherer." In media, you are pitching the idea, selling the show, or even investigating the story. In real estate, you are the agent. In business, you are the entrepreneur, the one we send to the venture capitalists to secure the initial funding. Wherever you are, you are making rain.



**OUTWIT, OUTPLAY,  
OUTSMART: THIS IS  
YOUR MOTTO AT  
WORK.**



## HOW TO WIN AS A LEADER

### ADVISOR: :INFLUENCER

Your strength is your confidence. You seem to us a supremely capable leader: intuitive, opinionated, assured. And so we find ourselves turning to you to solve our problems.

Your strength is your momentum. You see, you decide, you act, you move. Us. Forward. You're on a ride, and we take the ride with you.

- ✓ We like it that you lead by example. No job is too small for you to tackle. No problem is not worth your attention. You show us all that a great team is built out of lots of small, smart, detailed decisions.
- ✓ Ensure we understand why we are changing something, and work hard to help us believe it is a good idea to change. Sometimes it feels like you want change for the sake of change. You'll get the best out of us if you've taken the time to show us that the platform is indeed burning.
- ✓ Remind us that our clients want us to have anticipated their practical needs. We know our product/service better than our clients do. We know when it works best, and what to watch out for. The power of your team lies in us knowing which client might want this information and then sharing it with them before they've even asked for it.
- ✓ Keep your scorecards up-to-date and share them often and openly. Letting the numbers speak for themselves, simply put it out there: "We can do better than this." We will believe you.
- ✓ You are a charismatic leader. We love to listen to you, be charmed by you, be pulled into a better future with you. We know you have an agenda. Be clear with us what it is and we'll keep letting you woo us.



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## HOW TO WIN AS A MANAGER

## ADVISOR: :INFLUENCER

Your strength is your common sense. I come to you to play out real-world "what ifs." You are my most practical resource.

Your strength is your ability to persuade me. To decide. To overcome an obstacle. To act out the courage of my convictions.

- ✓ I trust your recommendations because in most matters, you are an expert. I know that you've done your research or are speaking from experience. This gives me great confidence. Invite me to share my own ideas or insights. I need to know that my unique experience is also of value.
- ✓ I love how practical you are when it comes to rewarding me. When I win an award, you don't just give me something generic, such as a gift certificate. Instead you'll offer something useful to me, such as working my shift, or buying me the new program I've been clamoring for. This tells me that you understand what my life is like.
- ✓ Encourage me to take some industry-specific courses that can deepen my own expertise. Then talk to me about how what I have learned can help my coworkers, or clients.
- ✓ You make things happen. I love to work with someone who never loses sight of the end result. Keep reminding me of why you care so much about achieving it, how it will make a difference. Make it meaningful for me.
- ✓ You set high expectations. You push me to achieve more than I thought I could. I like to reach high: it makes the accomplishment that much more gratifying. Just please, once you've set the bar, keep it stable. A finish line that keeps moving is exhausting and demoralizing.

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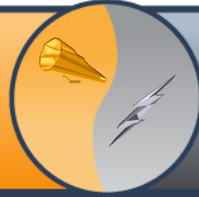
## HOW TO WIN IN CLIENT SERVICE

**ADVISOR: :INFLUENCER**

Your strength is that your advice is specific and clear.

Your strength is that you make things happen, even if it means confronting a difficult obstacle.

- ✓ Limit my choices, as in: "Do this or do that." This sort of directness works for you. And for me. It keeps things simple and prevents me from second-guessing myself later.
- ✓ You always seem to have anticipated my needs. You have researched my situation, pinpointed practical opportunities, seen the potential obstacles, and more often than not, plotted out my alternative courses of action. All of this "advance work" builds my confidence in you and your team.
- ✓ You don't skate around an issue I, your client, may be having with your product or service. Instead, you confront my problem head on and, most importantly, give me something concrete to do about it. From my perspective, the more concrete you can be, the better.
- ✓ You want to win me over. You are very creative in how you do this and I often end up enjoying what could possibly have become an unpleasant interaction. Once you've greased the wheels with my liking you, make sure you move quickly into solving my problem. I want to like you, but I want my problem solved more.
- ✓ It doesn't surprise me that your motto is "Every client, every time." Your service is consistent, and if you can swing some additional benefit to thank me for my patience, or make up for an inconvenience, you'll find it. Be creative with this and you'll stand out in my mind and my loyalty to you and your brand will grow. (Be prepared: If you do this once, I will come to expect it of you! You'd better have lots of good ideas.)



## HOW TO WIN IN SALES

### ADVISOR: :INFLUENCER

Your strength is your ability to explain precisely why your product/solution is unique. You draw such clear and vivid distinctions.

Your strength is your conviction. Your beliefs inspire passive clients to make a decision, to take a step, to make something happen.

- ✓ Become an expert in your competitors' products/services. Help me, your potential client, see and understand the critical differences between your offering and that of others. You will excel at drawing these distinctions.
- ✓ Give me a logical process to help me consider my options as I work through a problem. I will always appreciate how carefully and rationally you review with me the details that matter.
- ✓ Come armed to all meetings with more than one approach to the challenge I'm facing. You are at your most persuasive when you are showing me how you weigh one choice against the other. I won't always agree with you, but watching you think things through will help me think things through.
- ✓ Because you are not afraid to challenge, you can serve as a scapegoat to help me if I am the kind of client who tends to avoid conflict or ignore a problem. In taking the heat, you can call out an obvious issue, while enabling me to take action and reach a diplomatic resolution.
- ✓ To succeed in influencing me to act, help me understand the pure motives driving you. Share the source of your energy. Communicating your mission will humanize you and deepen my relationship with you.



## STRENGTHS MAP:

(1) WHAT ARE TWO SITUATIONS IN WHICH YOU FEEL AT YOUR MOST POWERFUL?

(2) WHICH "PHRASES TO DESCRIBE YOURSELF" (FROM BOTH ZONES) RESONATED WITH YOU MOST?

(3) WHAT CHALLENGES ARE FACING YOUR TEAM RIGHT NOW, AND WHAT PARTICULAR PROBLEM CAN YOU HELP FIX?

(4) WHAT 2 ACTIONS CAN YOU TAKE TO GROW IN YOUR AREA OF EXPERTISE? (BOOKS TO READ, PROJECTS TO WORK ON, COURSES TO TAKE)

(5) WHAT KEY MEASUREMENTS CAN YOU PUT IN PLACE TO TRACK WHERE YOU ARE AGAINST PERFORMANCE OUTCOMES?

(6) WHAT 2 ACTIONS CAN YOU TAKE EVERY DAY TO SUSTAIN YOUR PERSONAL MOMENTUM?