

# Relationship Management Offering

**David Jarrett**  
**Fiona Ellis**

# Potential Needs

- **Roles** - coaching to define the role of strategic account manager, what does it mean, how are the outputs measured?
- **Account management process** - coaching to develop appropriate mechanisms, targeting, qualifying, uncovering needs, creating win/wins
- **Strategic Account planning** – using a partnership based model to find opportunities to transform each relationship and working as an account team eg shift from “Solutions Supplier” to a “Strategic and Trusted Advisor” to a “Strategic Partner”
- **Relationship Management Skills** –to achieve quick rapport and impact with a wide range of senior executives and to open doors for others not just in areas of own technical expertise
- **Learning processes** –sharing of learning and co-ordination of learning globally

# Overall Concepts

1. Transforming the quality of relationships at the most senior levels of customers delivers significant value to the business through revenue growth.
2. In a highly networked organisation operating with global partners, relationships are key with suppliers and alliance partners to add revenues and increase margins.
3. When an organisation re-structures, the right, new relationships need to be created quickly to deliver the strategic benefits of the structure.

Our belief is that the transformation starts with the individual, then teams, which shift relationships with other teams and hence across the organisation and thus the global network in which it operates

To achieve this we believe the people responsible for those relationships need to be highly capable to:

- Operate with the most senior decision makers within customer, supplier and alliance organisations.
- Leverage their effectiveness to secure existing business and to expand the relationship towards strategic integration
- Enhance how they interact with the teams they lead and the network they influence

# Example Situation

IT Services Firm's market has changed from 'technical' provision to complex 'multi-year services' ... **so relationships skills are now vital**

Technology and Consulting are working on joint IT Services Firm offerings ... **which demands business fluency to sell**

Focus on innovative solutions, to large, client critical opportunities ... **will require high levels of credibility in the Boardroom**

Combining historical products into a service offering ... **will not work if the old mindsets remain**

**... need to create Partnering relationships to increase sales of technology, services and consulting**

# Meeting the Challenge of the New Market Involves Four 'Streams' of Activity

## Developing interpersonal skills

Successful professionals developing their authority presence and impact; Understanding the clients needs

## Developing an account strategy

Allow staff to move beyond solution supply using the Account Transformation Model

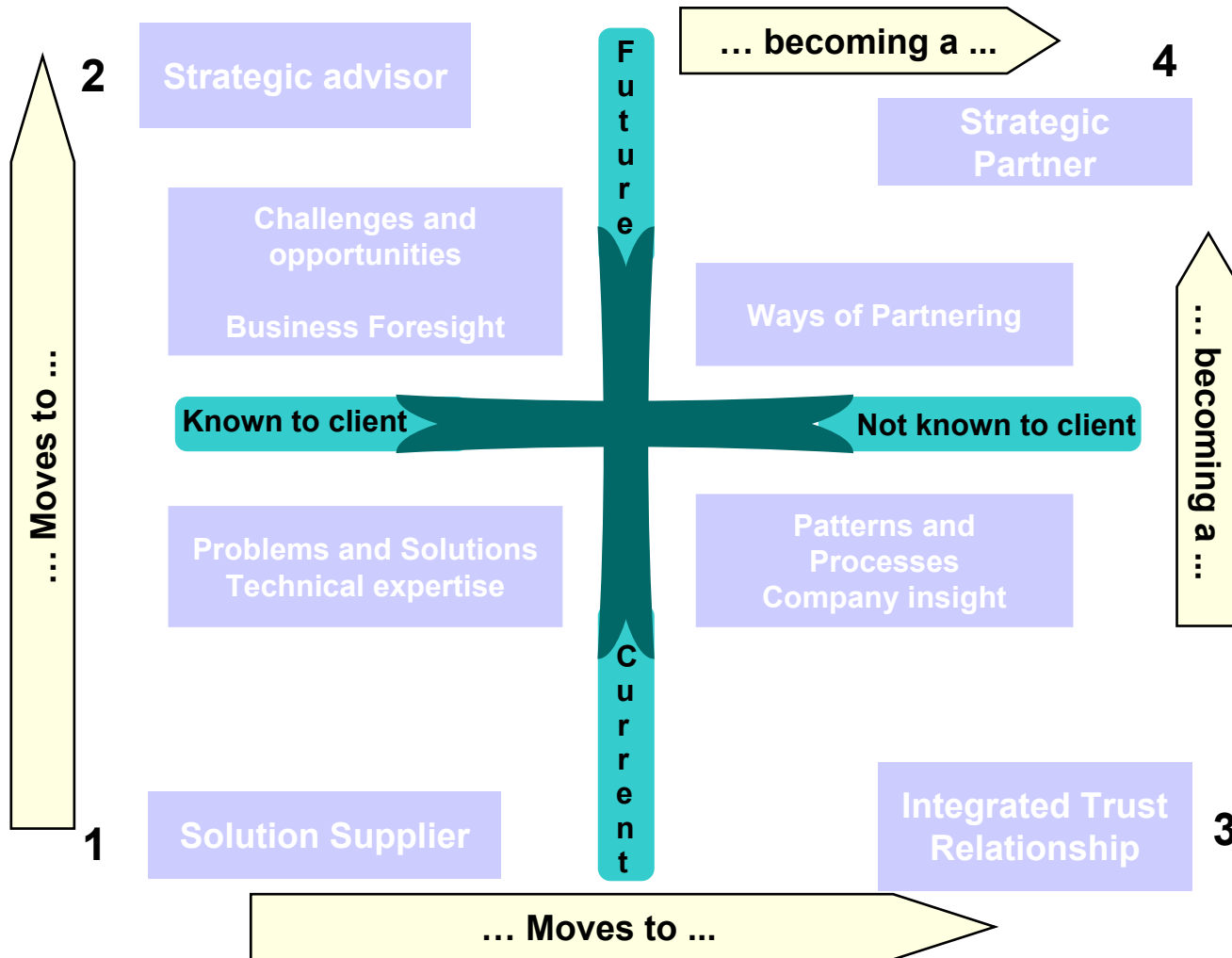
## Reacting to the changing market

Developing sharper, faster ways of learning about the environment, making existing 'tacit' knowledge available to whole team and shifting from competition to collaboration

## New patterns of behaviour

To support the new way of selling by actively rewarding best practice

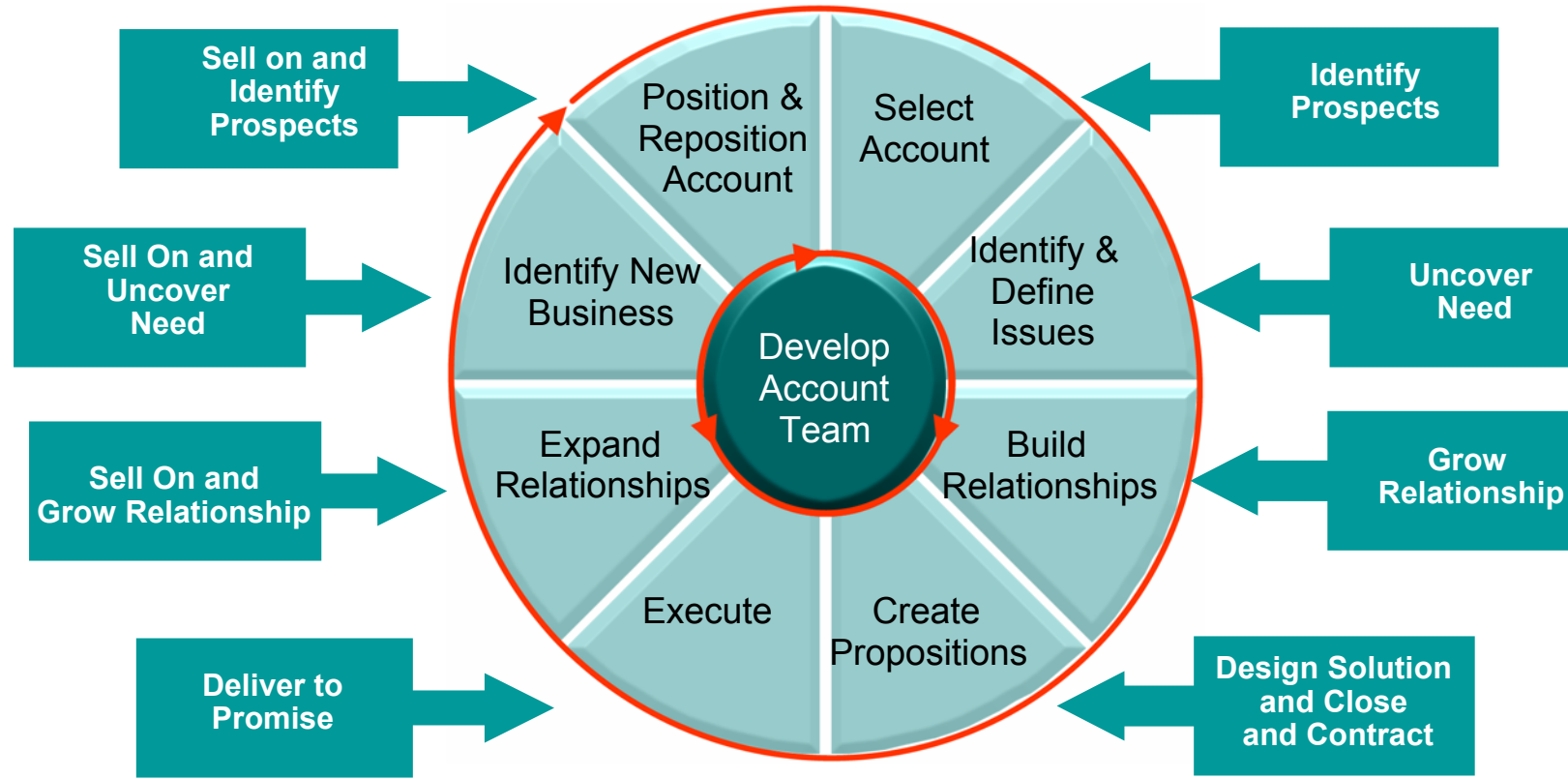
# Relationship Transformation - New Roles & Agendas



# The Relationship of the Selling Process to Relationship Management

RM addresses total relationship development

Sales Process addresses a single sales opportunity



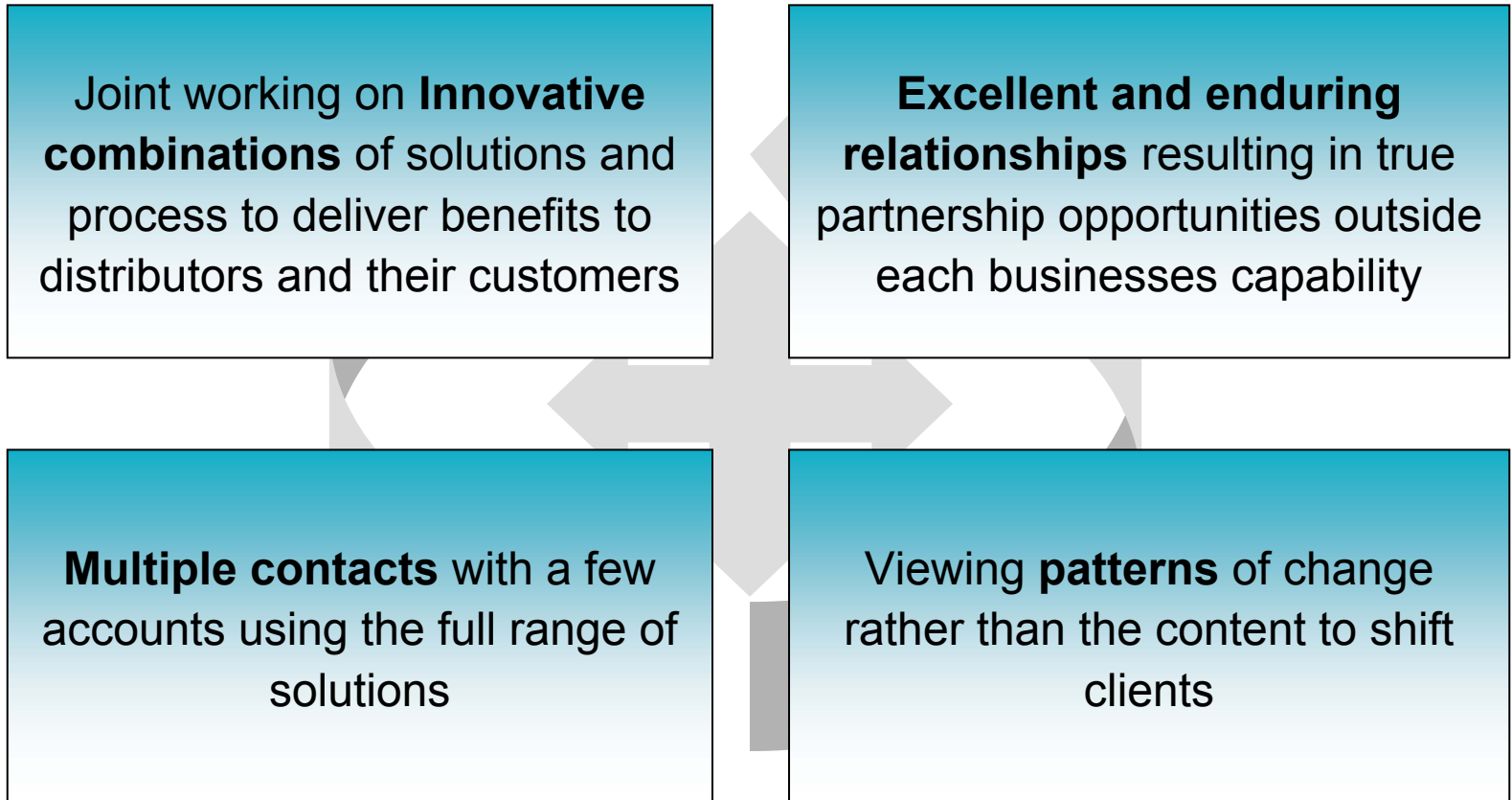
# Authority, Presence and Impact

*To be effective you need to establish authority in the first 3 minutes, build effective rapport within 7 minutes and have impact within 20 minutes. This requires developing skills in the all six attributes.*





# Long Term Outcomes



... large consistent revenue from major accounts and Alliance partners

# Commercial Outcomes

- Increased revenues in fewer major accounts from multiple products eg Enterprise Solutions
- Engagement sooner on key agenda items reducing competitors access
- Reduced risk of competitive action or pressure on margins as share of wallet increases
- Increased number of 'big hitters' and next generation of relationship partners
- Enhancing effectiveness of relationships with suppliers
- Increasing the speed and effectiveness of Alliances, JV's and cross organisational partnerships to deliver results

# Case Study – Professional Services Firm

## Situation

- Professional services firm facing high cost of sale for each piece of work
- Good contacts existed but the type of work was typically limited to £1m
- Client relationships held at manager and FD level not CEO level
- Competitors who held the Board level relationships were moving down to take the work assigned by Managers

## Problem

- Transactional sales were expensive and insufficient to win major contracts hence market share was at risk
- Business performance was unstable on 3-6 months contracts with a short sold pipeline
- Interesting work was sold when relationships were strong so staff retention was becoming an issue unless the business could shift

## Solution

- Created an OD intervention to change the way that Partners and Directors saw their jobs with clients
- Needed to shift from technical expert to account relationship partner
- Shift implemented with two major programmes for individuals which addressed skills issues
- Once critical mass of Partners had gone through these programmes, the intervention moved to account team coaching to consolidate

## Benefits

- Over a period of 5 years reduced the tail of transactional client relationships
- Built multi-million £ relationships with key clients each selling 10-100 times more fees
- Account teams approach implemented globally for strategic accounts

# Appendices - Approaches

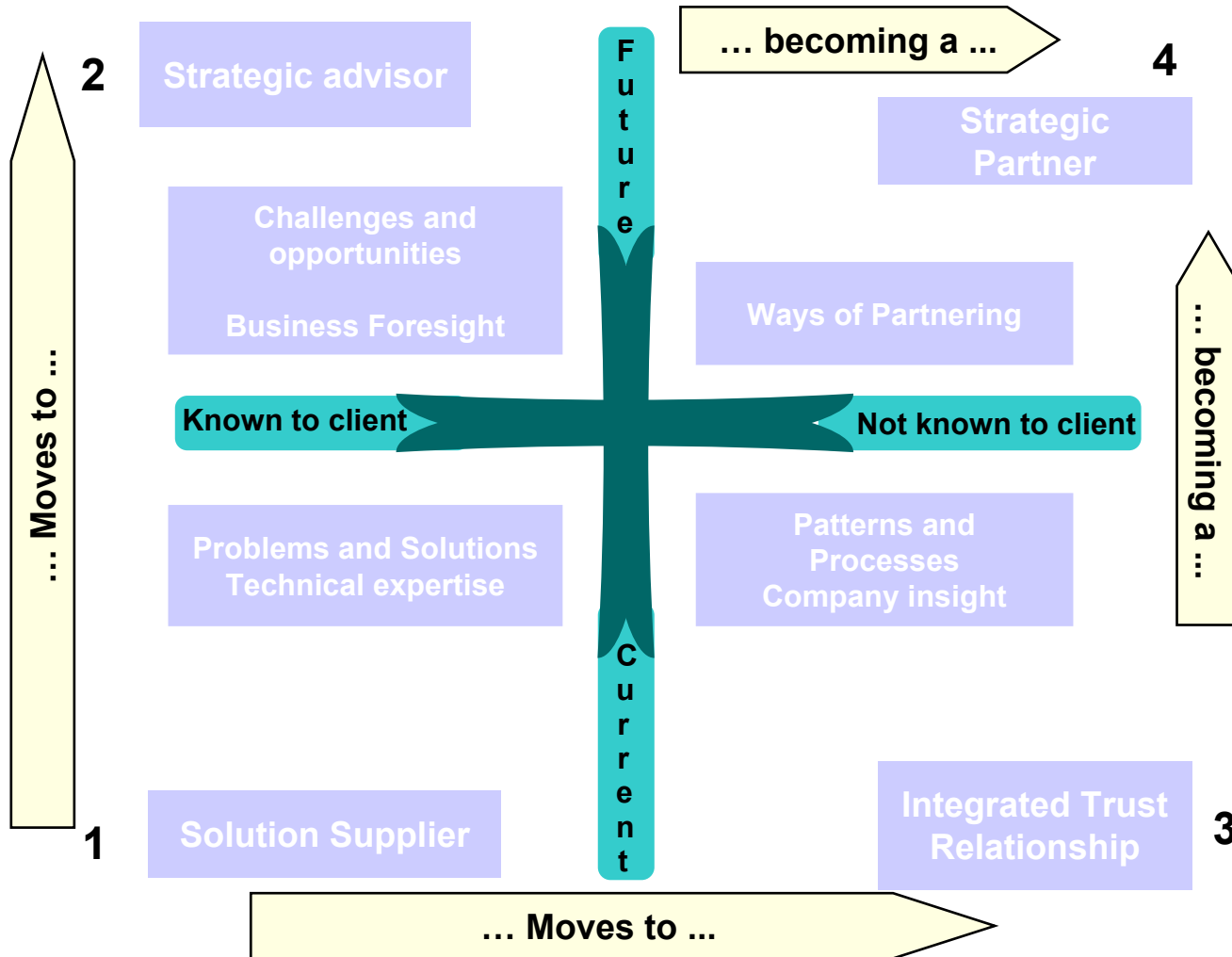
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1. Relationship management development
2. Account opportunity planning
3. Creating impact and influence

# 1. Relationship Management Development

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# Relationship Transformation - New Roles & Agendas



# Important Account Management Stages

- To enter the game you have to be able to deliver good quality, on time at the right price...(no surprises) as a solution supplier (Box one).
- However if you stay in Box one you hit the law of diminishing returns..either they constantly squeeze your margins or you hit the trust barrier.
- Once you are a main supplier (top three in a category) you can end up providing the added value benefits of a partner without the added returns, ie doing useful things for free.
- Almost impossible to go from Box one direct to Box four.
- You earn the right to be partner and protect revenues in Box one, by adding value to the customer through business foresight and company insight...helping them grow their revenues and returns or improve performance against key measures.

# Principles for High Performing Relationships

- **Creating a relationship with the client that enables Nokia to deliver value that is greater than can be realised through its separate projects, products and services**
  - Relationship team being more joined up and connected than the 'partner'
  - creating insight from the pattern that connects the different interactions
  - helping the partner join up across their internal divides
- **Having key relationships at the top of the organisation across the business divides**
- **Being able to 'work the politics' and not get drawn into 'playing the politics'**
- **Working within a continually learning team (s) in which:**
  - everybody understands and can communicate how their work contributes to the overall value that Nokia can bring to each partnership
  - team meetings do not just share information but generate new company insight and business foresight through effective dialogue.



# Principles for Relationship Leaders

- The capacity to create authority, presence and impact quickly
  - the ability to build fast rapport with a wide range of people
  - the ability to create a transformational shift in the hearts and mind sets of individuals and groups.
- Bringing business foresight and business partnerships to the table
  - being able to leverage Nokia's experience and wider business community to, add foresight to the key players, so they can see their issues in a wider context
  - being able to leverage Nokia's network to bring new partnerships, alliances, customers and providers into a situation.
- Business Intimacy: Being able to connect with key individuals at both the personal and business agendas
  - engaging senior executives, not only on their current problems, but their passions, their futures and the legacy they would be proud to leave behind
  - creating insight about 'how we work' and challenging patterns

# Key Capabilities for Leaders who can Transform Relationships

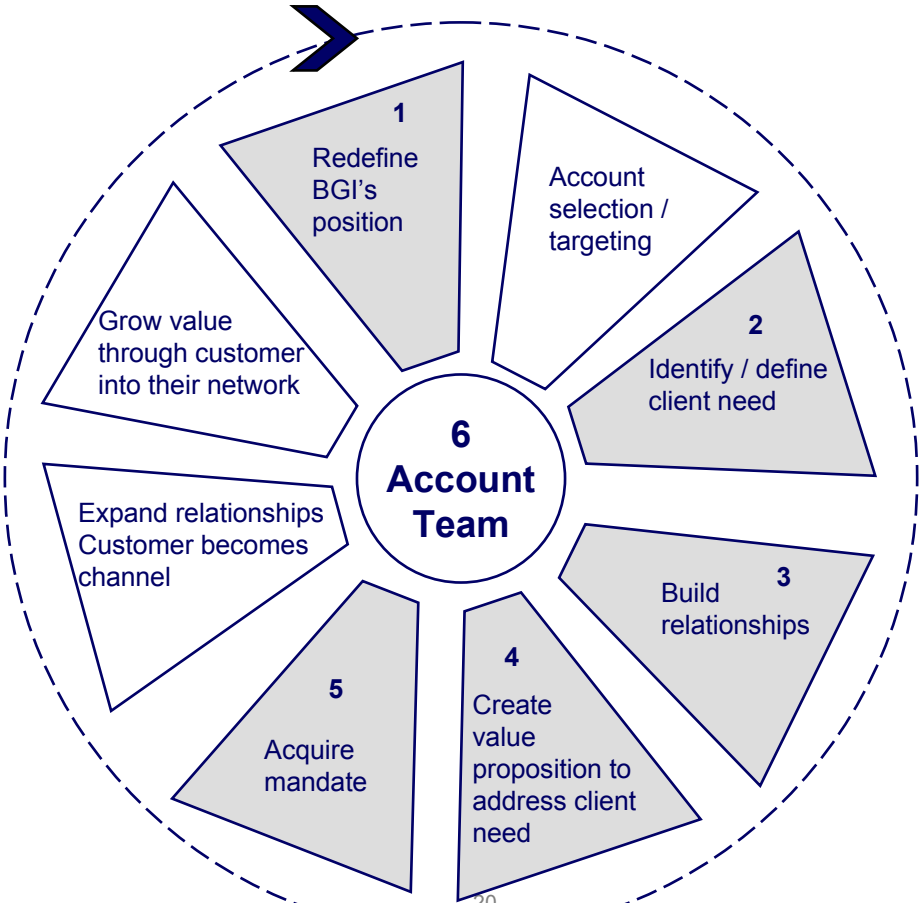
- Self-awareness
- Authority, presence and impact
- Emotional Intelligence including, matching and mismatching with a wide range of people
- Ability to create a transformational shift in relationships
- Highly competent across cultures
- Account planning strategies
- Ability to lead account team

# 2. Account Opportunity Planning

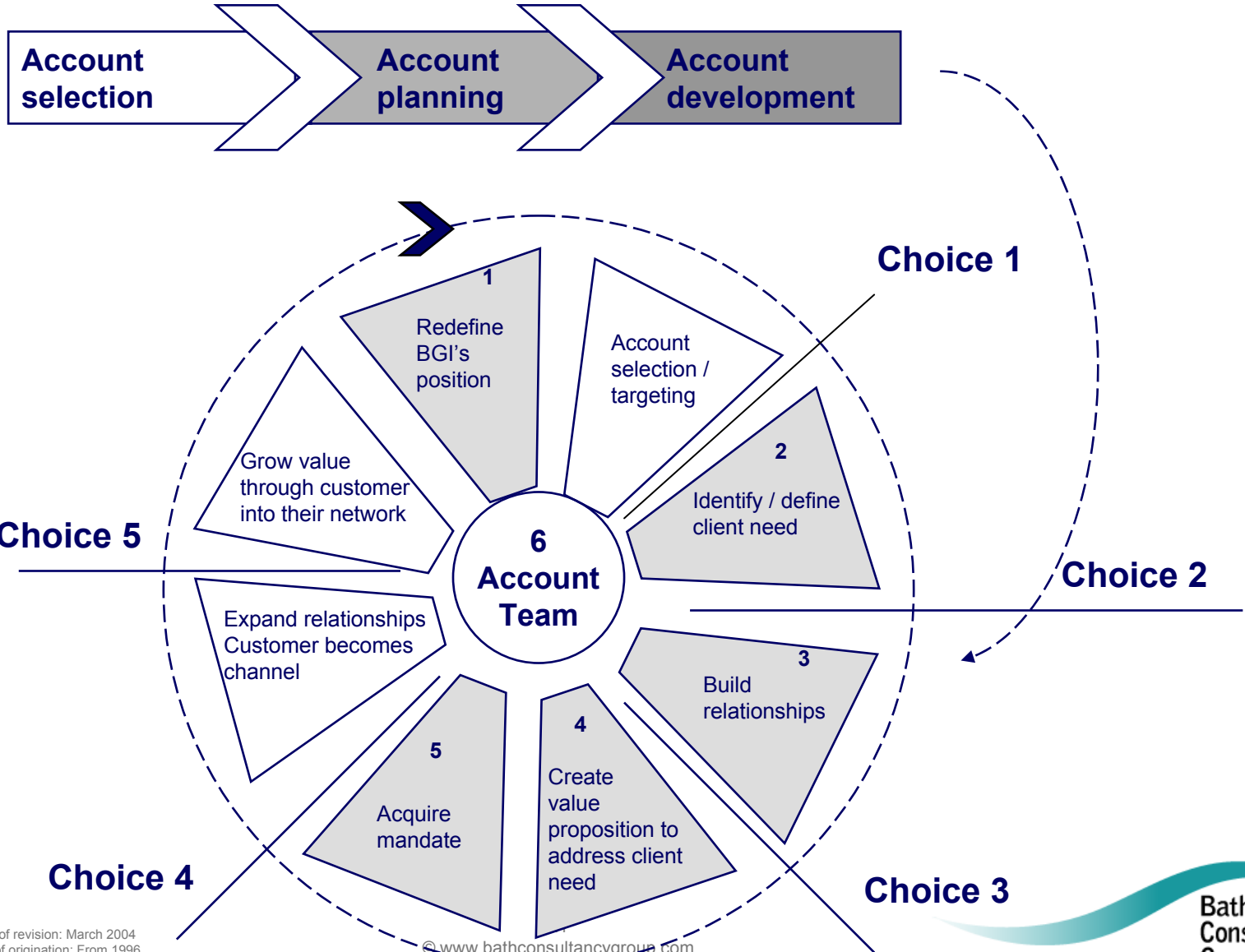
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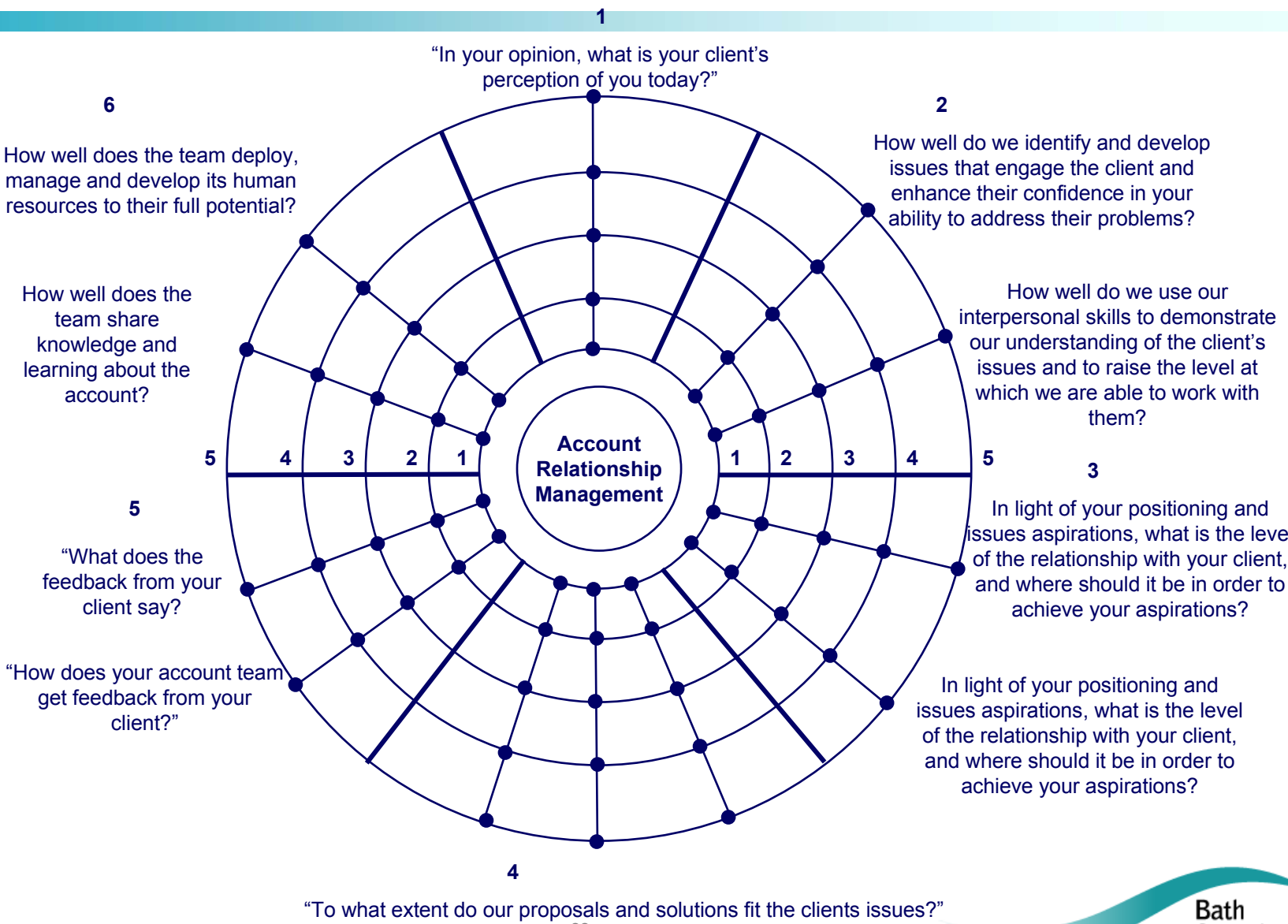
# Account Opportunity Planning



# Choices

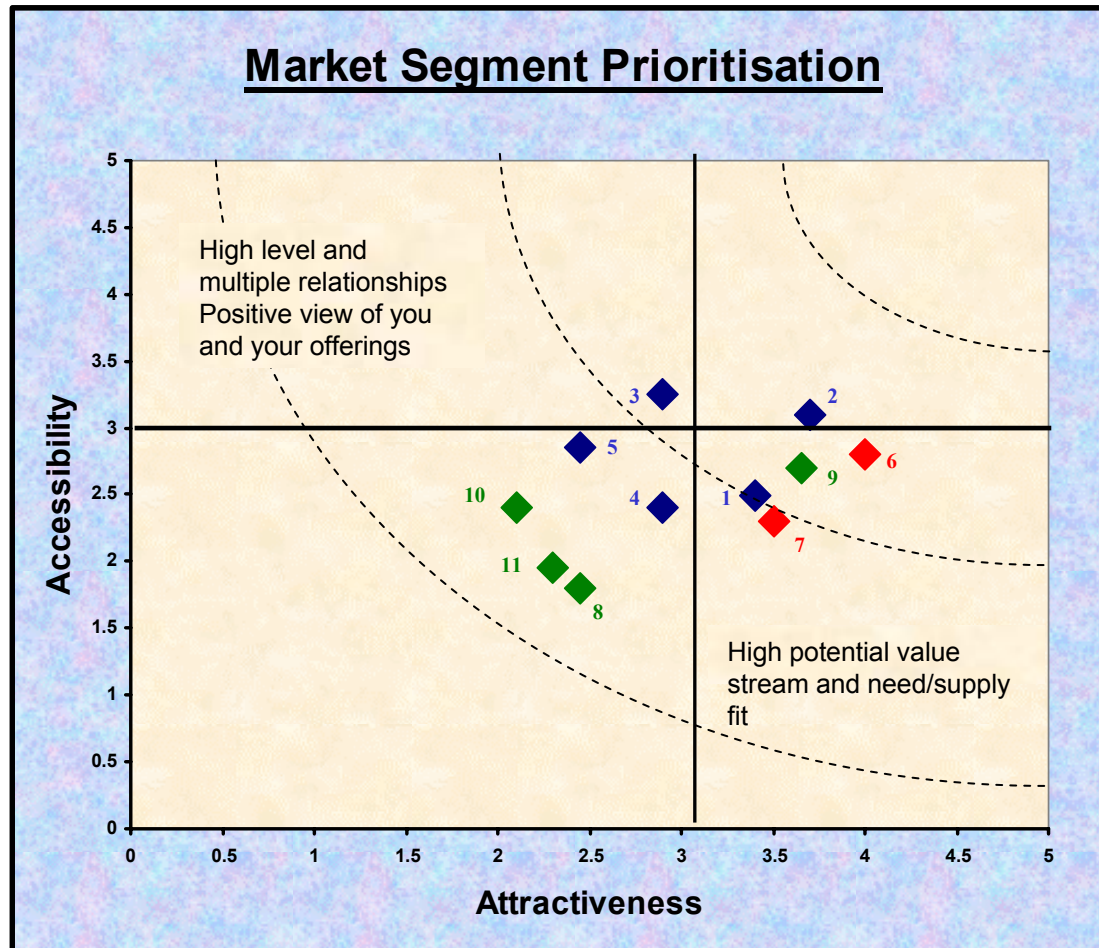


# Account Relationship Profile Summary



“To what extent do our proposals and solutions fit the clients issues?”

# Market segment prioritisation



# 3. Using impact to create 'shift' or breakthroughs

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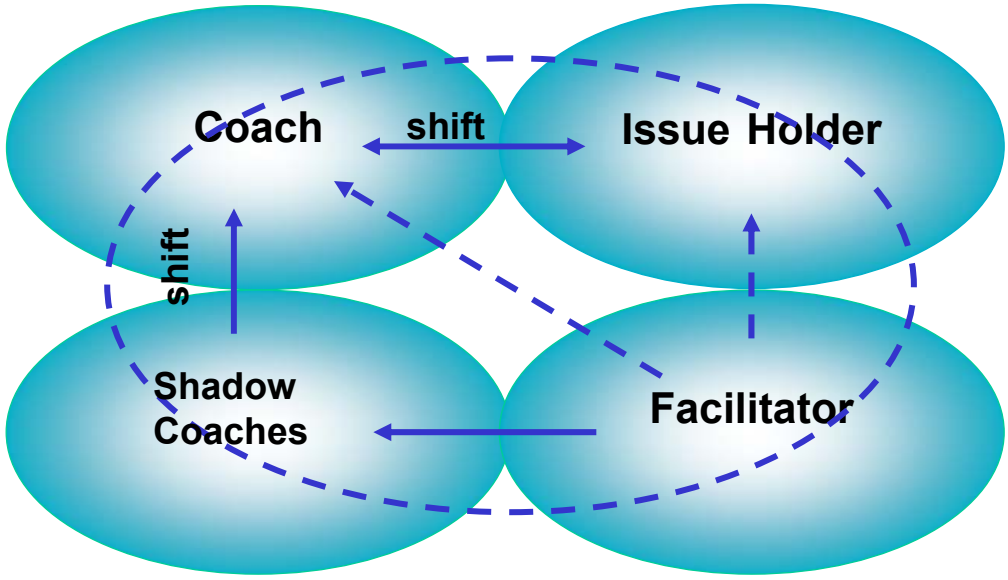
# Practicing Creating ‘Shift’ or ‘Breakthroughs’

- A trusted partner will engage with their teams, customers, suppliers and alliances to bring out and help resolve issues requiring change to occur.
- As part of this role they will help their clients to:
  - become more aware of the need for change
  - generate energy for the change; and stay throughout energy wave
  - bring about the change;
- To achieve a transformation the partner engages to do what is necessary for everyone to feel enabled to go back and change the way they work.
- There are a number of orienting principles which underline the concept of transformational relationships.
- **The concept of “Shift”**
- The outcome of the work is to create a “shift” toward change rather than to generate comprehensive solutions for change. Solutions that bring about change are made up of a number of “shifts” in the clients’:
  - thinking;
  - feeling;
  - behaving.
- Noticing and building on what may seem small shifts generates an accumulation of energy to make real change really happen. Conversely a plan of action, no matter how clever or clear that is evolved without “shifts” happening in the making of the plan will have less chance of working.

# Transformational Coaching Group Process

Works with Issue Holder to help him work through his client issue and create shift

Issue Holder explores client situation



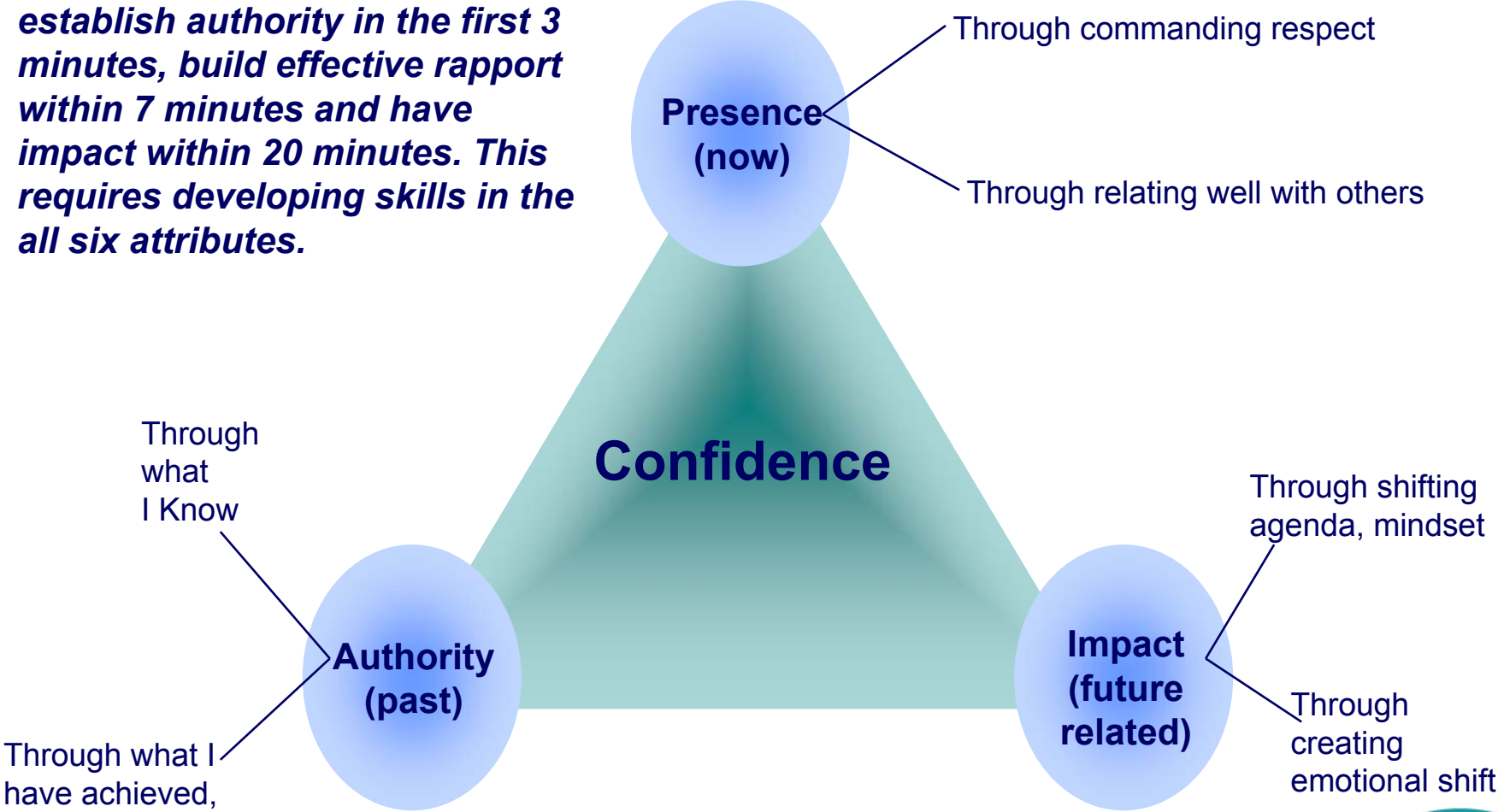
Works with coach to help him be a more effective coach

Comments on the overall dynamic, supports "shift"

CLIENT SYSTEM

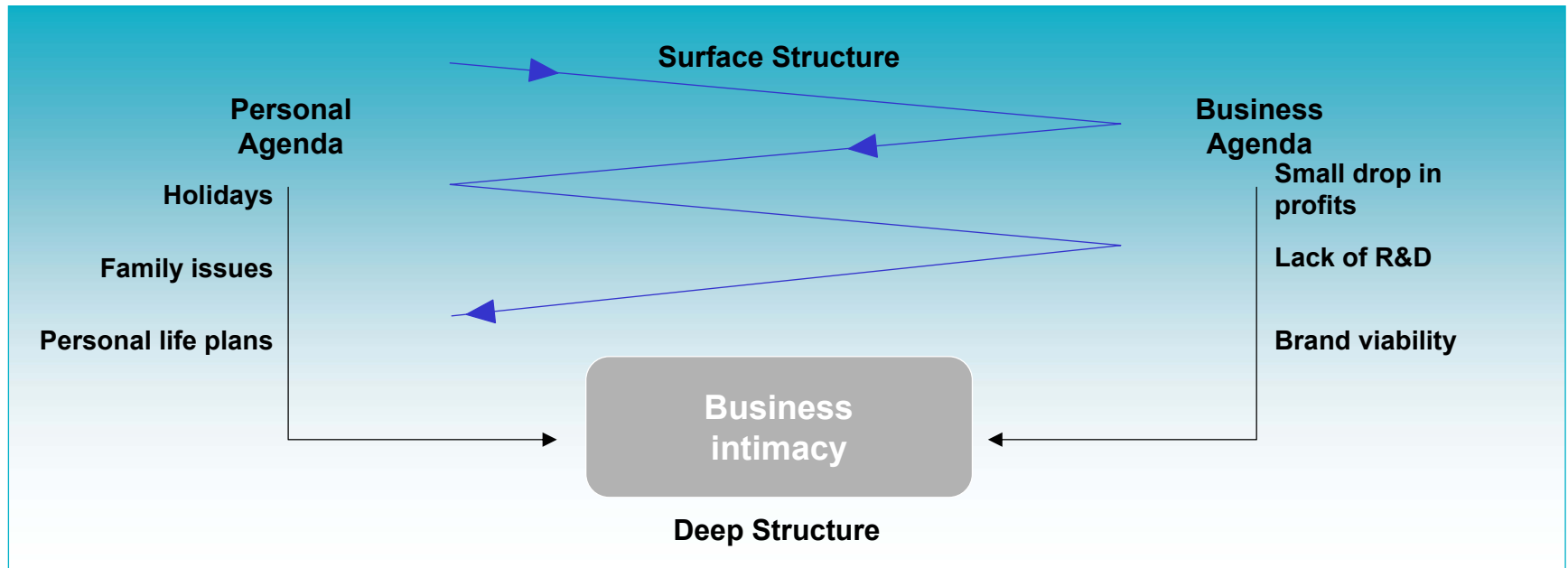
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# Developing Fast Cycle Business Intimacy

- Working with leaders of organisations always presents the problem of how much time they can give in order to help themselves to help their organisations rather than to continue to do what they do already under enormous time pressure.
- As a trusted advisor or transformational coach to your client you need to be able to interrupt the normal time it takes for trust to be built between you and your client in order for a change to happen. You therefore need to work at a deep level quickly by developing what is called “fast cycle business intimacy” between you and your client.



# Levels of Listening

## Level of Listening

## Activity of Listener

## Outcome in the person being listened to

**Attending**

**Eye contact and posture demonstrate interest in the other**

**“This person wants to listen to me”**

**Accurate Listening**

**Above plus accurately paraphrasing what the other is saying**

**“This person hears and understands what I am talking about”**

**Empathetic Listening**

**Both the above plus matching non-verbal cues, sensory frame and metaphors; feeling into their position**

**“This person feels what it is like to be in my position, they get my reality”**

**Generative empathetic Listening**

**Both the above plus matching non-verbal cues, sensory frame and metaphors; feeling into their position**

**“This person helps me to hear myself more fully than I can by myself”**