

# Learning to Lead the Sales Conversation and Positioning for Incentive Compensation

Module 6 – Building Your OBM Business



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## So You Have a Prospect 😊

Answer these questions first:

- **Why would YOU want to work with this prospect?**
  - Why are they hiring for this role and why now?
- **Why are they hiring for this role and why now?**
  - There is a difference between replacing a key team member and getting the first level of this support
  - Are they truly ready for an OBM
- **What is their budget for the role**



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## The #1 Mistake Most Virtual Support Professionals Make in the Sales Conversation

Being a Follower and Not a Leader

What do I mean by this... most conversations with business owners go something like this:

- Prospect: tell me a bit about yourself/service  
You: tells a bit about your service
- Prospect: what systems do you know  
You: tells systems that you know
- Prospect: tell me about what you love to do  
You: tells them what you love to do
- Prospect: tell me about what you don't enjoy or don't do well  
You: tell them about what you don't love

**See what is happening here... you are playing follow the leader, and you are not the leader.**



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## What Does LEADING the Sales Conversation Look Like

### Confidence:

- Confidence is based on WHO you BELIEVE you are
- Where there is lack of confidence doubt radiates

### Solutions

- You are not giving anything away by sharing solutions! Flaunt your expertise my friend ☺
- This is a show don't tell scenario – come to the call with details of how you have supported clients, lead in past roles, etc...

### Truth

- Be real with expectations

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## What Does LEADING the Sales Conversation Look Like

The sales conversation must be a dance with your prospect or if they are a very dominant personality it may even feel a bit like tug of war... that's okay. If it does, it likely means you are doing it right.

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## What Does LEADING the Sales Conversation Look Like - Technique

**Simply Put:** When they ask a question, you answer and respond with a question...

The person asking the questions, is the person in charge of the conversation. The person in charge of the conversation is the person with the most confidence. **The person with the most confidence WINS!**

This may sound a bit like:

- Client - So tell me a little about how you work with your clients.
- You: I support my client in X, like you many of them do not have Y, to ensure they are moving toward their vision. Have you clarified your business and know what you want to accomplish in the next 90 days?

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### 3 Steps to Getting the YES!

- Pre-Conversation Discovery - **Ask if they are shopping around!**
  - Request to be the last person they interview
  - Let them know you are very exclusive with your clientele
- During the Call – Get the emotional YES first!
  - Get the sign of relief
  - Drill down until you get the sigh of relief

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### 3 Steps to Getting the YES!

- For the Close - Push for the commitment...

**Ask these 3 questions:**

- What do you feel you need to know from me at this point to clarify our being a great fit?
- If I were to have a conversation with another prospective client later today and they hired me on the spot, based on what you know about me at this point do you feel that would be a loss for you or your company? Because to be honest this is a possibility...
- Because I have no problem turning clients away that I know are not a good fit for me, I am really keen to partner with those who are. Would you be willing to make a verbal commitment with your intent to move forward then we can reconnect in a few days and finalize the details.

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### 3 Steps to Getting the YES!

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### The 3 Words Your Clients are Desperate to Hear From You

- **Results**
  - Results are always measurable...
  - Results are always in forward motion...
  - Results will always bail you out..
- **Ownership**
  - Talk to them about taking ownership of the initiative
  - That when it comes to you they don't have to think about it anymore, that you have it
- **Proactivity**
  - How are you going to contribute to organization and scalability



### The Sales Conversation is One of Leadership, Expertise, Confidence and Results



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## Negotiation First – What Do You Want?

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## Time vs. Value

Paying people “for time” is a flawed model

- Different people work at different speeds – with same end result
- Doesn’t truly reward someone for how they contribute to the bottom line (can actually work against them)
- Having to always watch the hours vs. just getting stuff done

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## Recommended Calculation

- Flat rate of \$1500 - \$2500
  - Dependent on hours expected and current revenues – may be adjusted
- Incentive on revenues – 2 considerations
  - Only kicks in after reaching breakeven point (how much it costs to run the biz each month)
  - Only kicks in based on growth from where company is now (averaging \$50K already, incentive after that)

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## It's not the conversation itself that usually makes or breaks your request for incentive-based pay.

It's the preparatory relationship-building and addition of value that you've done beforehand.

Value + Trust = Strong Foundation for Incentive

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## Negotiation Current Clients

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## How to Approach your Client

- Plant seed at start of relationship
- Waiting until after the dating period (need to earn trust, prove value)
- Set a date to talk about it, ie: after first 90 days or ASAP if you've worked together a while
- Come prepared with an incentive option to discuss – don't leave it up to them



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## It is 100% up to YOU to make this happen!

Your clients will not “give” you incentive, you need to ASK for it specifically



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## Conversation Formula

So the formula, if we can call it that loosely, is something like this:

- Acknowledge the situation as it is... PLUS
- Point out the goals/desires/needs that you share... PLUS
- Suggest, inquire or invite an opening to the conversation.



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## Conversation Starters

- *“I’ve been doing some thinking about how you can get the most bang for your buck from my work.”*
- *“As we continue to grow I don’t want to keep billing you at my hourly rate as that won’t be sustainable at some point and I’ve been thinking about some alternatives.”*



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## Conversation Starters

- *“I’m looking for the opportunity to grow in terms of responsibility, take more off your plate, and allow you to do the things only you can do. Maybe, what would you think if we were to try and get a little creative about things, compensation-wise?”*
- *“If I were in your shoes I know I’d be asking about return on investment at this point, when it comes to paying me and the team.”*



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## When Incentive Doesn’t Work

- Lack of trust in the relationship
- No clear understanding of the value or contribution to the bottom line
- Little or no growth in the business
- Business owner isn’t interested in it
- Support person isn’t inspired by it



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## Negotiation Scenarios

- You are talking to a potential new client who looks like a great fit, the time has come to discuss compensation... *what do you say?*
- You are transitioning into the OBM role with an existing client and want to include incentive... *how do you approach the subject?*

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