

Session 8: Delivering the Solution and Measuring the Value Delivered

In this session, we will explore how to deliver your solution in a way that ensures the customer has achieved success and understands the level of success that has been achieved.

OBJECTIVES

By the end of this module, you will know how to:

- Manage and document the decision process and keep cycle times short
- Prepare a diagnostic recap
- Confirm the customer's decision and the completion of the sale
- Discuss any areas of risk
- Have a measurement system in place before beginning the implementation
- Help the customer recognize the success they're achieving

WATCH

- *Managing and Documenting the Decision (5:00)*
- *Managing the Presentation (15:00)*
- *Managing the Delivery Process (9:45)*

FOCUS QUESTIONS

- If you were your customer, would you take the action that you are recommending to them?
- Thinking about a recent sale, what was the most difficult change for your customer to make in order to succeed?
- To what degree do you provide the support need for the customer to navigate changes required to achieve the maximum impact of your solution?



Managing and Documenting the Decision: Why?

- Ensure continued mutual understanding
- Align members of the Cast of Characters
- Establish a “paper trail” of decisions that maintains a momentum and prevents *needless* backtracking
- Clarify next steps



Managing and Documenting the Decision: When?

- Taking an incremental approach
- Documenting the multiple decisions and mutual understandings:
 - Diagnostic Introduction and Value Hypothesis
 - Diagnostic Recap
 - Design Conversation
 - The Summary: The Discussion Document



Managing and Documenting the Decision: How?

- Medium
 - Email is preferred, followed by written memo
 - Avoid voicemail or text
- Format
 - Acknowledgement
 - Context
 - Findings (3 or 4 bullets)
 - Next steps (usually 2)
 - What you will do
 - What they will do



Key Thoughts

- If you were your customer, would you do what you are about to recommend?
- No surprises



The Diagnostic Proposal

- | Purpose | Format |
|---|--|
| <ul style="list-style-type: none"> ▪ To confirm pre-established decisions and agreements ▪ To specify contractual details | <ul style="list-style-type: none"> ▪ Parallel to the Discussion Document (revised as needed) ▪ Added section on legal details that go into a binding agreement |



Discussing the Proposal

- Make sure the right people are present
- Acknowledge contributions, ideas from specific people in the audience
- Have key members of the cast present their area
- Reinforce mutual understanding as you go
- “Go for the No” one more time:
 - *“Is there anything that we’ve missed here?”*
 - *“Anything at all that you’re uneasy about?”*



The Implementation Satisfaction Curve



The “Quick Wins” Approach

- Involves staging the implementation plan to achieve noticeable wins, however small, early in the implementation
- Two main benefits:
 - Psychological: sense of momentum, confidence in your company, something to report
 - Financial: the advantages of front-ended value delivered (especially in variable compensation arrangements)



Ensuring Satisfaction

- Track progress and deliver interim reports at key milestones
- Respond to problems or issues and report on what is being done
- Engage your customer's team in decision making and problem solving
- Measure and quantify results



The Diagnostic Mindset on Problems

Traditional	Diagnostic
Every project should go perfectly.	There will always be surprises (some less pleasant than others).
I should minimize the client's perception of risks.	I should discuss all major areas of risk with client before things go wrong.
The first step in problem solving is to assign blame.	We need to understand the cause of a problem, but blame is not useful if it gets in the way of making things right again.
The customer is always right.	The customer is always right—in his own mind.
The more I can deflect responsibility for a problem, the better I look.	To develop professionally, I need to look for ways I contributed to any problem (by action or inaction).
When the customer dishes it out, I need to take it.	Salespeople have rights, too.



When Things Go Wrong

- Discuss major implementation risks with client before they happen ("No surprises")
- Keep your perspective ("Unless someone is going to die, nobody's going to die")
- Take ownership of any contribution you made to the problem, but don't let blame get in the way of problem solving
- Remember that a graceful recovery is often more memorable than a flawless performance
- Access the Atmosphere of Cooperation



The Atmosphere of Cooperation (Review)

- Give the customer room to breathe. Verbally step back from the customer instead of pushing toward the customer.
- Assume that the customer might be right, and make statements supporting the customer's right to that belief or concern.
- Ask questions to clarify anything that's unclear, or request more information about what has led the customer to their perception/belief.
- Listen to the customer's concerns, questions, issues.



Directions for Expanding



- Extending beyond initial time frame
- Addressing aspects excluded from initial implementation
- Pursuing opportunities identified during implementation
- Expanding to other sectors of the client organization
- Move from product to performance solution



Spotting Opportunities: Guidelines

- Engage the entire implementation team in spotting opportunities
- Understand when program is delivering greatest value and take action then and there
- Maintain intensity of engagement
- Stay in touch with changes in client strategy and the external environment
- Keep expanding your contacts within the client organization



Creating Referrals

- Review indicators and metrics (from proposal) and confirm satisfaction
- Describe profile of ideal customer (in terms of physical indicators)
- Ask if the customer knows anyone who is struggling with that indicator
- Ask for permission to use the customer as a reference

