



Bagley Consulting

Center for *Strategic Partner Leadership*

*St. X Career Connexions*

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*Marketplace Eminence: The **Network,**  
**Expertise, and Advisory** Factors*

***“If you think you are too small to make a difference, try sleeping with a mosquito.”***



**– Anita Roddick**

Founder and Owner

The Body Shop

# Marketplace Eminence

**What is it?**

**Networking**

**Developing an Expertise**

**Assessing Your  
Business Development  
Skills**

**Resources**

# Agenda





# What is *Marketplace Eminence*





# New Business Development → ‘\$elling’

- **YOUR** Impact on **Revenue Generation**

- Network Strength in **Size** and **Value**
- **EXPERTISE**...Do you have one?
- Responding to Needs in the Marketplace → **Surveys / Listening / Seminars / Advising**...Are you doing these things?
- **Personal Credibility**...Do you have **IT**?
- Delegate & Innovate

**SALES**



# Marketplace Eminence

It all begins with...

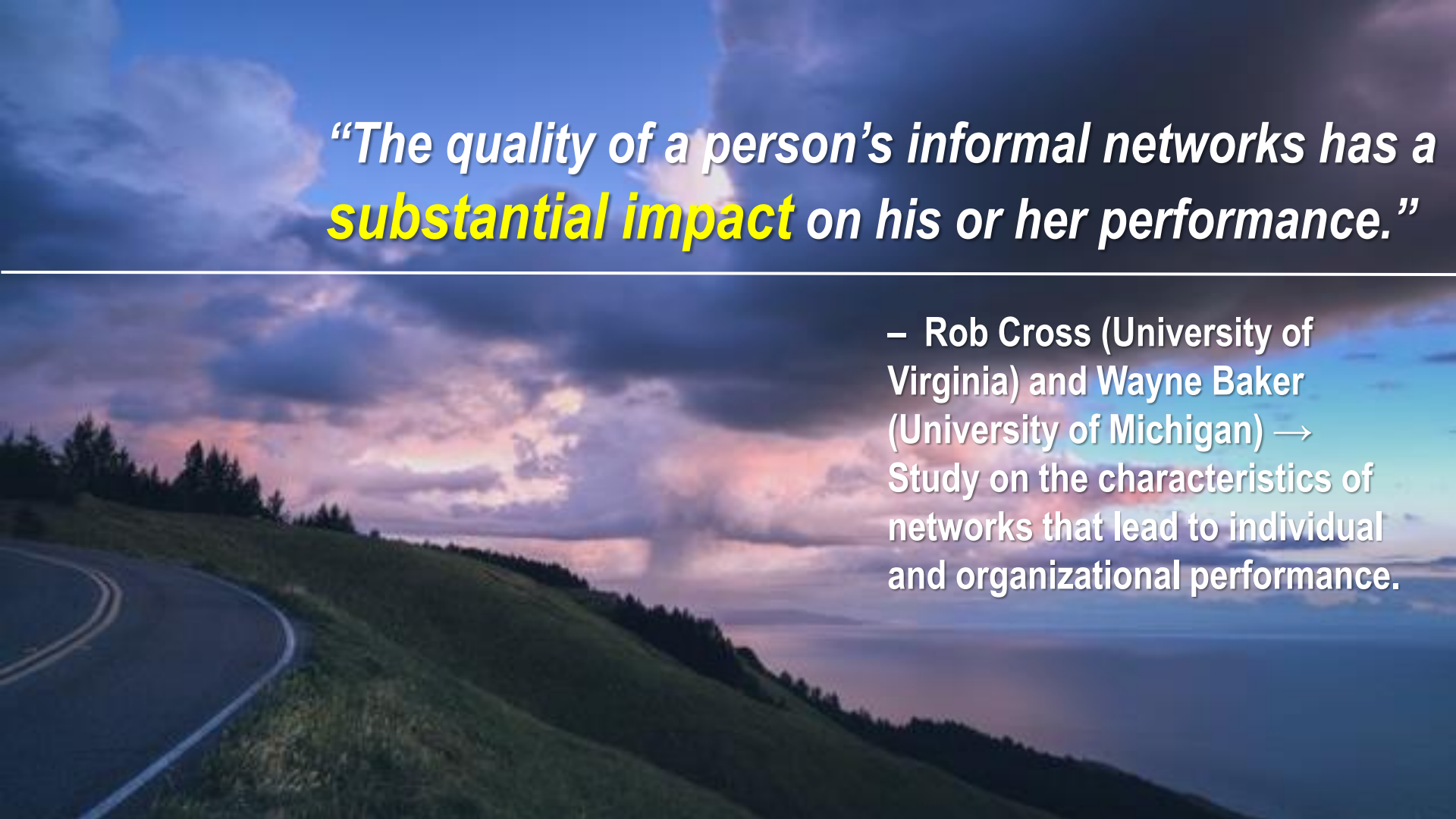


***NETWORKING***

# ***Characteristics of Networks***







*“The quality of a person’s informal networks has a **substantial impact** on his or her performance.”*

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– Rob Cross (University of Virginia) and Wayne Baker (University of Michigan) → Study on the characteristics of networks that lead to individual and organizational performance.

# How many **contacts** in your network?

*What is the average?*

**300**

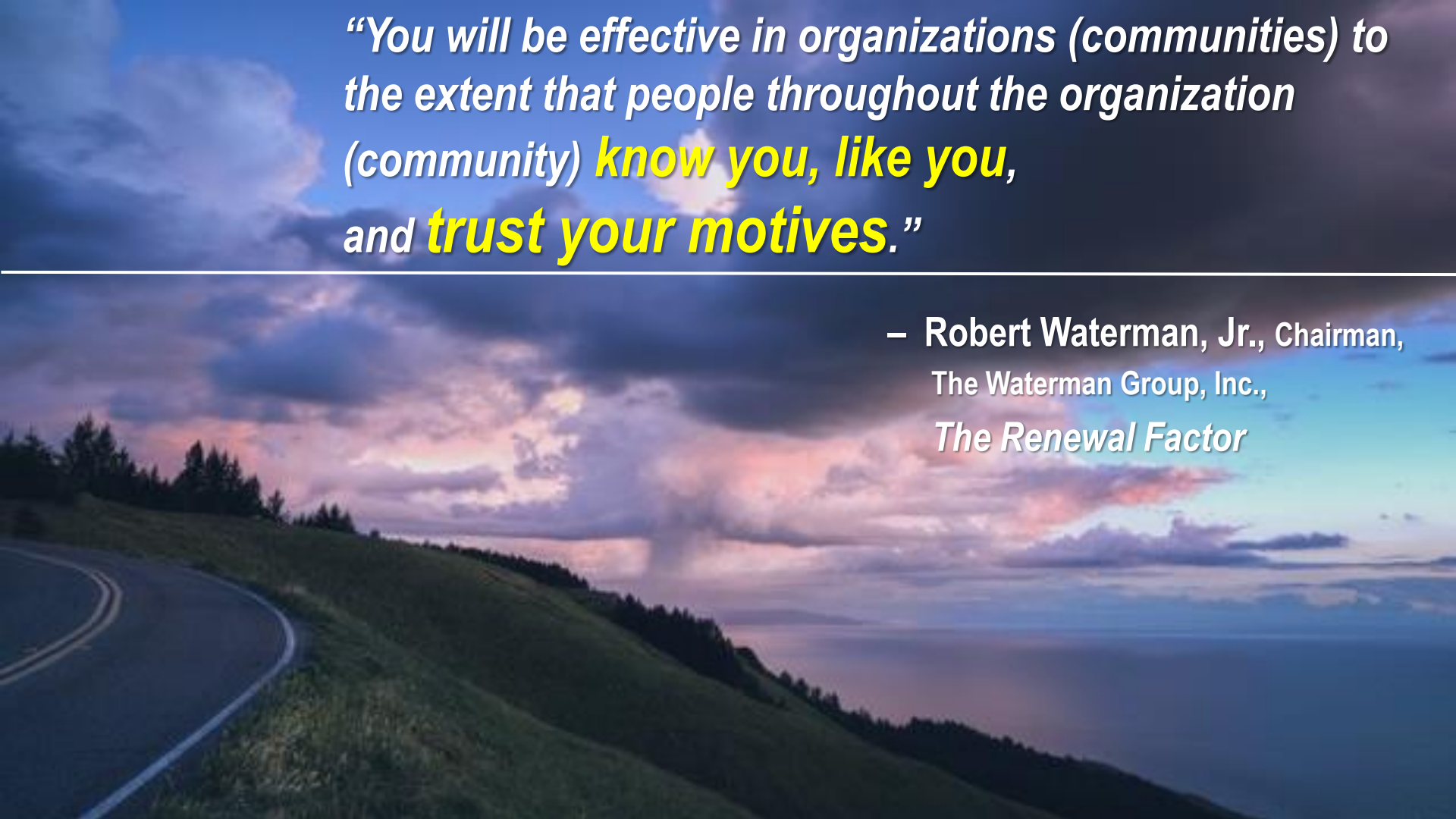


# Every Person You **Know and Meet** Should Become Part of Your Personal Network

- Clients / Prospects
- Family, Friends, Neighbors
- High School / College Peers
- Community Involvement
- Church Relationships
- Business Contacts
- People you Meet by Chance
- **$300 \times 300 = 90,000$**







*“You will be effective in organizations (communities) to the extent that people throughout the organization (community) **know you, like you,** and **trust your motives.**”*

– Robert Waterman, Jr., Chairman,  
The Waterman Group, Inc.,  
*The Renewal Factor*

# Networking is a *Dynamic* Process

- *Plant*
- *Nurture*
- *Harvest*



# Plant = *Invest*

- *Time*
- *Plan*
- *Making Contacts* (Clients → Captive Audience)
- *Relationship-Building*
- *Courage* (those hard calls)





# Nurture = *Demonstrate*

- *Concern*
- *Commitment*
- *Effort*
- *Follow-Through*



# Harvest = *Receive*

- Information
- Contacts
- Advocacy
- *Business*



# Networking is about...

- **Starting NOW!**
- Building **meaningful** relationships
- Becoming A '**Trusted Advocate**'
- The '**Little Things**'
- Not a '**quid pro quo**' focus  
(tends to occur, however)
- Continual **expansion**
- **Connecting** Others to Others





# Networking *Event* Tips

- **BELIEVE** in the Value of Networking
- Network **BEFORE** you need it
- Have an **agenda**
  - **Who you are** → Value you bring
  - How **can you help** others?
- **Put your agenda SECOND** to others' needs
- **EVERYONE** you meet is important
- **Follow-through** → Just like an athletic move; nothing happens unless you follow through.



# An MIT study found that...

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- **Who** you know is increasingly as important as **What** you know.
- People who cultivate broad and diverse networks...  
**are more successful** than those who rely strictly on their inner circles.

# Are you a **Connector?**

Malcolm Gladwell's *The Tipping Point*:  
**DO YOU...**

- **Know lots of people**...seemingly everyone?
- Make a conscious effort to **meet as many as possible**?
- Feel comfortable with **'casual acquaintances'**?
- Simply **'like'** people?
- Have an **instinctive** and natural gift for making social connections?
- **Connect others to others**...happily?



# Are you a **Connector?**

**DO YOU...**

- ***Desire to help others?***
- ***Remember*** most of those met during life?
- Recall individuals from ***early*** in life?
- Convey ***positive*** messages about others to others?
- Convey ***empathy and sincerity?***
- Feel **everyone** is ***worthy?***



# How Many Folks With These Surnames *Do You Know / Have You Met?*

Aaron, Abbott, Abdul, Acklin, Ackerman, Adams, Adkins, Aldridge, Allen, Bailey, Baird, Baker, Bales, Ballenger, Barber, Barker, Barnes, Barnett, Barrett, Bauer, Baumgartner, Blakemore, Caldwell, Callahan, Camp, Campbell, Carey, Carman, Carpenter, Chambers, Collins, Daugherty, Davidson, Dehne, Delaney, Dooley, Drake, Downing, Elmore, Enoch, Edwards, Ewing, Ervin, Evans, Engelbert, Ewart, Ely, Emigh, Elam, Farrell, Fariello, Faulkner, Fedler, Ferguson, Ferrell, Fields, Findley, Finn, Fisher, Fitzgerald, Gable, Gaines, Gallenstein, Gammon, Garner, Garrison, Gavin, Gibbons, Gill, Gillespie, Haft, Hahn, Hazelton, Hebel, Heekins, Hileman, Hinchey, Honeycutt, Hope, Hudson, Huff, Hyatt, Hyde, Hyne, Iles, Imhoff, Ingalls, Ingram, Irvin, Isaacs, Ison, Issen, Ismail, Ives, Izzo, Jackson, Jacobs, Jesse, Johanning, Johnson, Jones, Jordan, Jung, Jurgens, Jurgensen, Kaiser, Kasselmann, Kaufman, Keating, Keates, Keller, Kelly, Kemper, Kennedy, Kent, King, Landgren, Lee, Leininger, Leopold, Lewis, Liang, Lindeman, Lingardo, Litchfield, Lowe, Maher, Mairn, Mann, Masuda, McGee, McKinley, Metcalf, Middleton, Mizer, Moore, Morgan, Myers, Namay, Neal, Neff, Nelson, Norman, Nurre, Nusbaum, Nutt, Nutting, Nutty, Nye, Nyman, O'Brien, Oden, Ollberbing, Olivera, O'Neill, O'Rourke, O'Toole, Osterhaus, Owen, Oxley, Pagan, Palmer, Parker, Parrott, Patrick, Patton, Paxton, Payton, Pennington, Perez, Perry, Pickett, Pratt, Pryor, Qualls, Quinn, Quick, Quincy, Quinlan, Quinones, Radcliffe, Raleigh, Ramsay, Randolph, Reece, Rice, Riggsby, Riley, Roan, Roberts, Rogers, Ross, Roth, Rust, Ryan, Salazar, Sale, Sanders, Samford, Schneider, Schwartz, Sellers, Short, Song, South, Sullivan, Thompson, Thornton, Toro, Tracy, Tucker, Turner, Tyler, Tyson, Tyndall, Tyne, Uhl, Uebelhor, Uhler, Uhlman, Ullrich, Ulmer, Ulrich, Uribe, Utz, Valentine, Vance, Vanderpool, Vater, Vazquez, Via, Vickers, Vincent, Voelker, Voyles, Vonderhaar, Vosmeier, Wagner, Waits, Walden, Walker, Wall, Walsh, Walters, Ward, Warner





# Designing your Networking *Plan*



# Action Steps

1. Establish Networking **Goals**
2. What **Strategy** will I design?
3. What, **specifically**, will I do?
4. Create a **Personal Networking File**
5. Develop a **'Follow-Through' Plan**
6. **Accountability**: Who challenges me and holds me accountable?



# Establish *Goals*

What will I accomplish in 20-- related to my personal network ?

- *How many* individuals are currently in my network? \_\_\_\_
- How would I *classify* them?
  - \_\_\_\_ Friends
  - \_\_\_\_ Business Contacts
  - \_\_\_\_ Clients / Prospects
- Are they at the *right level* to impact revenue generation? \_\_\_\_
- *If not, who might be* at the right level? \_\_\_\_\_



# Establish *Goals*

What will I accomplish in 20-- related to my personal network ?

- How might I be able to *help* them? \_\_\_\_\_
- How do I *reach* these individuals? \_\_\_\_\_
- Who can *help me meet* viable contacts? \_\_\_\_\_
- How many contacts will I *add* to my network? \_\_\_\_\_
- Who in my network do I need to *reconnect* with? \_\_\_\_\_
- What are the *best forums* for networking? \_\_\_\_\_



# What, ***SPECIFICALLY***, will I do?

- Provide personal and professional ***advice***
- Fund raise
- ***Present*** to key business and social groups
- Take an active part in ***business roundtable sessions*** (Be an active participant)
- Join a ***Board***...and have an ***IMPACT***
- Write and submit ***articles*** to key publications
- Take those new to Cincinnati / NKY to ***lunch***
- ***Pro-Bono assistance***





# Create a Personal Networking *File*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone (cell, work, home, fax): \_\_\_\_\_

E-Mail: \_\_\_\_\_

LinkedIn: \_\_\_\_\_

Family Members: \_\_\_\_\_

Special Accomplishments: \_\_\_\_\_

Interests / Hobbies: \_\_\_\_\_

Birthday: \_\_\_\_\_

Alma Mater: \_\_\_\_\_



# Staying in Contact

- Handwritten Notes → *'Thank You' 'Congrats!'*
- *Holiday* Cards
- Help with *Job Search*
- Contribute to *Fund-Raising* Requests
- Remember Special Dates (*Birthday/Anniversary*)
- E-Messages
- Breakfast / Lunch (*Pick up the tab*)
- Send Articles / *Clippings of Interest*
- Small *Gift* (Book, Food, Mug)



# Accountability

Who will hold you **accountable** for creating and executing specifically to your networking goals?

- *Business Development Reports*
- *Quarterly Review*
- *Niche Leader*
- *Formal / Informal Mentor*



Shifting from Networking to...

## Marketplace Eminence Goals

Once you find yourself succeeding related to networking, you will find the process specific to *bringing in new business* **'Leads'** and new *business* **Dollar\$** to be less challenging.



You are now seen as a *friendly force* in the marketplace; a reliable *expert in business* and in *human relations*.

# Establishing Eminence Goals

What will I accomplish in 2017 related to Marketplace Eminence?

- How many hours per week devoted to '**on business**' projects **as opposed to 'in business'** projects ?
- How well do I **know my SERVICE LINE**?
- How well do I **know my clients' businesses**?
- Do I effectively **DELEGATE** to free up my time?
- How **creative** am I? **INNOVATE**
- How strong are my **ADVISORY skills**?
- Am I **listening** to the client? Do I hear their PAIN?
- How much in **\$\$ might I influence** bringing to the firm in the current/upcoming fiscal year?





# Developing an Expertise



# Business Knowledge

How much do you know about **your** organization?

- ☐ History Of The Organization \_\_\_\_\_
- ☐ Organizational Structure \_\_\_\_\_
- ☐ The Vision \_\_\_\_\_
- ☐ The Strategic Imperatives \_\_\_\_\_
- ☐ The Mission Statement \_\_\_\_\_
- ☐ The Brand \_\_\_\_\_
- ☐ Special 'Initiatives' \_\_\_\_\_
- ☐ Targeting: New Business Development \_\_\_\_\_
- ☐ Specific Challenges \_\_\_\_\_
- ☐ Projections For The Future \_\_\_\_\_



# Business Knowledge

How much do you know about **your CLIENTS or PROSPECTS**?

- **History** of the Organization
- Organizational **Structure**
- The **Vision & Strategic** Imperatives → Specific Goals & Objectives
- The **Mission** Statement → How do they define themselves?
- The **Brand** → How do they wish to be perceived?
- Special **'Initiatives'**
- Language of the Organization → Terms, Acronyms, Buzz Words
- Human Resource **Awareness** → HR Compliance Standards; Employee Relations; Culture; Risk Management



# Business Knowledge

How much do you know about *your CLIENTS or PROSPECTS*?

- **Targeting**: New Business Development
- Generating Revenue
- **Financial Structure** in General
- Quality and Integrity
- Specific **Challenges**
- **Projections** for the Future
- **WHERE ARE THE OPPORTUNITIES TO EXPAND SERVICE?**



# Creativity

*POWER OF THE MIND*

- Your **Creative** Ability
- Bringing '**Best Practices**' to the Table **INNOVATE**
- Your Status as a '**Thought Leader**'





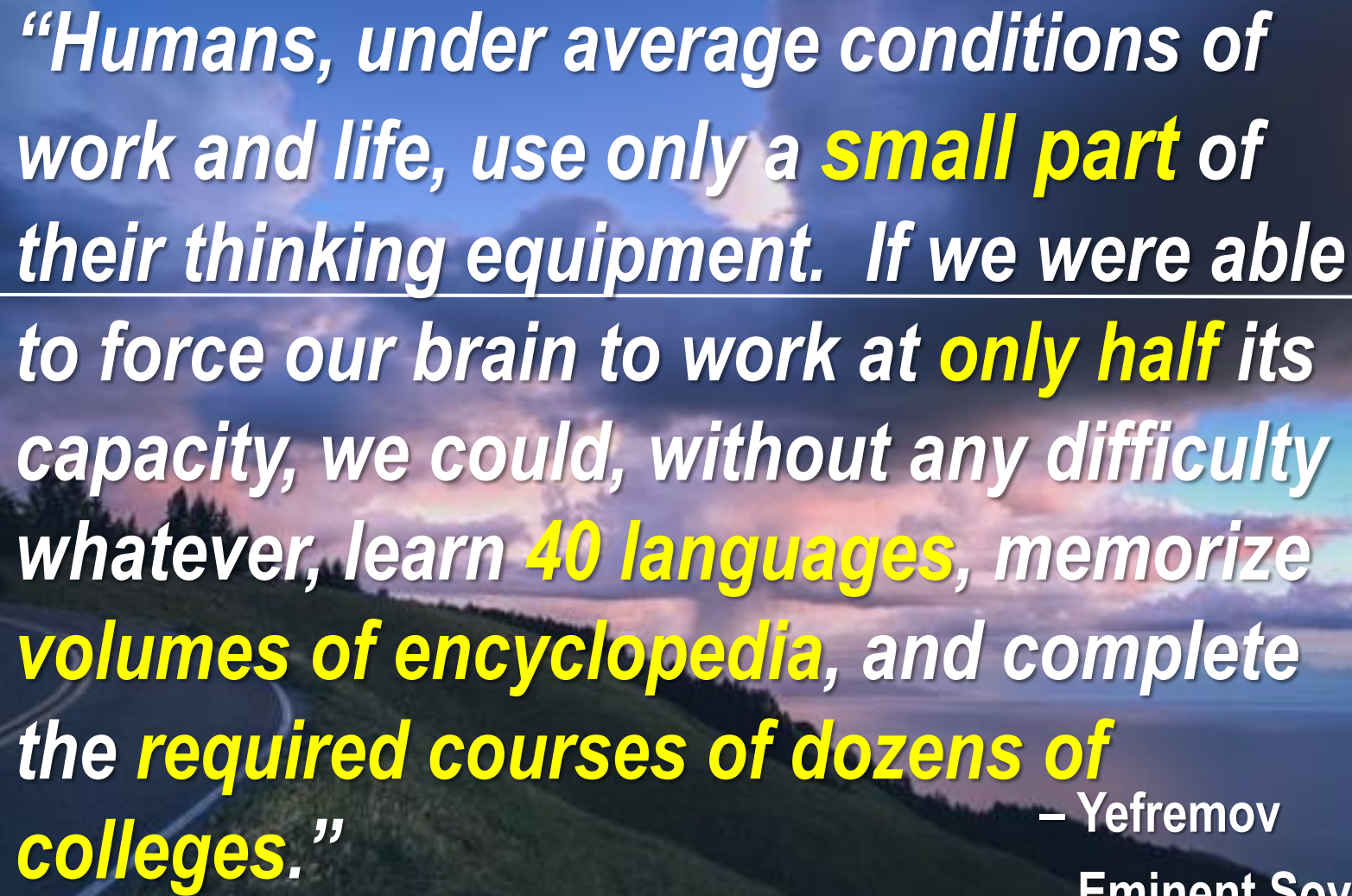
# **Capability Potential** of the Human Mind

**UCLA Brain Research Institute** subscribes to the hypothesis that the **capability potential** of the human mind may be **INFINITE!**

→ **We use 5% - 6%**

- Margaret Mead
- Carl Rogers
- Abraham Maslow
- Herbert Otto





*“Humans, under average conditions of work and life, use only a **small part** of their thinking equipment. If we were able to force our brain to work at **only half** its capacity, we could, without any difficulty whatever, learn **40 languages**, memorize **volumes of encyclopedia**, and complete the **required courses of dozens of colleges.**”*

— Yefremov

Eminent Soviet Scholar

# Why, then, **don't we accomplish more** as individuals?

- Most people have not learned to **think** → the highest order of a living being; instead, they **react** to situations.
- Most **go to any lengths to not deal** with an issue.
- Most ask all the wrong people to **resolve it for them** deferring to others just to *move it on*.
- **Reference sources** are not in their files / libraries.
- It **pains them** to write the issue down...and then spend quality time **thinking of ways to resolve it** → **LAZY!**



# How We Are *Limited* in our Quest for *Creative Power*

- It seems we are *content allowing others to dictate learning parameters*
- These 'others' may be individuals less talented than we are and...*we do this to ourselves!*
- The *brain is the most neglected* of all human tissue (Brain vs Biceps vs Heart)
- We need to learn how to *move beyond these established zones*



# What, then, is the **answer**?

- Take **60 minutes each week** and focus on:
  - A Goal
  - An Issue
  - Developing a 'Best Practice'
- **Exercise your mind** as you do your body
  - Many folks spend multiple hours each week exercising their muscles, **not one minute on their mind**
  - Your mind will respond more quickly to exercise than your muscles – and the rewards are much greater





# Remember this:

*Your success in life will be determined, to **a very large degree**, by the quantity and quality of **ideas you generate**.*



*We go nowhere as a civilization without fresh and inspirational...*

## ***Best Practices.***

# Advisory Skills

- **Providing creative thought** to superiors and to clients → **Thought Leader** →

## **'Best Practices'**

- Staying abreast of **current events / trends**
- Knowing your Specialty...**EXPERTISE**
- **INFLUENCING** Others
- **ASKING FOR THE BUSINESS**

*(It's okay to do that)*



# What is your area of *Expertise*?



- Gladwell's The Tipping Point:  
*'Mavens' → Information Specialists*

- *10,000 Hours* of doing something constitutes 'Expertise'



Pete Rose and Chris Botti



# *The Talent Code*

– Daniel Coyle

- Practice in the **‘Sweet Spot’** of your ability
  - Work on that area that is most fun and easiest in which to achieve
- Does what you’re doing / practicing **engage your sense of identity**?
- Is this linked to your **future vision**?
- Do you have **‘Role Models’** in this ‘sweet spot’ you aspire to be like or emulate?

# Asking for the Business

- Selling is Just *Like Practicing Medicine*
  - *'Doctors of Selling'*
    - Professionals, well-educated, acting in their 'Patient's' Best Interests...and bound by a high 'Code of Ethics'
  - The *'Medical Process' / 'Selling Process'*
    - *Examination*...asking excellent questions &  
***LISTENING CAREFULLY FOR THE PAIN***
    - *Diagnosis*...Check for symptoms and confirm & corroborate
    - *Prescription*...Product or Service is best treatment available
- Brian Tracy, Author, Goals!





# Voice of the Client

Survey feedback from critical clients

What does a ***long-term, mutually beneficial relationship*** look like to a key account?

“I want my advisors to ***call on me*** on a regular basis.”

“I want ***timely information*** sent to me.”

“I want to hear from my advisor on ***non-industry issues***.”

“I want ***proactive contact***.”

**You’ve got to talk to customers when nothing is going on.**



# Voice of the Client

Survey feedback from critical clients

How a ***new relationship*** unfolded:

“They gave us a lot before they got the opportunity of getting anything in return.” → ***Pro Bono Activity***

“They ***took time to learn my business*** before they became important to me.”

“My advisor is ***unselfish***, he has an attitude of not expecting something all the time.”

“They sat down with me and talked about my business. They got to ***know me & my needs***. They researched my industry.”



# Voice of the Client

Survey feedback from critical clients

## ***Sustainability*** of the relationship:

“The advisor took a ***long-term view*** of what we were trying to accomplish, and facilitated it.”

“I ***share my goals*** with my advisor.”

“I expect him/her to be ***well-rounded*** in a multitude of business areas.”

“I want options, ***creative solutions***, advice, and, ultimately, performance.”



# ***Eminence*** Calendar

- Ask your Client about CFO or HR needs / concerns  
...*their* ideas ...trends you are aware of
- Arrange for a *Pro Bono* 'HR Audit'
- Attend a Chamber Breakfast: Meet New People;  
*Follow up* with Them
- Take Client to *Lunch* ...and **PAY** for it...Thank Them
- *Submit an Article* of 2000-5000 Words to an Industry Publication on an *Idea or Best Practice*



# Quarterly Assessment of Your *Eminence* Performance

- **‘Out of Box’ Discussions with Clients...1 Point**
- **New ‘Connections’ or ‘Strengthened Relationships’...2 Points**
- **Articles...3 Points**
- **Part of a Presentation / Roundtable...4 Points**
- **Provided ‘New Service’ / ‘Special Project’ to Client...5 Points**
- **Influenced Bringing in ‘New Business’...6 Points**
- **Brought in ‘New Business’...7 Points**





# Outside Resources

## Marketplace Eminence

- *Managing The Professional Service Firm...Maister*
- *Swim With The Sharks...Mackay*
- *Dig Your Well Before You Are Thirsty...Mackay*
- *The 'I Hate Selling' Book...Boress*
- *The Tipping Point...Gladwell*
- *To Sell Is Human...Pink*



# QUESTIONS

