

How To Run CRISP Sales Meetings



Presented by:
The Wedge Group

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Printed in the United States of America

CRISP03F1 16



How To Run CRISP Sales Meetings

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VIDEO LIST

VIDEO TITLE	Duration
CRISP Sales Meeting Process Overview	00:04:11
Preparation Checklist	00:01:16
Mindset & Expectations for Producers	00:01:44
Mindset & Expectations for Coach	00:04:12
Basics	00:04:21
Common Mistakes	00:03:51
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Process for Writing a Wedge	00:06:22
Coast-to-Coast – Pre-call through writing a Wedge	00:05:43
Process for Red Hot Introductions	00:04:18
Red Hot Introductions Mental Barriers	00:10:56
TOTAL TIME	01:13:01



General

CRISP Sales Meeting Process	Video 00:04:11
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CRISP = Continuous and Rapid Improvement Sales Process

- Conduct regular CRISP sales meetings (at a minimum bi-weekly)
- 5-7 producers in attendance
- 90 minutes in duration
- Always use the iWin database

Core activities in a CRISP Sales meeting are:

1. Pre-call Strategy / Ladder of Abstraction (60-65 minutes per meeting)/ Write Wedge
2. Red Hot Introductions & SODAR

In a 90-minute CRISP Sales Meeting there is time for either:

- 2 Pre-call Strategies / Ladder of Abstraction / Write Wedge or
- 2 Red Hot Introductions & SODAR or
- 1 Red Hot Introduction & SODAR and 1 Pre-call Strategy /Ladder of Abstraction / Write Wedge

_____ If possible, meet in a room which is set up as your permanent 'war room'.

_____ Check equipment:

- Computer/Laptop
- Broadband Internet
- Projector
- Screen
- Speakers

_____ Confirm access to <https://iwin.thewedge.net>.

_____ Have usernames and passwords available.

_____ Producers need to prepare:

- At least one prospect per meeting.



Mindset & Expectations for Producers	Video 00:01:44
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1. Participation is mandatory.
2. Play full out.
3. Have Goals.
4. Use the iWin database actively for all prospecting.



Mindset & Expectations for you, the Coach

Video 00:04:12

1. Your job is to take the producer from where they are with this opportunity and advance it.
 - a. Earn the right to go hard after the opportunity, sometimes you have to trade places, let them work you.
2. I'm trying to get my producers to express themselves in a **logical** manner.
3. I'm trying to **dig out** of them, the unknown... or that which is only barely conscious to them.
4. If I can help them get **clear** on this, they will be able to share it more effectively and win... so I've got to stay totally focused.
5. Be Patient
 - a. It's a painful process as you challenge them to do what they haven't done; be patient.
6. Help them Learn
 - a. Help them apply knowledge to a specific problem.
 - b. Ask yourself, am I helping to pull something out of them that will create competitive advantage, enabling them to win.



1. Be on your Feet
 - a. Create Energy.
 - b. Give them a point of attention to focus on.
2. Use iWin database – Applied Integration: have producer on key board.
3. Use sequential order
 - a. Stay with the process.
 - b. It helps your producers know where you're going.
4. Drill Down
 - a. Get concrete and specific.
 - b. Help them communicate real stuff; not pooge.
5. Control the Room - Not a Brainstorming Session
 - a. Get out the Facts.
 - b. Brainstorm only when someone gets stuck and doesn't know the answer or process.
6. Don't Skip Steps
 - a. All steps in Pre-call Strategy, Ladder of Abstraction, Creating the Flow and SODAR are there for a reason. Don't skip steps.

1. Ask, Don't Tell
 - a. You have success and knowledge, if not careful you'll use that knowledge to tell... don't.
 - b. Pull it out of them, map it out. It's the key to them learning.
2. Be a little skeptical – Don't accept what they say.
 - a. Challenge their thinking; "is that all you've got"?
3. It takes time to do a really good job and go deep. Going deep is leveraging knowledge for everyone's sake.
4. Too often a sales manager gets upset that the producer isn't prepared.
 - a. No one is totally prepared.
5. Don't go back to old habits and start asking the same old questions you used to. Please follow the process outlined here and use the 'language' we've given you; it might work. If you don't, you'll ask things like; "what are your wedges?" When you do that, you'll train them to 'not think' anymore, but just give you a few wedges off the wedge list. They'll learn quickly how to get you to leave them alone. No pain, no gain.



Pre-Call Strategy

Pre-Call Strategy - Mindset & Expectations	Video 00:03:34
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1. There is always something the incumbent isn't doing, no matter how good they are: I've got to help my producer find it, define it and leverage it to win.
2. As good as my producer is, there is a thread of laziness in there somewhere. I've got to press and get out the best stuff they've got, because they won't.
3. What you know you can leverage; what you don't know can kill you.
4. I'm playing a role; this isn't the real me.
5. The producer is a sales person; they are better at selling you on why they can't do this than they are selling the prospect - don't give up.

Use iWin database:

1. Add New Opportunity
2. Buyers
3. Incumbent
4. Revenue

Instructions

1. Ask permission to challenge producer.
2. Get out the prospect's pain (Push/pull until cup is dry. Best stuff generally comes out last.)
3. Rank Most Important to least important to help you win – what's #1?
4. Take #1 and do a Ladder of Abstraction

The screenshot shows a software interface with three tabs: "Action Items", "Pains", and "Call Attempts/Conversations". The "Pains" tab is active. Below it is a sub-tab "Emails". The main content area is titled "Why Do They Need You?" and contains a table of pain points. Each row has a text field and two icons: a blue icon with three dots and a red icon with an 'X'. Annotations include:

- A red arrow pointing to the top right of the table with the text "Click here to add new pain".
- A green arrow pointing to the red 'X' icon of the "Mid Year Review" row with the text "Click to do Ladder of Abstraction".
- A green arrow pointing to the blue icon of the "New Subject" row with the text "Blue indicates Ladder of Abstraction is complete or in progress".
- A red arrow pointing to the bottom right of the table with the text "Left click and hold to drag and drop to rank the pain fields."

Why Do They Need You?	
LC for Transportation	
Mid Year Review	
Claims review	
New Subject	

Finding Pain

Coach Script:

1. *“Do I have your permission to hold your feet to the fire and challenge you on this”?*
2. *“It’s what you do that the incumbent doesn’t do, is where this prospect is being underserved – but doesn’t know it - do you agree with me on that”?*
3. *“OK then, if the prospect has those guys (incumbent), why do they need you”?*

You are listening for service related actions, such as:

- Review contract
- Project Experience MOD
- Update equipment list
- Value properties
- Market the account
- Analyze exposures

You’re listening for an action to an object, but if you start too abstract or general, it will be almost impossible to do a good ladder!

Examples: Risk Management, Loss Control and Claims Management are very broad. Get your producer to be as specific and concrete as possible.



Turn the other guy's negative into your guy's positive action

Occasionally you'll get what the incumbent is NOT doing; when you do, you turn the other guy's negative into your guy's positive action.

- Claim wasn't covered.
- The price was too high.
- Agent is not providing good service.
- Agent is not responsive.
- Not providing loss control.
- Not helping with claims.

Coach Script:

4. *"Yeah, but you wouldn't do any better"?*

5. *"OK, what would you do"?*



3rd party issue

Occasionally you'll get a third party issue like "the agent retired" which becomes a thought-stopper (the producer quits thinking) so take that issue off the table, make it a non-issue.

Other 3rd Party Issues:

- Carrier non-renewed.
- Never see agent.
- Agent is retired.

Coach Script:

6. *"Suppose that wasn't an issue... would this account be better off with you than where it is? Why?"*



Challenge to go deeper – get more...

(More weight, more reps - makes you stronger!)

Coach Script:

7. *“A high school kid could do that... what else?”*
8. *“Come on... there has to be something else... what is it?”*
9. *“Is that all there is?”*

Note: Push/pull until cup is dry. Best stuff generally comes out last, # 5, 6 or 7.

Finding Pain - Ranking

Coach Script:

10. *“Rank these from your perspective Most Important to Least Important to help you Win... What’s #1, #2, #3”?*

Note: Pick #1 and do a Ladder of Abstraction.



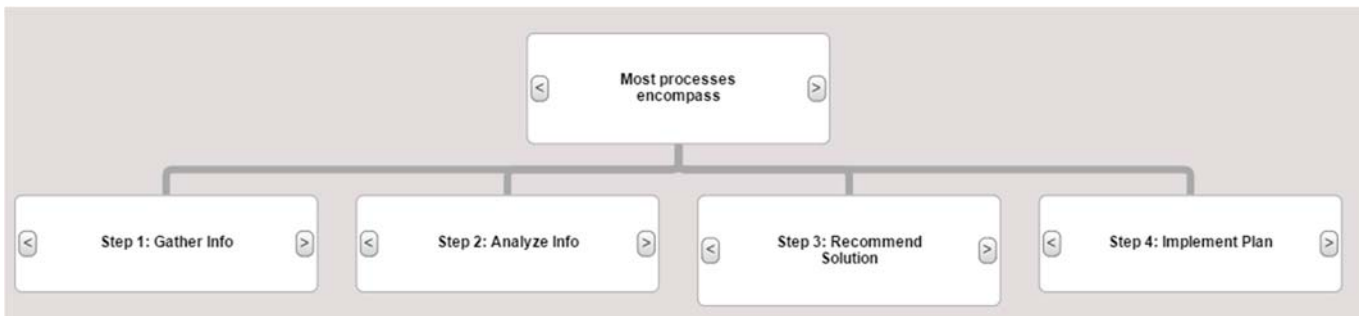
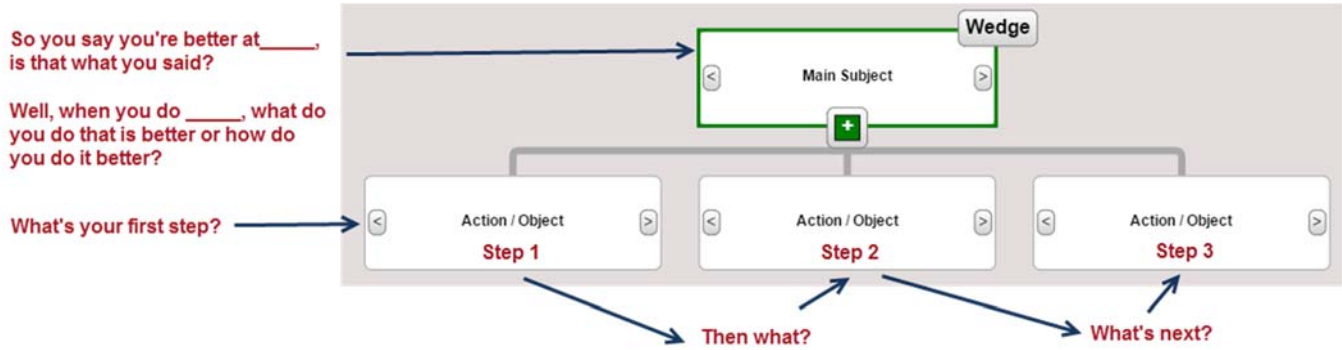
Ladder of Abstraction

Ladder of Abstraction	Video 00:07:44
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Mindset & Expectations

1. I'm trying to get my producers to express themselves in a **logical** manner.
2. I'm trying to **dig out** of them, the unknown... or that which is only barely conscious to them.
3. If I can help them get **clear** on this, they will be able to share it more effectively and win... so I've got to stay totally focused.
4. I am looking for, listening for an action to an object or verb to a subject . . . example: shoot basketball, cook food, season steak, jump high.

Ladder of Abstraction Process





Filters for Ladder of Abstraction

You are actively filtering this information in your mind as you are doing a Ladder of Abstraction:

1. Do I understand it?
2. Does it have an action/verb?
3. Is it relevant to the situation?
4. Is it a part of the process (the parent node) or part of another process?
5. Is it in order? Is it the next most logical step?
6. Listen carefully. Eliminate brand names or buzz words and replace with common things that people would understand. Example CSR 24, Mod-Master, Zywave.

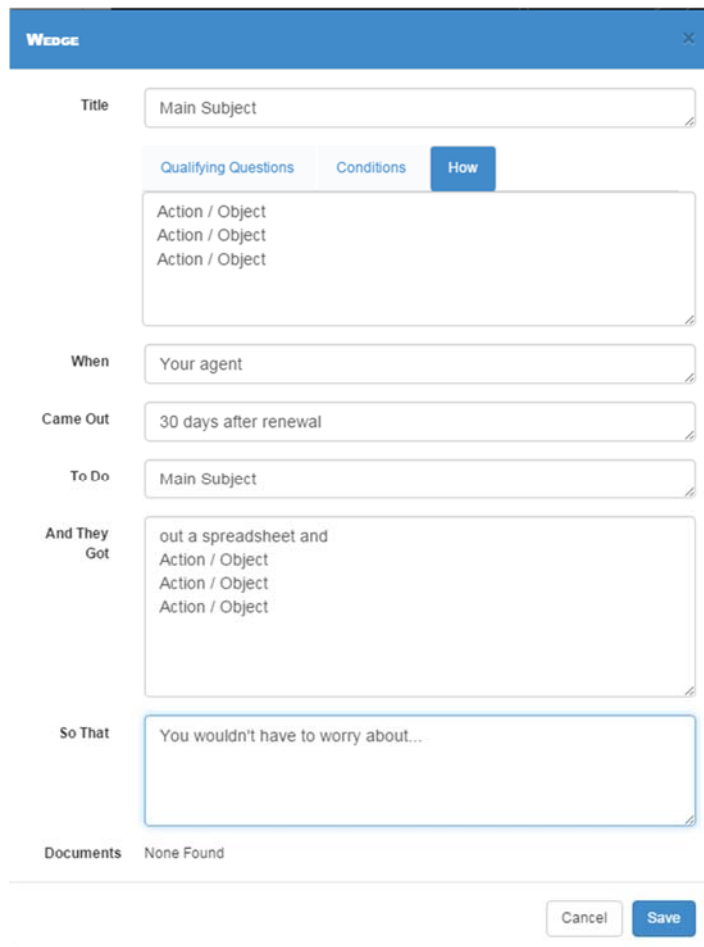
Writing Wedges

Process for Writing a Wedge (Recipe Card)

Video 00:06:22

Use iWin database:

1. From Ladder of Abstraction, Click 'Wedge' on parent node.
2. Script your Recipe Card
3. Refine the pain statements
4. Click on the Qualifying Questions tab and add Qualifying Questions.



The screenshot shows the 'WEDGE' interface with the following fields and content:

- Title:** Main Subject
- Qualifying Questions / Conditions / How:** Three tabs are visible. The 'How' tab is active, showing a list of three items: Action / Object, Action / Object, and Action / Object.
- When:** Your agent
- Came Out:** 30 days after renewal
- To Do:** Main Subject
- And They Got:** out a spreadsheet and
Action / Object
Action / Object
Action / Object
- So That:** You wouldn't have to worry about...

At the bottom, there is a 'Documents' section with 'None Found' and two buttons: 'Cancel' and 'Save'.

Coast-to-Coast Pre-Call through Writing a Wedge

Video 00:05:43

Red Hot Introductions

Process for Red Hot Introductions	Video 00:04:18
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Use iWin database:

Part 1 – Creating the Flow

1. Select Opportunity
2. Click on RHI icon next to buyer name
3. Complete Steps 1 through 7

1 Person asking for introduction:
Jay, Kevin

2 Introduction source:
The Ice Company
Harry Ice

3 How long have they been a client/customer?
5/3

4 How many introductions have you requested?
0

5 Why not?
fear

6 Add Introduction Show deleted introductions?

Company	Buyer	Title	Specialty	Status	Potential Revenue	Creator	Date Created	
→ EFG Man			Banker	Suspect	\$15,000	Jay, Kevin	02/25/2016	✖
→ Medco Comp Healthcare	Mr. Mithchell		Healthcare	Customer	\$10,000	Heard, Geoff	09/20/2011	✖

7 New Business Commission Goal:
\$102,550

8 Do you have any angst?
 Yes
 No S.O.D.A.R.

9a PERSONALLY: What do I know about them?

9b PROFESSIONALLY: What do I know about them?

10 REMOVE MENTAL BARRIER: What can you do for them?

Return to Opportunity Save

Part 2 – SODAR

1. Go to Step 8; click No to go to SODAR pop-up
2. Complete SODAR

SODAR ×

Situation ?
Insurance premium skyrocket, company on verge of bankruptcy...
Account wasn't being marketed, no claims review, reserves were too high.

Opportunity ?
Cold Call

Decision ?
1.
2.
3.
4.
Deal...

Action ?
Set up loss control program
Implemented Quarterly Claims review
Set up contract review process

Result ?

Send Email | Cancel Save

Red Hot Mental Barriers

Video 00:10:56

Feedback or Questions:

If you have any feedback or questions, please contact:

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Action Verbs

Accelerate	Contract	Evaluate	Inventory	Position	Restructure	Utilize
Accomplish	Convert	Examine	Investigate	Predict	Retrieve	Verbalize
Achieve	Coordinate	Exceed	Judge	Prepare	Review	Verify
Acquire	Correct	Execute	Justify	Prescribe	Revise	Win
Adapt	Counsel	Exhibit	Launch	Present	Revitalize	Write
Address	Craft	Expand	Lead	Preside	Satisfy	
Advance	Create	Expedite	Lecture	Process	Schedule	
Advise	Critique	Experiment	License	Procure	Secure	
Advocate	Decrease	Export	Listen	Program	Select	
Analyze	Define	Facilitate	Locate	Progress	Separate	
Apply	Delegate	Finalize	Maintain	Project	Serve	
Appoint	Deliver	Finance	Manage	Project Manager		
Arbitrate	Demonstrate	Forge	Manipulate	Promote	Simplify	
Architect	Deploy	Form	Manufacture	Propose	Sold	
Arrange	Design	Formalize	Map	Prospect	Solidify	
Ascertain	Detail	Formulate	Market	Provide	Solve	
Assemble	Detect	Found	Mastermind	Publicize	Specify	
Assess	Determine	Generate	Measure	Purchase	Speak	
Assist	Develop	Govern	Meditate	Purchase	Standardize	
Author	Devise	Graduate	Mentor	Qualify	Stimulate	
Authorize	Direct	Guide	Model	Question	Streamline	
Brief	Discover	Halt	Modify	Rate	Structure	
Budget	Dispense	Head	Monitor	Realign	Succeed	
Build	Display	Hire	Motivate	Rebuild	Suggest	
Calculate	Distribute	Honor	Navigate	Recapture	Summarize	
Capture	Diversify	Hypothesize	Negotiate	Receive	Supervise	
Catalog	Divert	Identify	Nominate	Recognize	Supply	
Champion	Document	Illustrate	Normalize	Recommend	Support	
Chart	Double	Imagine	Observe	Reconcile	Surpass	
Clarify	Draft	Implement	Obtain	Record	Synthesize	
Classify	Drive	Import	Offer	Recruit	Systematize	
Close	Earn	Improve	Officiate	Redesign	Tabulate	
Coach	Edit	Improvise	Operate	Reduce	Target	
Collect	Educate	Increase	Orchestrate	Reengineer	Teach	
Command	Effect	Influence	Organize	Regain	Terminate	
Communicate	Elect	Inform	Orient	Regulate	Test	
Compare	Eliminate	Initiate	Originate	Rehabilitate	Thwart	
Compel	Emphasize	Innovate	Outsource	Reinforce	Train	
Compile	Enact	Inspect	Overcome	Rejuvenate	Transcribe	
Complete	Encourage	Inspire	Oversee	Render	Transfer	
Compute	Endure	Install	Participate	Renegotiate	Transform	
Conceive	Energize	Institute	Perceive	Reorganize	Transition	
Conclude	Enforce	Instruct	Perfect	Report	Translate	
Conduct	Engineer	Integrate	Perform	Reposition	Troubleshoot	
Conserve	Enhance	Intensify	Persuade	Represent	Unify	
Consolidate	Enlist	Interpret	Pilot	Research	Unite	
Construct	Ensure	Interview	Pinpoint	Resolve	Update	
Consult	Establish	Introduce	Pioneer	Respond	Upgrade	
Continue	Estimate	Invent	Plan	Restore	Use	

Purpose of Picture Perfect

Help your prospect visualize the difference between what they have and what they could have.

How to create a Picture Perfect Wedge

Example: Claims Review

Step 1: Draw the documentation, so you can describe it.

For Claims Review you'll need to get out the Loss Runs:

Open Claims	Description	\$ Open Reserve
1)		
2)		
3)		

Label the steps:

A Open Claims	Description	B \$ Open Reserve
1)		

Key rule: You need to have a tangible document (and label it).

Step 2: Write the Recipe Card

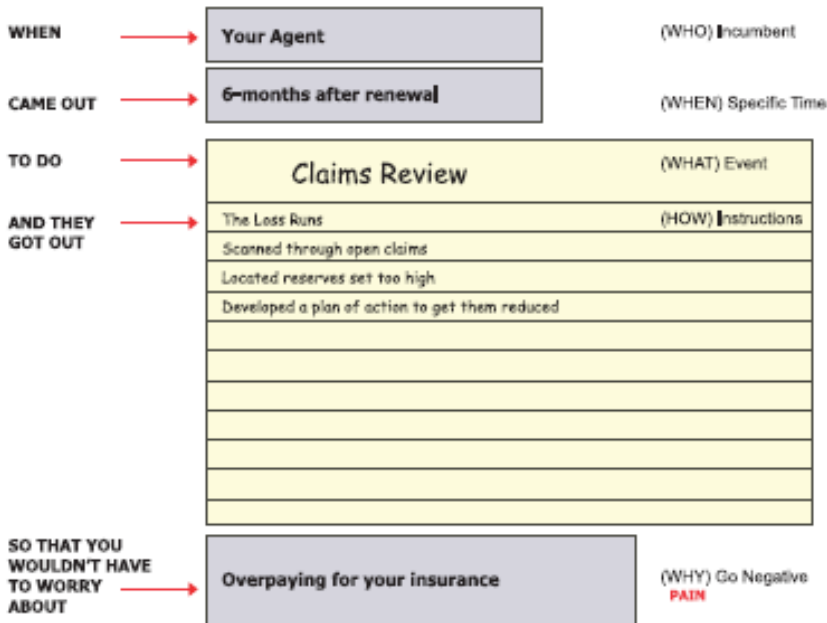
Formula starts with a Recipe Card (3x5 card):

WHAT:	Claims Review
INGREDIENTS:	Loss Runs
INSTRUCTIONS (How):	Get out the Loss Runs
	Scan through open claims A
	Locate reserves set too high B
	Develop a plan of action to get them reduced C

A tangible document;
in the case of Claims Review, the Loss Runs

List the 3-5 steps describing the process

Step 3: Rewrite and wordsmith the Recipe Card



Step 4: Convey your Picture Perfect Script - Use your hands with purpose





COACH - QUICK START FOR SODAR

Attribute	What do You want them to say about You?	Why?
Situation	<p>Do you remember what their situation was when you first met?</p> <p>What was everything that was wrong?</p>	<p>We want the producer to recall just how bad this account was screwed up.</p> <p>It's common that we forget this; as a result we're more reluctant to ask for introductions, feeling that we don't deserve it.</p>
Opportunity	<p>Referred, introduced, cold call, positive leverage?</p>	<p>If there is "positive political leverage", we want to take advantage of it.</p>
Decision	<p>Break it down for me step by step, from beginning to end, what you did to win this account?</p> <p>Did you do anything that a high school kid couldn't do? What was it?</p>	<p>We all generalize what we did and how we did it.</p> <p>When doing so it leaves out the real high quality work we performed; we don't take credit for it.</p>
Action	<p>After you got the account, what have you done to keep them out of trouble?</p> <p>Start with the beginning... what else... what else?</p>	<p>This represents the ongoing service the producer has provided.</p> <p>If it's in place, let's make sure they know what it is -; its value and that they take credit for it; this should grow their confidence.</p> <p>Likewise, if it doesn't exist, you'll discover it now and can coach them through what they should do to protect the account and position themselves for a strong story.</p>
Result	<p>Quantify the Results:</p> <p>Have you saved them time? How much? And what is that valued at?</p> <p>Have you saved them money? How much? For how many years?</p> <p>Is that because of your efforts or just the soft market?</p> <p>Total that please.</p> <p>Has MOD gone down? Has claims frequency gone down? Anything else that is quantifiable?</p>	<p>Oftentimes we make a huge financial impact on our clients, but since no one has challenged us on it, we don't know how much it is.</p> <p>Work your producer through the results.</p> <p>Be relentless.</p> <p>Add up all the financial impact.</p> <p>Makes for a much better story.</p>