

The Wedge[®] Workshop

Stop Selling and Start Winning™



FINANCIAL ADVISOR
EDITION

Presented by:
The Wedge Group

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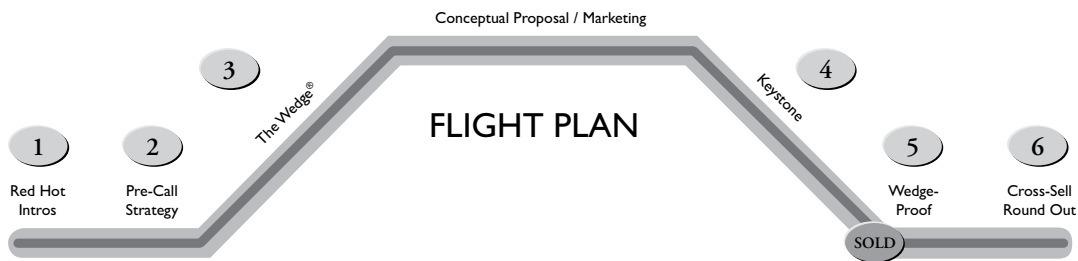
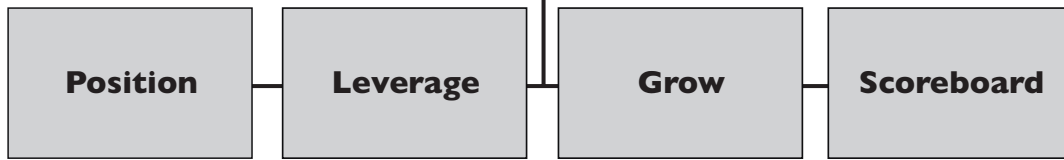
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2N3
 $\frac{2N3}{2}$ ™



TOP 5 MONEY MAKING ACTIVITIES



TYPICAL ADVISOR - 5 YEARS IN THE BUSINESS:

- 1100 Positions** (Stocks, Mutual Funds, Options)
- 290 Packaged Products**
- 400 Accounts**

Objective

Learn how to break incumbent relationships to win new business.

Workshop Strategies

1. Know where *you* are strong and your *competition* is weak – which leads to how the prospect is being underserved.
2. Learn a process to exploit the competition's weakness to get the prospect to see how they are being underserved by the incumbent, leading to their "pain".
3. Use that "pain" to break the relationship between your prospect and the incumbent.
4. Test the prospect's ability to fire the incumbent and hire you, before investing time developing a proposal.

How Is Your Practice Better?

If what you bring to the table is the same as what they already have, they don't need you. They only need you for what you do different or better.

- What makes you different?
- What makes you better?
- What do you have to sell?

Please list in the boxes below.

TIP: *What do you do different or better than your primary competition?*

Pooge: *Common, abstract keywords that are difficult to visualize. Words that fill space.*

Survey Results

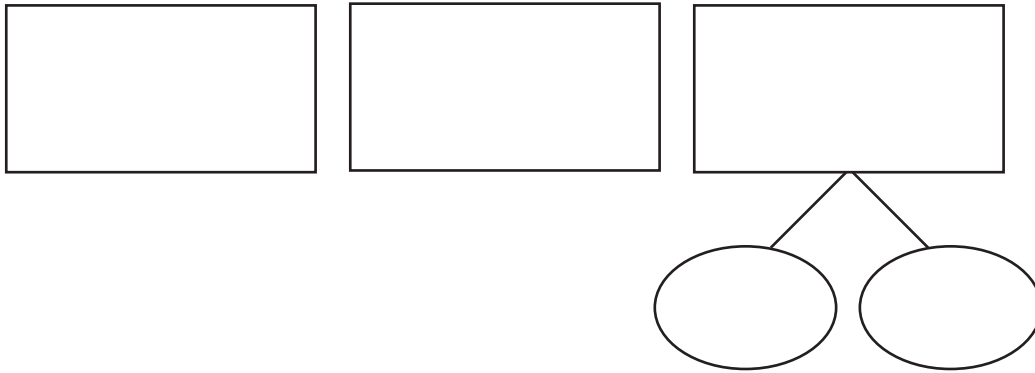
When we surveyed financial advisors across the country to see what they believed made them different, here's what they said:

	Competitor #1	Competitor #2	Competitor #3	Competitor #4	Competitor #5	Competitor #6
Financial Stability / Strength	✓	✓	✓	✓	✓	✓
Experience	✓	✓	✓	✓	✓	✓
Performance / Return	✓	✓	✓	✓	✓	✓
Research Capabilities	✓	✓	✓	✓	✓	✓
Full-Service Provider	✓	✓	✓	✓	✓	✓
Innovative Financial Products	✓	✓	✓	✓	✓	✓
Customer Service	✓	✓	✓	✓	✓	✓
Online Services	✓	✓	✓	✓	✓	✓

EVERY SINGLE ONE OF THEM!

Note: *“If there is not realization of a problem, there is no need for a solution.”*

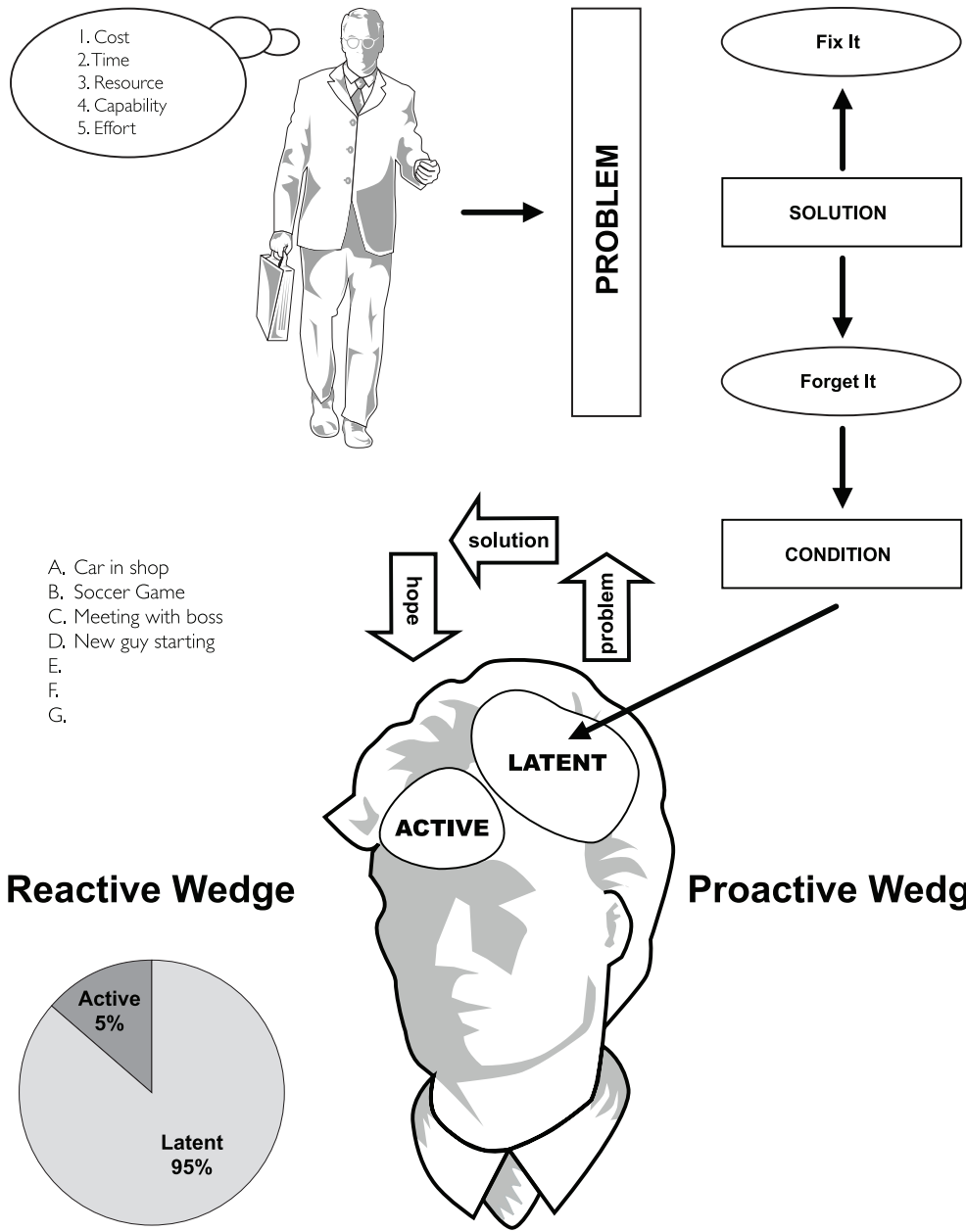
3 Major Components of Business



TIP: *My job is to proactively control the experience of my clients, making their future predictable.*

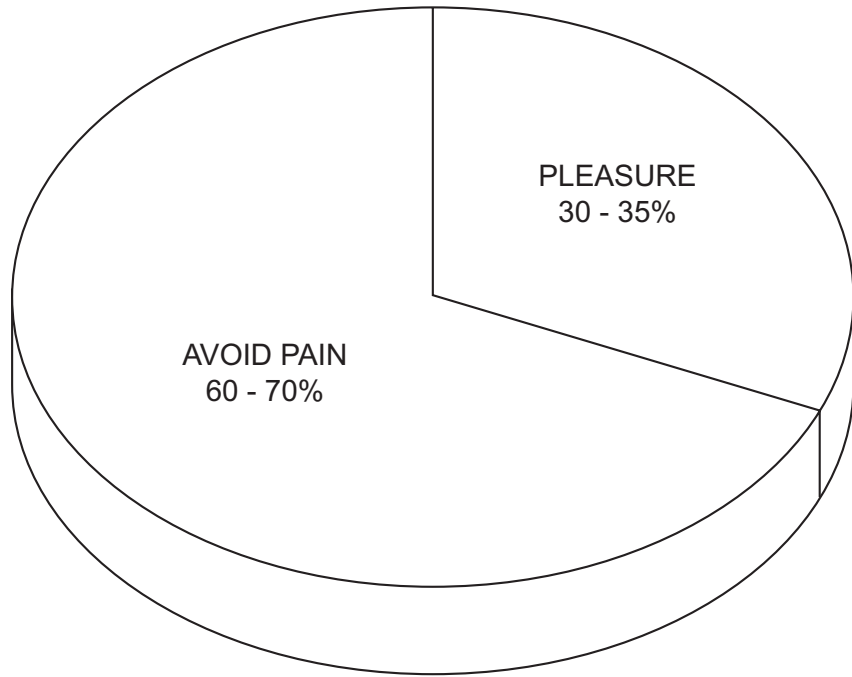
Note: *You don't appreciate what you do not understand.*

Locating Your Prospect's Hidden Pain



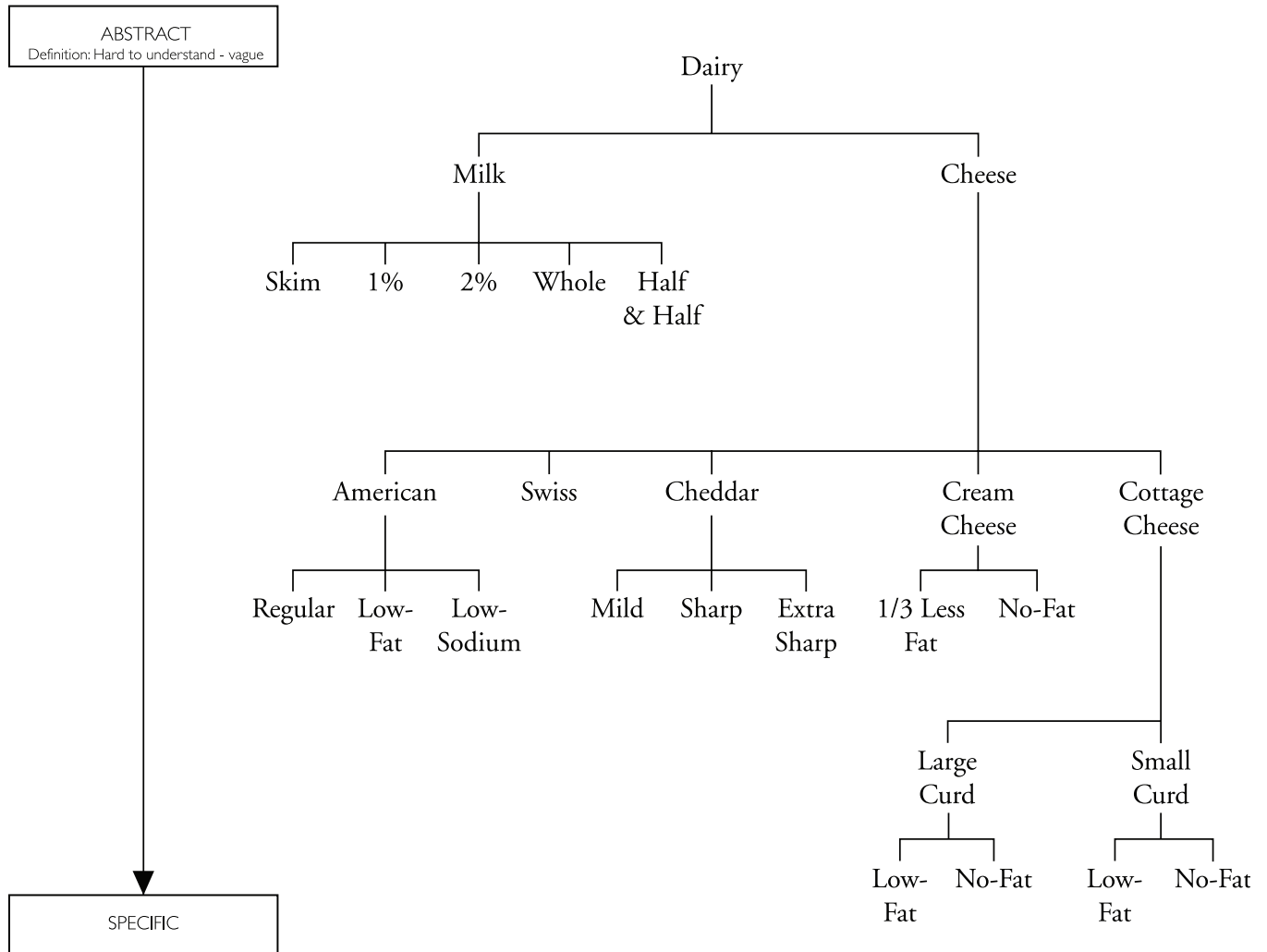
TIP: *What you do, that your competition doesn't, is where your prospect is being underserved and where their "pain" has developed into a condition within their latent memory. The only thing that can change a problem into a solution is a proactive service.*

What Motivates People



Ladder of Abstraction: Dairy

Objective: To get a clear view of something that is tangible and concrete that we want to put in front of the customer.

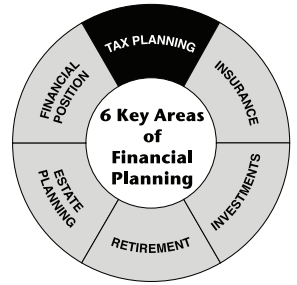


Differentiate:

TIP: *In most cases differentiation is not what you have, it is how you do it. Better process leads to better results.*

Note: *Seldom is your competitive advantage something unique. Most of the time it is several small things done well that makes you different.*

Know Your Competition: Tax Planning



PROACTIVE SERVICES							

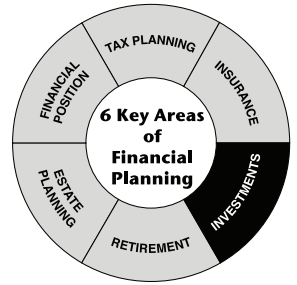
Know Your Competition: Insurance



PROACTIVE SERVICES

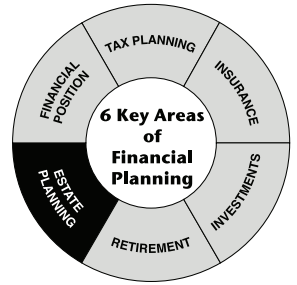
PROACTIVE SERVICES							

Know Your Competition: Investments



PROACTIVE SERVICES							

Know Your Competition: Estate Planning



PROACTIVE SERVICES							

Developing Your Pre-Call Strategy

PROSPECT NAME

\$ Revenue

DECISION MAKERS/INFLUENCERS

Name:
Title:
Buyer Type:

TOP 3 "MOST PROBABLE" PAINS



Name:
Title:
Buyer Type:

Name:
Title:
Buyer Type:

INCUMBENT

Firm(s):
Financial Advisor(s):

OUTSIDE INFLUENCES/INTRO:

Why does this prospect need you?

What do you do that the incumbent doesn't?

What's missing if they don't have it?

What are the consequences of that?

TIP: *Anything that is "Pooge" do a Ladder of Abstraction.*

Pre-Call Strategy: *A tool to gather all the information needed prior to calling a prospect.*

Knowledge Is Power - Four Levels of Knowing

Do you know your competitive advantage?



TIP: *The secret to rapid growth is to stop faking it. Admit what you “don’t know,” then develop a plan of action to learn it as rapidly as possible.*



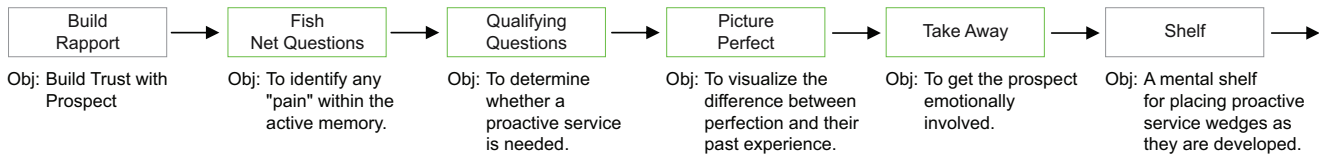
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Rules of The Wedge®

- Rule #1** The Law of Physics says that no two objects can occupy the same space at the same time.
- Rule #2** Nothing is either good or bad except by comparison.
- Rule #3** It is easier to get someone to deny that what they have is perfection than to get them to admit there is a problem.
- Rule #4** The easiest way to get someone defensive is to talk negatively about a decision they have made.
- Rule #5** The more you push them, the more they will push back to get even.
- Rule #6** The best idea anyone ever heard was the one they thought of themselves.
- Rule #7** To gain leverage, never ask for the sale. Make them ask you.

The Wedge Process

PROBLEM



- "How are you today?"
- "How are things going with your portfolio / investment plan?"
- "Do you wonder about your portfolio over the weekend?"
- "When your advisor came out . . . to do a . . . So you would not have to worry about . . ."
- "Well, maybe it's not that important."
- "Can we put that on the shelf for a moment and let me ask you this?"

■ "Have you had any problems with . . ."

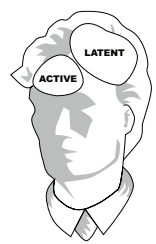
- service?"
- performance?"

Reactive Wedge

"When you told your advisor you were unhappy with _____ and wanted _____, what did they say?"

Obj: To get the prospect to see that their supplier did not effectively react to the problem.

- "Do you invest to preserve wealth or to save for retirement, weddings or higher education? Which one are you more like?"



Check Pulse
Optional

"How's it gone so far?"

Obj: To find out what they did in the relationship to what they said they would do.

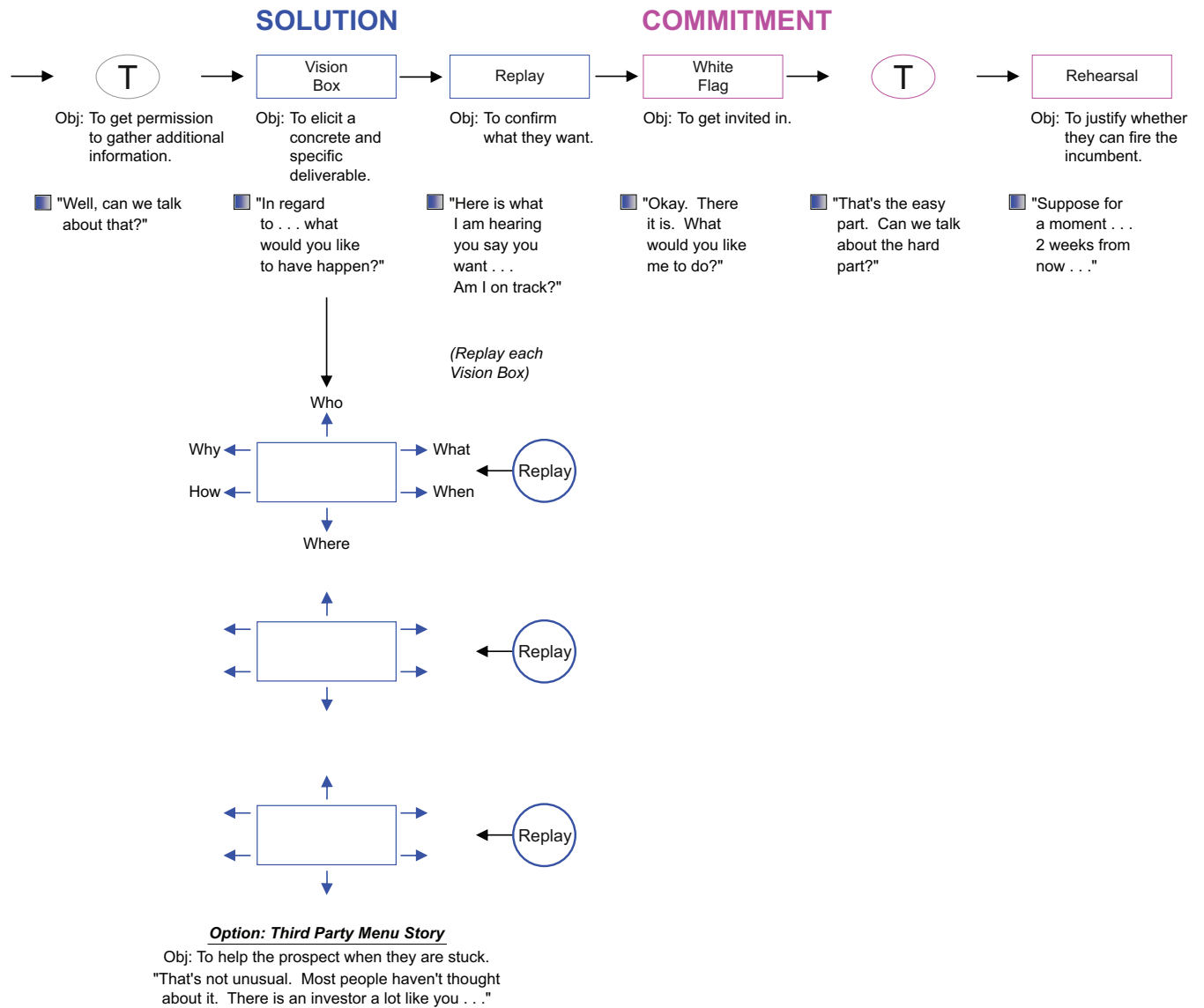
Take Away

"And you're satisfied with that!"

Obj: To get the prospect emotionally involved.

If you reach Gestalt, transition to Vision Box.

If not, go back to Qualifying Questions



The Wedge Process: The Beginning Steps

Build Rapport

Objective: Build trust with the prospect.

- *“How are you doing?”*

Fish Net Questions

Objective: To determine whether there is “pain” within the prospect’s active memory.

These are a series of questions used to determine whether “pain” exists in the active memory. If “pain” exists, continue with a Reactive Wedge, if “pain” is not within the prospects active memory, continue with Qualifying Questions.

- *“How are things going with your portfolio / investment plan?”*
- *“Have you had any problems with . . .*
 - *service?”*
 - *performance?”*

Qualifying Questions

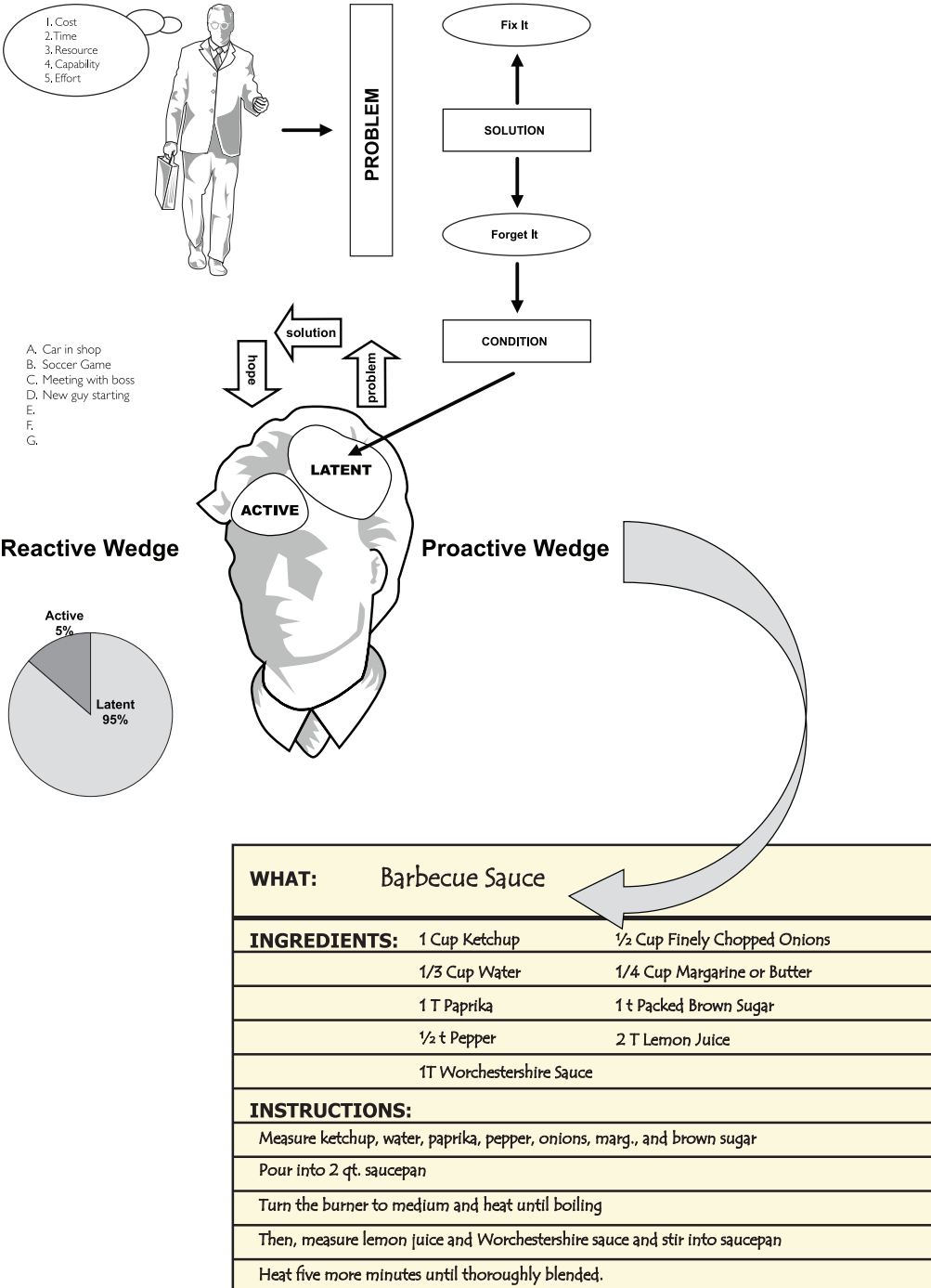
Objective: To help determine whether the conditions exist where a prospect would have a need for a proactive service.

- *“Do you wonder about your portfolio over the weekend?”*
- *“Do you invest to preserve wealth or to save for retirement, weddings or higher education? Which one are you more like?”*

The Wedge Process: Picture Perfect

Picture Perfect

Objective: To get the prospect to visualize perfection through concrete words and descriptions, identifying all the elements of a Proactive Service solution, allowing them to recognize the difference between their past experience and your proactive service.



TIP: The easiest way to create Picture Perfect is to physically describe a worksheet, spreadsheet or checklist. Use your hands to pantomime holding the checklist and then point to the parts as you go through it.

The Wedge Process: Demonstrating Picture Perfect

Exercise: Memorize the two wedges from the handout. Learn each one word for word practicing the visuals.

- Read out loud for two minutes
- Practice with a partner 2-3 times
- Turn handout over and practice with your partner 2-3 more times
- Repeat exercise with the second wedge

100% of Communication

7% = words

38% = voice (tone, speed, sound & quality)

55% = physiology (visual)

TIP: *Demonstrate a physical visual, such as a spreadsheet, to show what they don't have instead of handing the prospect something that may end up in the incumbents hands. This helps you stay in control of the process.*

The Wedge Process: Take Away

Take Away

Objective: Using a neutral response to get the prospect emotionally involved.

The Take Away is an intentional misstatement. It is designed to get the prospect to identify that what he's not getting from his current financial advisor is really a problem.

- The **Basic Take Away** simply attempts to get the prospect to admit there is a problem.
 - *“Maybe it’s not that important.”*
 - *“Are you okay with that?”*
 - *“Okay then, it’s not that big of a deal.”*



The Wedge Process: Shelf and Transition

Shelf

Objective: To set aside, visually on a mental shelf, proactive service wedges as you develop additional wedges.

- *“Can we put that on the shelf for a moment and let me ask you this . . .?”*

Transition Statement

Objective: To get permission to gather additional information.

Once a Take Away confirms a problem exists, a transition statement is necessary to flow into the Vision Box. Its purpose is to get permission to gather additional information:

S = Salesperson

P = Prospect



T

Take Away

S: Maybe it's not that important.

P: Sure it is.

Transition

S: Well, can we talk about that?

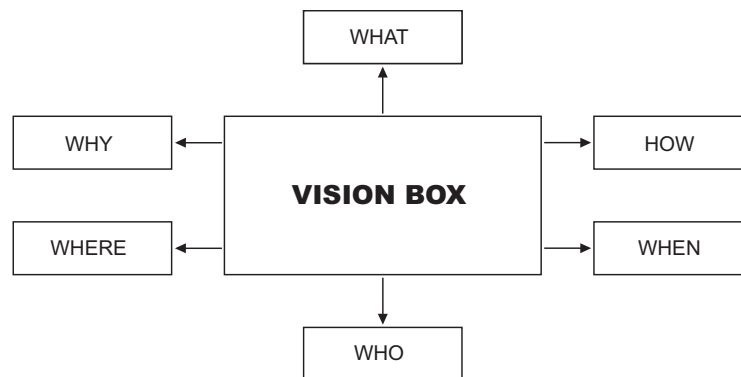
The Wedge Process: Vision Box

Vision Box

Objective: To elicit a concrete and specific deliverable.

Vision is endless – Box it up and make it a deliverable, “Concrete and Specific.” If you don’t know what they want, how are you going to bring it to them? If they don’t know what they want, even when you bring them something good, they may not appreciate it.

“In regard to . . . what would you like to have happen?”



WHAT: These are actions that need to be expanded upon.

Questions: *What do you want? What role do you play? What would you like to have happen as a result of these meetings? What would you like to have happen during the meeting?*

HOW: This is the process to follow or the quantity needed to complete the goals and objectives.

Questions: *How would you like the meeting to flow? How much is your budget? How long should the whole process take?*

WHEN: This is the time frame in which to complete the goals & objectives.

Questions: *When do you want to start? When is the first report due?*

WHO: These are the people involved.

Questions: *Who will be involved in the planning? Who will be involved in the meeting? Who will be involved in the follow-up?*

WHERE: This is the location where the goals & objectives will be completed.

Questions: *Where will the meetings take place?*

WHY: This is simply a reminder of why they want to do all they have described, why the solution is important.

Questions: *Can you tell me again why it would be important for you to have this happen?*

The Wedge Process: Third Party Menu Story

Third Party Menu Story (Optional): Told in third person

Objective: To help the prospect when they have difficulty articulating their vision and are stuck or need help.

COMPONENT	BENEFIT / OUTCOME
1. It's not that unusual . . .	
2. There's another client a lot like you . . .	
3. What they said they wanted was . . .	
4. Does any of that make sense for you?	
5. Which parts?	

S: In regards to the best outcome for your financial plan, what would you like to have happen?

P: I'm not really sure.

S: (*Third Party Menu Story*) That is not unusual. Most people haven't thought about it. There's an client a lot like you that had their own business that was growing fast and were capable of investing a significant amount of dollars into different things.

What they said they wanted was a plan to properly allocate the extra income from the business to the right investment mix, build up a rainy day fund, employ tax reduction strategies, set up a retirement plan, and develop an exit strategy to transfer their business to their kids.

Does any of that make sense for you?

P: Yes, it makes a lot of sense.

S: Which parts.

The Wedge Process:

Replay and The White Flag

TIP: *To the degree that you need a prospect to buy from you is the degree you are subject to manipulation. Ask yourself before the call, if this person does not buy from me, will it change the way I eat, the clothes I wear, the car I drive, or my retirement. No, it will not, so go for it. Remember, "I'm independently wealthy, I don't need the money."*

Replay

Objective: To confirm what they want.

The Replay is when you repeat back to the prospect what you've heard him say he wants. The purpose is two-fold:

1. To get the prospect to hear it and give their confirmation that it is indeed *what they said and what they want*
2. To ensure you've identified solutions to the prospect's pain

You set the Replay up by saying:



"Here's what I am hearing you say you want . . ."

Note: *Try not to use personal pronouns. Personal Pronouns puts you in a selling mode.*

The White Flag

Objective: To get invited in - Gives leverage to deal with the incumbent.

After you get the prospect's confirmation that you indeed have a picture of what they'd like to have happen, don't attack by asking for the order. Instead, surrender. You'll need the leverage to deal with the next problem. You say:



"Okay, there it is. What would you like for me to do?"

Once again, the leverage remains in your court.

The Wedge Process: Role-Play: The Wedge®

Instruction: Get back into groups of two and follow this model (*remember to use your hands to illustrate the process*):

Build Rapport

S: How are you doing?

P: Fine.

Fish Net Questions

S: How are things going with your portfolio / investment plan?

P: Okay.

S: Have you had any problems with performance?

P: No, not really.

S: How's service been?

P: Fine.

Qualifying Questions

S: Do you wonder about your portfolio over the weekend?

P: Yeah.

Picture Perfect

S: Wedge #1 (Proactive)

P: They didn't do that.



Take Away

S: Maybe it's not that important.

P: Sure it is.



Shelf

S: Can we put that on the shelf for a moment and let me ask you this?

P: Okay.

Qualifying Questions

S: Do you invest to preserve wealth or to save for retirement, weddings or higher education?

P: A little of each.

S: Which one are you more like?

P: More like saving for retirement, weddings and higher education.



Picture Perfect

S: Wedge #2 (Proactive)

P: They didn't do that either.



Take Away

S: Okay, maybe it's not that big of a deal.

P: Sure it is.



Transition

S: Well, can we talk about that?

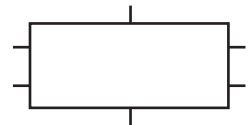
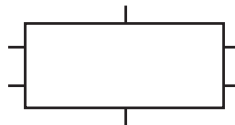
P: Yes.



Vision Box

S: In regard to . . . what would you like to have happen?

P: I would like . . .



Replay

S: Here is what I am hearing you say you want . . . Am I on track?

P: Yes.

S: Here's what else I am hearing you say . . . Is that correct?

P: Yes.



White Flag

S: Okay. There it is. What would you like for me to do?

P: We would like for you to put together a proposal for us.

The Wedge Process: The Rehearsal Steps

The Rules of The Rehearsal Technique:

1. All consequences are in the future.
2. No carrot, no rabbit, no stew – you starve.
3. If they can't fire the incumbent, you don't have a prospect.

Objective: To justify whether the prospect can fire the incumbent.

Transition

S: That's the easy part. Can we talk about the hard part?

P: What's that?

Rehearsal Future Pace Carrot



S: Suppose for a moment it's 2 weeks from now and there's your customized financial plan. It's got all the things you said you wanted.

- _____
- _____
- _____

In the meantime, you've checked us out and you know we're for real and do what we say we're going to do. You agree you can afford to fund your goals and you sign the paper work to transfer your assests into a portfolio that meets your risk and return needs. Then you say to yourself, "I think I've found myself a new financial advisor." Can you imagine that happening?

P: Sure, I can imagine that.

S: That will create a new dilemma, and I'm wondering if we can talk about that?

P: What is that?

S: The problem is when you decide I'm your new guy, how are you going to tell the other guy it's over?

P: I'll just have to tell him.

Dilemma





Prophecy



S: That easy?

P: It could be hard, but I'll have to.

S: Can I tell you what's going to happen?

P: What's that?

S: When he finds out you're going to change advisors, he's going to bring the wine and cheese basket, and he's going to say "here, you pop the cork on the wine while I slice the cheese," and he'll hop up in your lap and start telling you all the things he's done for you. Then he'll say, "Please don't make this change." I'm just curious, when he does, how are you going to handle that?

P: Well, I will just have to tell him

S: And you're comfortable with that.

P: Yeah, I'm comfortable.

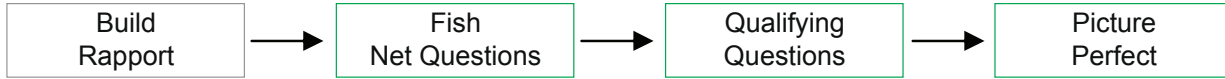
S: So it is done.

P: If you can do the things we talked about, I don't have a problem making this change.

S: Fine, I'll go to work.

The Wedge Process: The Reactive Wedge

PROBLEM



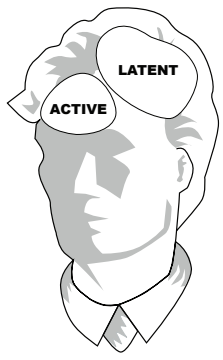
- "How are you today?"
- "How are things going with your portfolio / investment plan?"
- "Have you had any problems with . . .
 - service?"
 - performance?"
- "Do you wonder about your portfolio over the weekend?"
- "Do you invest to preserve wealth or to save for retirement, weddings or higher education? Which one are you more like?"
- "When your advisor came out . . . to do a . . . So you would not have to worry about . . ."



Reactive Wedge

"When you told your advisor you were unhappy with _____ and wanted _____, what did they say?"

1. What did incumbent say they would do about the problem?



Check Pulse Optional

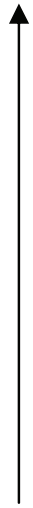
"How's it gone so far?"

2. What did incumbent do to fix the problem?

Take Away

"And you're satisfied with that!"

3. Is prospect dissatisfied with action to fix problem by incumbent?



The Wedge Process:

Reactive Wedge in Action

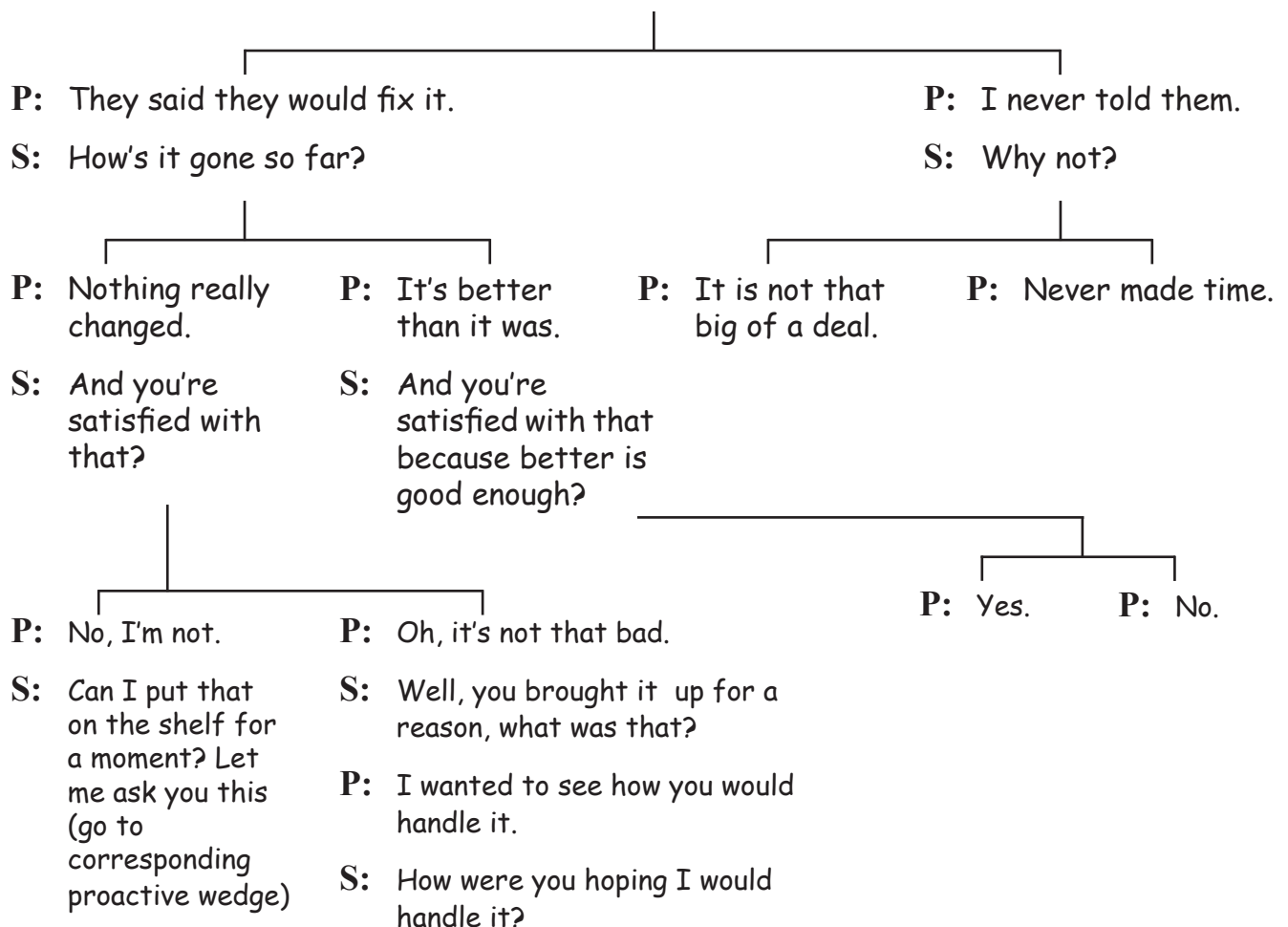
It will be important to your success with The Wedge® to go back and create solutions for each of the examples on the previous page. If you're prepared, you'll know what to do when that situation is thrown out at you as a potential problem.

When a prospect throws an expected problem at you during a conversation, we recommend beginning your Reactive Wedge with this statement:

"That's not unusual. I hear that a lot. . ."

In addition to the Reactive Wedge allowing us to identify a problem we didn't know existed, it feeds us back into a Proactive Wedge (proactive service). Let's illustrate:

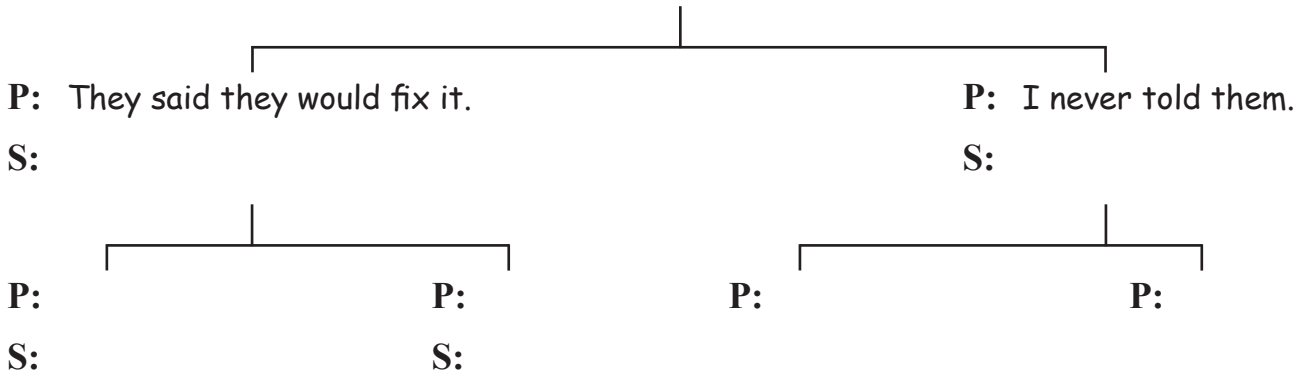
S: When you told your advisor that you were not happy with (problem) and that you wanted them to (solution) what did they say?



The Wedge Process: Role-Play: Reactive Wedge

PROBLEM (Active Memory)	SOLUTION (Reactive Wedge)	PROACTIVE SERVICE WEDGE (Picture Perfect)

S: I hear that alot. Out of curiosity, when you told your advisor that you were not happy with _____ and that you wanted them to _____ what did they say?



Conclusion

Where do I go from here?

To make The Wedge® work for you, you'll have to practice the concepts and techniques you've learned the past two days. Don't give up—keep working it and working it until you get it perfected.

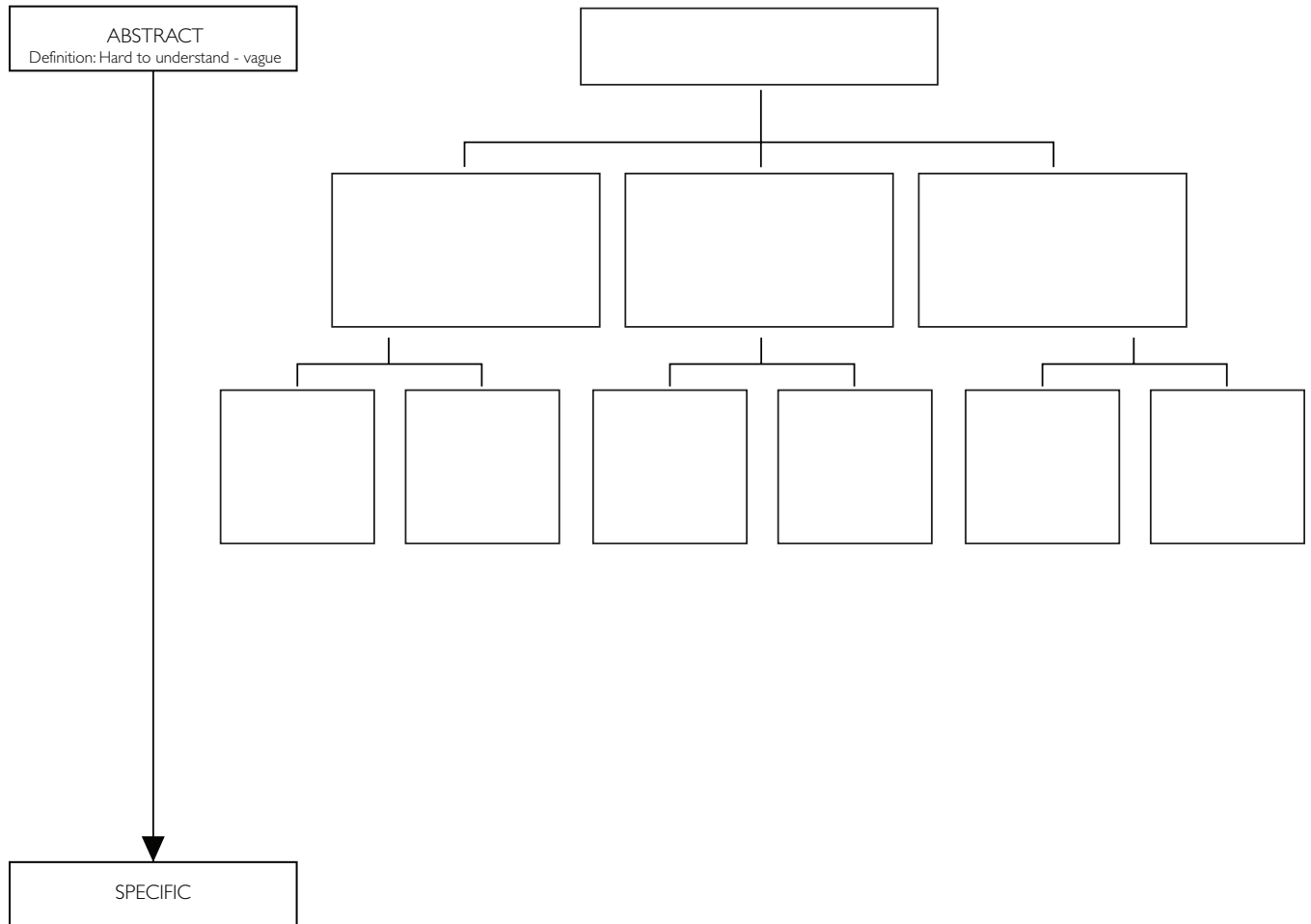
Here are some specific things you can do to dramatically increase your new business income with The Wedge®, beginning now:

- Beginning tomorrow, using the concept of the Game Theory, hand-write a script everyday while eating your Wheaties®.
- Find a role-play partner and practice regularly for the next few months—2 hours a week.



Addendum

Moving Down the Ladder of Abstraction



Creating Picture Perfect Recipe Cards

Now it's time to create your own recipe cards. Follow the instructions below carefully and use the following page to script out your own recipe card. Every detail is critical, so be specific and thorough.

1. **Use a pencil!**
2. Fill out the recipe card completely before putting it in the script.
 - a. **WHAT**

Identify a condition that you can convert into a problem/solution (i.e. Service Timeline)
 - b. **INGREDIENTS**

Identify the necessary documents or statistics that need to be present in order to complete the activity
 - c. **HOW**
 - list the necessary elements (what documents do you need?)
 - explain how the ingredients are processed; how will you use the documents, what action will be taken with them (i.e.- *get out* the spreadsheet, *scan* through best funds)
3. Complete the script.
 - a. Who—financial advisor, wealth manager
 - b. When—tie it to a certain date, such as renewal or when he first took the prospect on as a client
 - c. What & How—complete recipe card
 - d. Why—turn it into a negative (use words such as waste, lose, overpay, be out of control, worry, be unpleasantly surprised, etc.)

Proactive Wedge Summary

S: When your advisor came out annually to do the annual review and they got out your financial plan and account summary, and compared performance, expectations, and inflation in order to make adjustments to your financial plan so you would not have to worry about losing money on your investments or coming up short on your expectations. Were you comfortable with how they went through that?

P: They never came out.

S: I don't know, maybe it's not that important.

P: No, it is important.

P: No, it's really not that important.

S: Can we talk about that?

P: Okay.

S: In regards to an annual review, what would you like to have happen?

P: What would be ideal is if . . .

P: I don't know what I want to have happen.

S: That's not unusual. There's another client like you . . . Does any of that make sense for you?

P: Yes, that makes sense.

S: Which parts? *(Back to Vision Box)*

S: Here's what I'm hearing you say you want. Am I on track? Is there anything else?

P: Yes you're on track. I can't think of anything else.

P: What I said was . . .

S: There it is. What would you like for me to do?

P: Can you build a plan for me?

P: Nothing right now.

Gestalt: (geshtält'); A series of events/actions when unified are greater than a sum of its parts.

Ingredients: The elements within a Proactive Service Wedge Recipe Card that identify How (Instructions).

Ladder of Abstraction: A tool to help get a clear view of something tangible and concrete that is a competitive advantage and differentiates you from your competition.

Pooge: Common, abstract keywords that are difficult to visualize. Words that fill space.

Pre-Call Strategy: A tool to gather all the information needed prior to calling a prospect.