

LEADERSHIP USA[®]

**Maximizing Your Influence:
Influencing Customers, Co-Workers
and Employees to Say Yes to You**

Presented by Gerry O'Brion

July 22, 2024



2024 Calendar of Learning Events

LEADERSHIP USA®



Location:

The Conference Center at RidgeGate
9878 Schwab Way, Suite 401, Lone Tree, CO 80124

Schedule:

8:30 AM registration, 9:00 AM to 12:00 PM meeting
Includes breakfast, materials, and parking

Cost (includes recording):

Live Event (instructor-led): \$249 per person (group discounts available)
Live Stream (watch from any location): \$129 per person (bulk discounts available)

Registration:

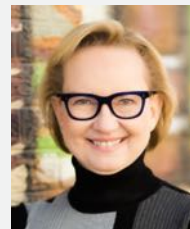
Go to LeadershipUSA.com/events, email Nadine@LeadershipUSA.com, or call 303-471-7401

Monday, January 22, 2024



Elaine Dumler presents
**Presentations That Influence Change:
Getting the Right Information . . . to the
Right People . . . in the Right Format**

Monday, February 19, 2024



Cindy Solomon presents
**Building Your Courage: Creating
Engagement, Accountability and Results**

Monday, March 25, 2024



Carolyn Strauss presents
**Effective Execution: The Art of Getting
Work Done**

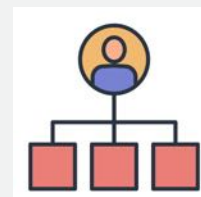
Monday, April 22, 2024



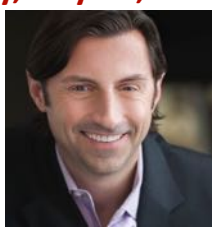
Jon Macaskill presents
**Unleashing the Power of Preparedness, Resilience,
Grit, and Compassion: A Navy SEAL Commander's
Blueprint for Personal Growth**

Monday, May 13, 2024

Jenn Dewall presents
**How to Manage Burnout and Overwhelm:
Find Joy at Work Again**

Monday, June 24, 2024

Richard Bryan presents
**Learning to Lead: Proven
Strategies Guaranteed to Succeed**

Monday, July 22, 2024

Gerry O'Brien presents
**Maximizing Your Influence: Influencing
Customers, Co-Workers and Employees to
Say Yes to You**

Monday, August 19, 2024

Keith Bailey presents
**TrustWorking: Cultivating Connections
Within Your Sphere Of Influence**

Monday, September 16, 2024

Julie Holmes presents
**UPGRADE Your Team: 7 Steps to Becoming
an AI-Empowered Organization**

Monday, October 14, 2024

Jerome Wade presents
**The Momentum Accelerator: Unleashing
Dynamic Strategies for Massive Breakthroughs**

Monday, November 11, 2024

Greg Williams presents
**Rise to Superhero Status: Mastering Vital
Soft Skills for Exceptional Achievement**

Monday, December 16, 2024

Stephanie Wachman presents
**Wired to Connect: The Neuroscience of
Communication and The Impact of Our Words**

Information About This LEADERSHIP USA® Learning Event



AGENDA

Registration starts at 8:00 AM. The workshop starts at 9:00 AM and concludes promptly at 12:00 PM. A fifteen-minute coffee break is scheduled for 10:30 AM. Breakfast is served from 8:00 to 9:00 AM. Restrooms are by the elevator door, as well as the 1st & 2nd floors.



MICROPHONES

This event is being livestreamed around the U.S., so please use the wireless microphones when speaking. Even if the live audience can hear you in the room, the remote audience can't unless you speak into the microphone. Thank you in advance!



PHONE CALLS

As a courtesy to others, please mute your phones during the program. If you must take a call, please take the elevator down to the first floor lobby. (We can hear your conversation if you stand by the restrooms.)



OUTSIDE WORK

Texting, working on your laptop, and responding to email can be a distraction to your fellow learners. Please be present during the event and work outside the meeting room.



REGISTRATION

The schedule of upcoming LEADERSHIP USA learning events is included in the front of this workbook. Register with a credit card online at LeadershipUSA.com/events or email Nadine@LeadershipUSA.com to receive an invoice.



FEEDBACK

To best meet your needs, we need your input! At the conclusion of the session, please complete the paper or online evaluation using the QR code or URL on the inside back cover.



CERTIFICATION

To receive 3 SHRM, and 3 HRCI credits for this event, please email your request to Nadine@LeadershipUSA.com.

Thank you and have a great day!

THEY BUY YOUR BECAUSE

CLOSING THE SALE IN A CROWDED MARKET



WORKBOOK



What Big Brands
KNOW

THE BECAUSE FRAMEWORK OF INFLUENCE

The Foundation

There are thousands of things you must do to run a successful company, but the foundation of all business is one simple thing. You *must influence customers to buy from you*. Whether it's keeping your existing customers or finding new ones, you must beat your competition in a crowded marketplace.

Increasingly, today, you must also influence employees to work for you. We all need to influence someone. Regardless of who you need to influence, the Because Framework will help you do it. **Start with one target prospect type** and then use the Framework again and again for all the people you need to influence.

The Framework

The Because Framework is the intersection of age-old advertising strategies and the science of decision-making, applied to today's toughest marketing and sales challenges. It draws from billion-dollar brand strategies, Harvard research, and Nobel laureate work on influence, but results in practical application.

In this workbook, we combine strategies from billion-dollar brands with over a decade of real-world experience implementing the Framework in companies of all sizes around the globe.

The Framework has been implemented in hundreds of companies who sell real products to real people across dozens of industries. Industries like HVAC, mold making, general contracting, electrical engineering, distribution, clothing, private schools, auto dealerships, technology, SaaS companies, advertising, law, toys, aftermarket auto parts, retail, home health care, real estate, campgrounds, food processing, investment banking, motorsports, restaurants, floral, and now yours.

Your Success

This is a process of learning, exploring, uncovering, brainstorming, creating, honing, and implementing. Sometimes it will be messy and frustrating. Your work won't end the first time you use the framework. You won't have the final 'answer.' The Framework works best when

It becomes part of the fabric of everything you do in your company, and everyone understands how you use it and how they contribute.

This framework will give you a tool to use today and into the future. It will challenge your thinking. It will create a language of influence that can be used by everyone in your company. Everyone will be able to discern powerful language and ideas from “marketing fluff.” It will forever change how you view influence, how you are being influenced, and how you influence others.

It will help you create powerful messaging, align your organization, drive consistency in your sales messaging and flow, and increase referrals. It will drive innovation and encourage people to say “what if we...” It will be worth it.

You’ll feel good when you do the work and make progress, but it will only increase revenues when it’s implemented in your sales process and marketing materials. A visual of the Because Framework is on the next page. The Core Four questions are the engine of the Framework, but steps 5, 6 and 7 are critical to ultimately drive results. Creating your Because Platform and then executing your work at every touchpoint is what will truly make the difference in your business.

Let us know how it goes for you!

Here’s to your success.



Gerry O’Brion

gerry@whatbigbrandsknow.com



Stacey Kelly Crowley

stacey@whatbigbrandsknow.com

YOU SHOULD SAY YES TO ME BECAUSE?

Why Would Someone Say Yes To You Vs. All Their Other Options?

Whether you're influencing a customer to buy, an employee to work for you, a cross-functional counterpart to take your lead, or an executive to trust your guidance, you must be influential.

To get started, think of someone you need to influence. A customer, a prospective employee, a co-worker or an executive. Finish the following sentence: My prospect should say yes to me because...

Finish the sentence with the most compelling words you can think of to influence your prospect (whoever you are influencing). When finishing the sentence, you don't have to be brief or pithy, and you don't have to use creative language. You're simply trying to be influential.

My prospect should say yes to me because...:

1. _____

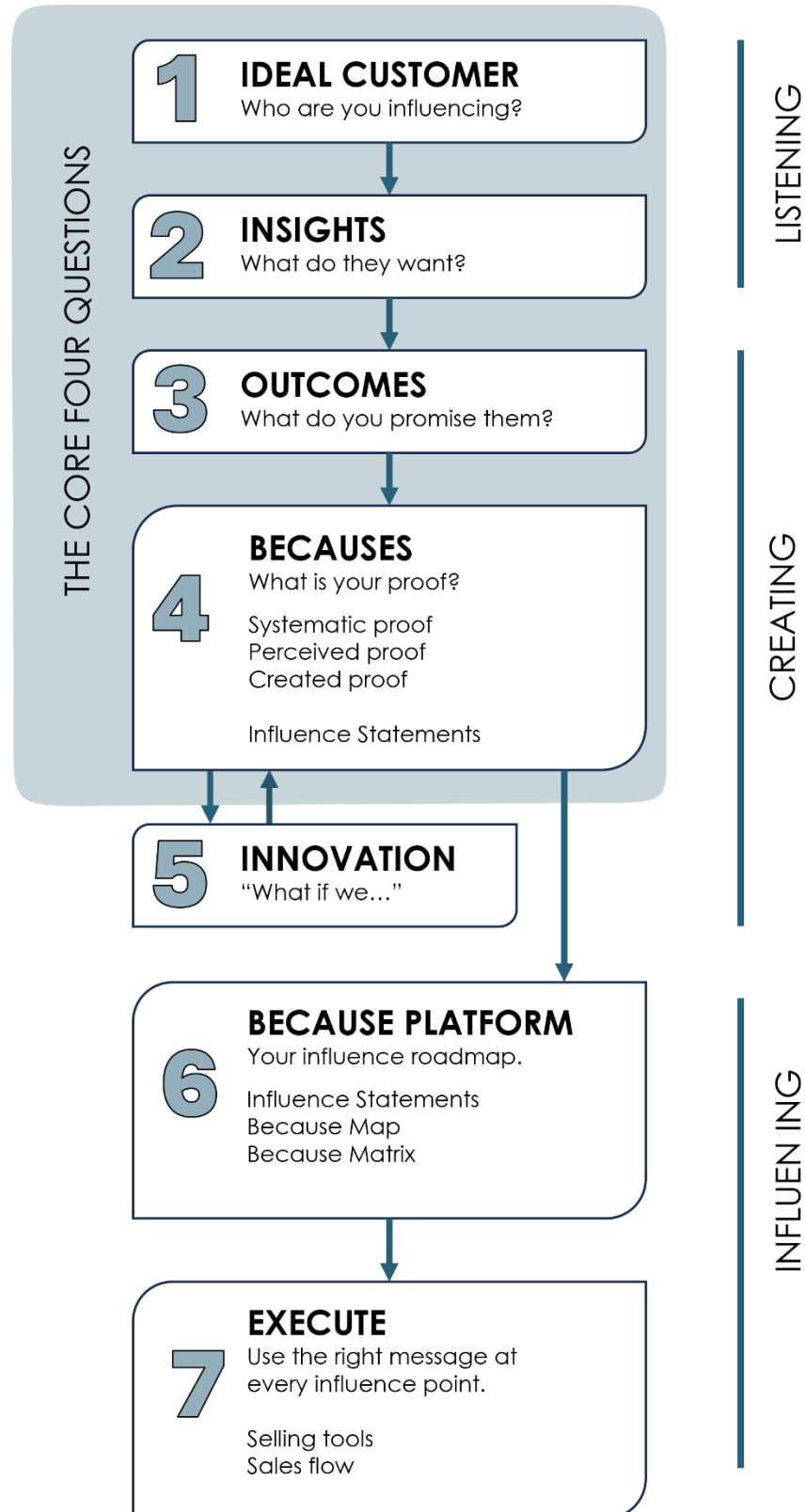
2. _____

3. _____

4. _____

5. _____

THE BECAUSE FRAMEWORK



WHO ARE YOU INFLUENCING?

Specificity Drives Results

Before you can influence anyone to do anything, you must know *who* you are trying to influence. Narrowing your focus reveals more powerful insights about your prospect and how to move them to action. Specificity increases the power of all the steps that come next. Complete the process for **one prospect type**, and then repeat the process for each company or individual you need to influence.

Specificity drives results because:

- It increases customer **certainty**.
- It increases **trust**.
- It increases **referrals** because people know exactly who to refer and what to say.
- It increases your **prices and your margins**. Customers are willing to pay more for a specialist.
- It reveals more **actionable insights** about your customers.
- It focuses your **marketing**.
- It focuses your **innovation**.
- It focuses your **investment**.
- It **focuses** your team.
- It helps **eliminate low-margin customers**.
- It **increases efficiency** and makes your business easier.
- It increases your expertise and **effectiveness** in your focus area.

Your Customer Universe

How many possible customers are in your Customer Universe? 10? 100? 1,000? 100,000? Your answer to this question has a dramatic impact on how you will find and market to your universe. Narrowing your universe has an exponential impact on the power of your insights and the ease with which you will go to market.

To narrow your universe, focus first on your Ideal Customers. Who are the next 25, 50 or 100 customers you would ideally want to sell to? Who would be the easiest to find, and the easiest to get to yes? Who would be the easiest for you to work with and produce the highest margins?

What Makes a Prospect Ideal?

You may have many different types of prospects you *could* sell to, but some of them are better than others. Here are a few thought starters about what makes an ideal customer. **This is not a multiple-choice list**, these are factors to consider as you work to narrow your focus on who is worthy of your effort, and who is just a distraction.

Ideal Customers

1. Who is best served by you?
2. Who is least effectively served by your competitors?
3. Who is most enjoyable to work with?
4. Who is most likely to purchase?
5. Who spends the most per transaction?
6. Who is most profitable?
7. Who is most frequent?
8. Who is easiest to work with?
9. Who is easiest to find?
10. Who needs what you do best?
11. Who gives the most referral business?
12. Who is the best opportunity for long-term business?

How will you find them?

Your description of your Ideal Customers is only useful if you have a way to find the customers you describe. Sometimes when describing their Ideal Customers, people write things that are descriptive and would theoretically be valuable but are not **findable**.

For example, ideas like “customers who want to work in partnership” and “customers who are willing to invest in quality” are not nearly as useful as descriptors which can be externally identified. Ideas like “advertising agencies with more than 50 employees” or “residential developers who build multi-family properties with more than 30 units each” immediately help us reveal more useful insights and envision how we will identify and market to these Ideal Customers.

Multi-stage, Multi-line, Multi-product Selling

Many times, you will have to influence different people, with different insights, during different parts of the sales process. Sometimes you need to influence different customer types or sell different products in your lineup.

You can use the Because Framework over and over for each customer type or product. It is most effective to use the Framework in this way because each will likely have its own set of unique insights, outcomes and Becausees.

If your company is B to B, think about your ideal customers in terms of both companies and individuals. Insights happen at both the company and individual level. If you're delivering on the objectives of both the company and the individual, you'll maximize your influence.

Who are you influencing (who are your Ideal Prospects)?

For this exercise feel free to describe companies, individuals, or both.

Describe who you are influencing:	How many? (Universe)
1. _____ _____	_____
2. _____ _____	_____
3. _____ _____	_____
4. _____ _____	_____
5. _____ _____	_____
6. _____ _____	_____
7. _____ _____	_____
8. _____ _____	_____
9. _____ _____	_____
10. _____ _____	_____

How will you FIND them (market to them or make contact)?

Brainstorm every way you might identify, market to, and contact your ideal customers:

- 1. _____

- 2. _____

- 3. _____

- 4. _____

- 5. _____

- 6. _____

- 7. _____

- 8. _____

- 9. _____

- 10. _____

WHAT ARE YOUR INSIGHTS?

What Problem Are They Solving?

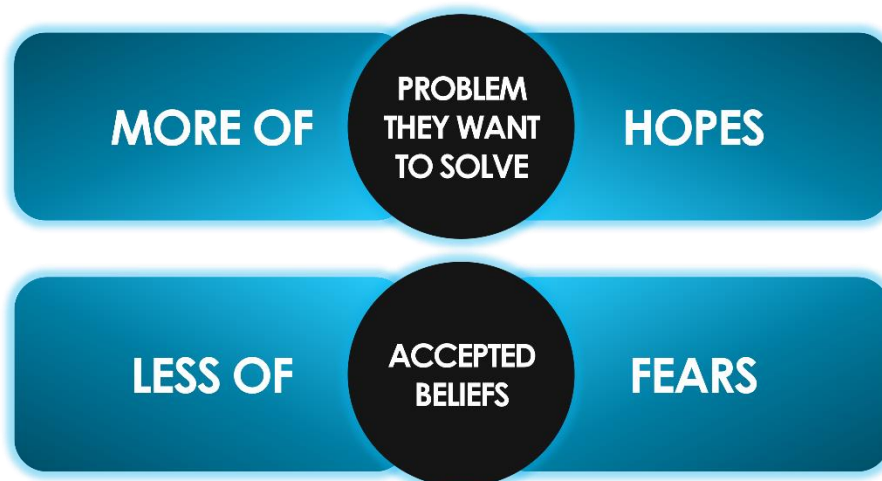
Every current customer or future prospect is trying to solve problems. They want their life to be better, or their business to be stronger, more efficient, or more profitable. Understanding their problems is the foundation of uncovering insights.

More of, Less of, Hopes, Fears and Frustrations

In solving their problem, prospects generally want more of something or less of something, more certainty or less frustration. Everyone has hopes and fears during their decision-making process. Studies of decision-making show that avoiding what we fear can be twice as motivating as getting what we hope for. What do they fear might happen if they buy from you? What do they fear will happen if they *don't*?

Accepted Beliefs

What pre-conceived beliefs do prospects have about your company or your industry? In some industries, people already have their defenses up when we begin to sell to them. For financial advisory, we may believe that everyone in the industry is going to want to “have coffee” with us. In HVAC, we may believe that every time they come to check out my furnace or AC, they’re going to tell me I have to replace the whole thing. If we walk into a car dealership, I’m going to get the high-pressure sales pitch. We may like or really NOT like our customer insights, but they are not good or bad, they are simply insights.



Insights Drive Everything

Insights drive everything in the Because Framework. Insights focus our message, our sales process, and our innovation activities. We should all be students of our prospects. The deeper we understand their hopes, fears and frustrations, the better products and services we'll create, and the better we'll be able to convince them that ours is the perfect solution for them.

INSIGHTS ARE ABOUT THEM

Their insights are about what they want, not what you do.

The most common mistake when brainstorming insights is that people start to list what their company does, not what the prospect wants. If you are listing things you do, back up to what that provides from the perspective of the prospect. What challenge or frustration does it solve for them?

What They Want, NOT What You Do.

Your insights are about what your customer wants or doesn't want from THEIR perspective. Many times, during brainstorming people list things that their company does as if they are insights. "Customers like that we..." That is not an insight about them, it is about you. To find the underlying insight, backtrack from the thing that you do, and write down why they care about it. Why do they find it valuable? That is your insight.

INSIGHTS

LEAD TO

OUTCOMES
(PROMISES)

AND THOSE ARE SUPPORTED BY

BECAUSES
(PROOF)

Listening to Your Prospects

Many times, we're so busy we don't take the time to listen effectively to our prospects. During this exercise you are going to use your existing prospect knowledge to create a list of insights. Later, you can validate your initial list by getting feedback from your team and your prospects. Gathering insights can be as complex or as simple as you want to make it. It can be anything from asking questions during your normal prospect interactions to creating in-depth surveys for current or past, prospects.

Granularity is Good

When you are brainstorming insights, granularity is good. It's easy to say that your prospect want "quality" or "good customer service", but what does that mean? Broad insights like this are not as useful as the specific dimensions of quality, or types of customer service. For example, do your prospects want responsiveness, one point of contact, live humans on the phone, status updates, expertise, or some other dimension of service? It's much easier to brainstorm innovations and Because statements around these specific insights than broad categories. Your insights can always be narrowed and combined later, but in the beginning, granularity is valuable.

Objections are Insights

What are the top objections you hear when selling to prospects? What are their reasons when they say no? These are insights. What are the things that frustrate you about your prospects? These are insights too. Anticipating objections is a key part of any sales process and is also key to uncovering powerful insights.

Sometimes during in-company sessions the brainstorming about insights gets heated. People say, "Yeah but our customers just think..." or "Our prospects always..." or "They just don't understand that..." Sometimes customers make us crazy. Those things are also great insights. You may like your customer insights, and you may not like them, but **insights are not good or bad, they are just opportunities to understand your customers** and enhance your message or innovate your business.

Gatekeepers

Where do you need to break through a gatekeeper in your sales process? What are your insights about the gatekeepers? You can use the Because Framework to influence gatekeepers the same way you influence decisionmakers.

Rational and Emotional

Insights are both rational and emotional. Some insights are rational—prospects focus on price. Some are emotional – I want to do the best thing for my family. Some are both – I want a car that won't break down, so my family is safe.

When generating your list of insights, remember to consider both rational and emotional insights. Many times, prospects want you to think they are only rational. They want you to believe that the only thing that matters to them is low price. They want you to think they are going to pit you against all the other competitors and choose the “lowest acceptable bid.” They want to take emotion out of the decision process, so you feel pressure to give them the lowest price.

But in every decision, there are both rational and emotional factors. “I don't want to make a bad call.” “I don't want anything to go wrong down the road.” I don't want the hassle of working with someone who will make my job harder, not easier.” “I want to look smart to my boss (or my spouse, neighbor or father-in-law.”

Universal Insights

There are some insights that tend to come up over and over. You might think of these as “Universal Insights.” One of the most common is that your prospect wants to look good to others. It may be their boss, their spouse, their neighbor, or their father-in-law. Do any of these insights ring true for your customers?

- I want to look good to others (be a rock star).
- I want certainty that I’m making a good call.
- I want to grow my business (B to B).
- I want to feel important.
- I want a good quality product or service (list quality dimensions individually).
- Give me great service (list dimensions individually).
- Make my life easier/take things off my plate (Be specific about what/how).
- Safe choice/reluctant to change if nothing is broken.
- Consultative help/expertise/insights/assistance/training.
- Deliver what you say you will.
- Provide more value.
- On-schedule/On-budget.
- Listen to what’s important to me.
- Stand behind your promises.

Your list may include some of these, but ultimately you should create a list that is specific to your customers in your industry.

Prospect #1: _____

Choose one prospect type. List as many insights as you can. Remember, these insights are about **what they want, not what you do.**

In brainstorming your insights, consider these factors:

- What do they want more of?
- What do they want less of (frustrations)?
- What do they hope for?
- What do they fear?
- What problem are they solving?
- What are their pre-conceived beliefs about your company or industry?
- What drives their purchase decision?
- Which of your insights are rational, emotional, and both?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____

Prospect #1 – Rank order your top insights

In ranking your prospect insights, consider these factors:

- Which are something **you can solve** in a way that is **unique to you and valuable to them**?
- Which insights are most *important* to this particular prospect?
- Which are something that your *competitors aren't addressing*?
- Which are *rational* and which are *emotional*?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

WHAT'S YOUR OUTCOME?

Your outcomes come directly from your insights.

Your top insights translate directly into the outcomes you promise. What will you give them more of or less of than competition? How will you solve their problem differently or better than their other options?

What's in it for them?

Your prospects don't care about your product or service, they care about themselves. They want to know what outcome you'll deliver for them. It's your answer to the insights you uncovered. It promises to deliver what they want more of or less of. It's your commitment to deliver on their hopes and allay their fears. It's how you will solve their frustrations.

Now that you have deep insights, creating your outcomes is easy. It is simply what you promise to deliver based on their insights.

Different from competitors and valuable to prospect.

Are any of your outcomes different from your competitors? Are those differences valuable to your customers? **Circle anything on the next page that is different and valuable.** You may not have anything to circle yet, and that's OK, but it makes finding your Because even more important. If your Outcomes are the same and you have a more believable Because (proof), you can still win in the marketplace.

THE BEST OUTCOMES

The Best Outcomes Are:

- Based on top insights
- Valuable to the prospect.
- Different from competition.
- Motivational (gets them to purchase).
- Superior to competition.
- Ownable (hard for competitors to copy).
- Simple to understand.
- Credible.
- Both rational and emotional.

Use this list to filter which of your outcomes are the most important.

List your outcomes:

Your outcomes come from your insights.

Prospect #1

1. _____

2. _____

3. _____

4. _____

5. _____

WHAT'S YOUR BECAUSE?

A Rational Reason to Make an Emotional Decision

Your Outcome is about THEM. ***Your Because is about YOU.*** Why will they believe that you will deliver the Outcome you're promising? Your prospect's brain needs a *rational reason to make an emotional decision*. It needs proof. That ***proof*** is your Because.

Every decision we make is partly rational (logical) and partly emotional. Combining the outcome you promise with rational, logical proof (a Because) finishes the sentence of influence.

Believable and Repeatable

Having a powerful Because makes what you say more *believable* and more *repeatable*. It gives prospects clarity about why they should choose you vs. other options, and it gives them the exact language to say to others to get them to make the same good choice. "You have to go to XXXXX because..."

Marketing Fluff

If you promise an outcome with no proof, it sounds to our brain like marketing fluff. It doesn't sound believable. In fact, studies show that this is true even at the subconscious level. When we get a good "gut feel" it's because our brain has latched on to a rational reason, even though we may be making an emotional decision. It's the same with buyer's remorse. When we make an emotional decision and our brain cannot justify it with proof that it was a good call, it causes anxiety.

Creating a Because

As you are creating Because, think about the following:

- Your Because is about ***YOU***
- How do you do what you do so well?
- What is something competitors ***haven't done, can't do, or won't do.***
- What do you do that is unique to you ***"We are the only..."***?

This Is Messy

As you work on this exercise, don't worry about doing the process "right." Creation doesn't fit into nice, tidy boxes. Sometimes, you'll find yourself thinking..."I wish I could say..." That's where innovation starts. What would it take to be able to actually say that?

In some situations, the outcome and the Because are interchangeable.

Not every one of your outcomes will have a Because, and that's OK. You may have a Because without an outcome, and that is okay as well.

There is probably a long list of outcomes you deliver. Your competitors may provide some of the same outcomes. What proof can you give prospects that convinces them that you can deliver those outcomes credibly different or better than them?

THE BEST BECAUSES

As you're creating Because's to support your outcomes, you may find that there are multiple options for some of your outcomes. The following list will help you evaluate your Because's.

- Factual/supportable.
- Compelling – valuable to your prospects.
- Different – your competitors don't, can't or won't do this.
- Ownable – Unique to you.
- Easy to communicate/repeat.

BECAUSE creation strategies:

To get you going, here are 17 techniques for creating great Because:

Magic Words: “We are the ONLY...”

Systematic Proof

1. Proprietary processes or methodology.
2. Proprietary systems or technology.
3. Proprietary formulations, ingredients, or materials.
4. Testing process/quality substantiation.

Perceived Proof

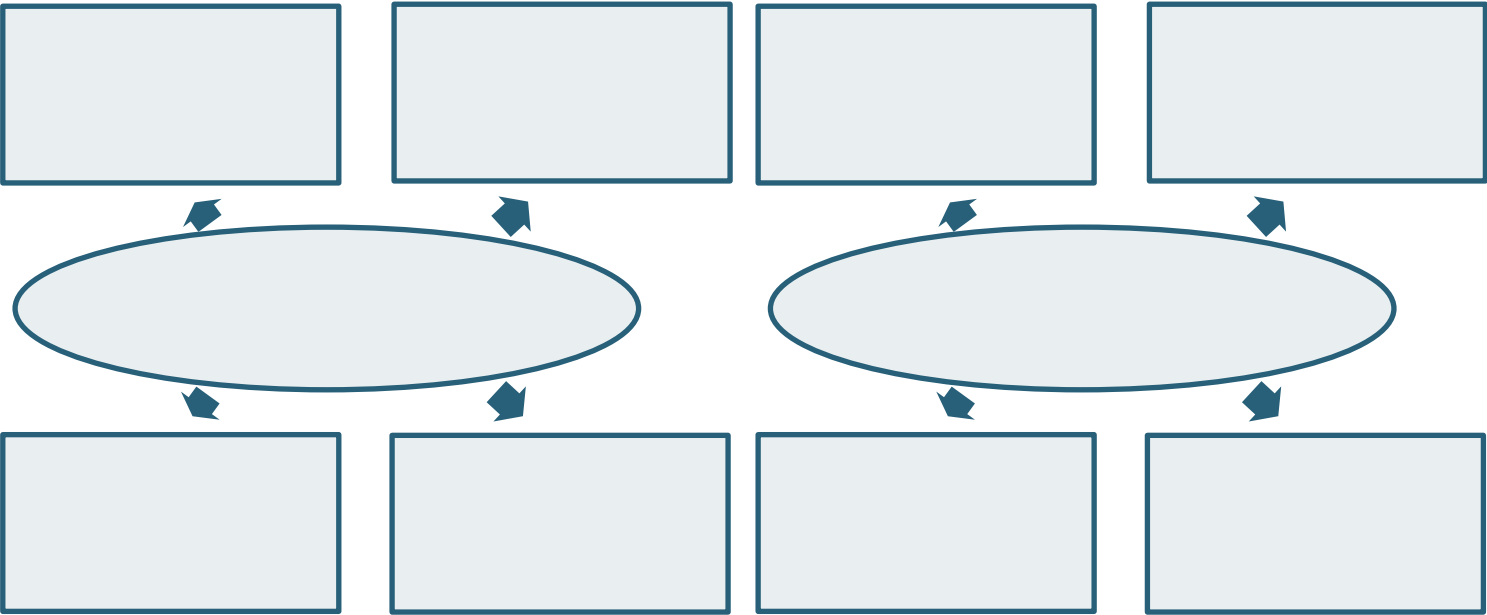
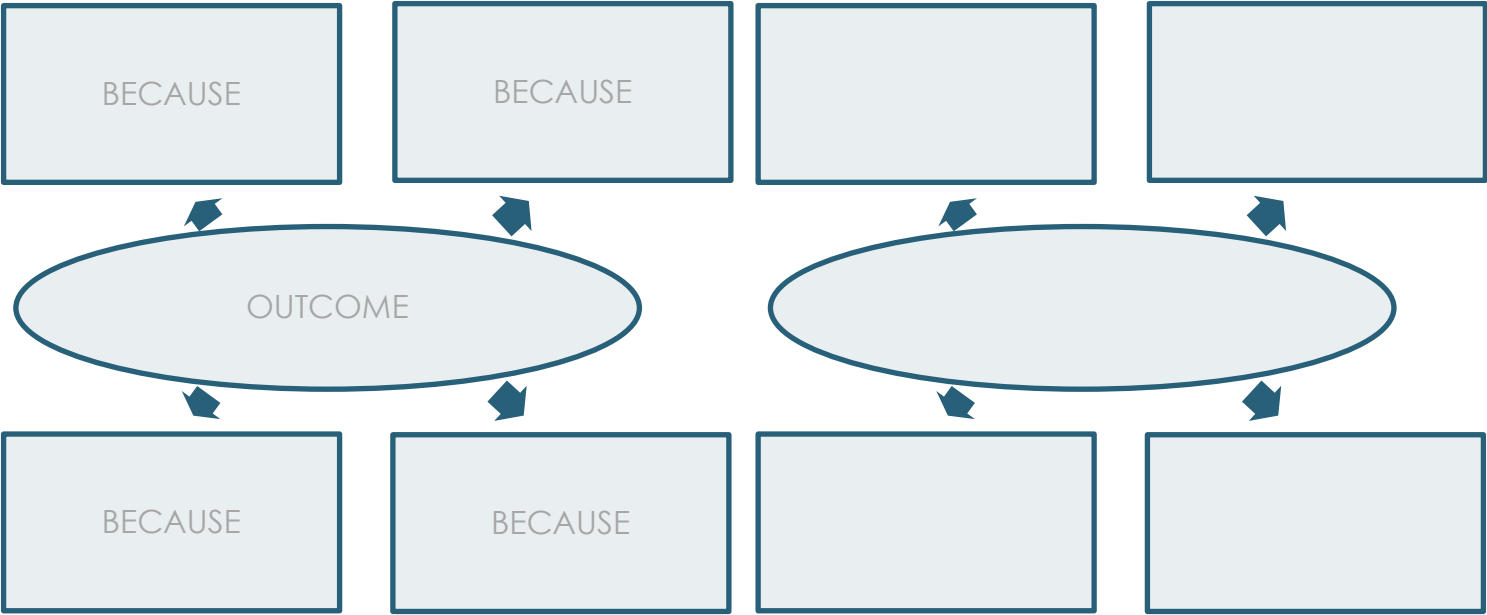
5. Specialization/Exclusivity “We only work with...” “We specialize in...”
6. Size: “We are the largest...”
7. Statistics/Track Record: “99.4% on time, 2 billion records processed.”
8. Social Proof: testimonials, reviews, impressive clients.
9. Visual Proof: “Our shirt is whiter than theirs.”
10. 3rd party: awards, certifications, etc.

Created Proof

11. Product differentiators: functions, capabilities, innovations.
12. Pricing structure.
13. Customization.
14. Upgrade included.
15. Unique company structure: we collaborate across divisions, vertically integrated, B-Corp, etc.
16. Guarantee (related to their fears).
17. Unique/novel approach (No 4-hour arrival window).

Visual Brainstorming - Prospect #1

(Refer to page 21 for Because ideas)



CREATE YOUR IMPLEMENTATION PLAN

Congratulations! Now that you've done the hard, up-front work, you're ready to insert your Because's into your business.

This will help maximize everything else you do to grow sales. Done well, it should impact every touch point from your front-line employees to your sales force to your advertising messages. It should make you the preferred choice vs. your competition, increase referrals, align your organization and drive innovation.

Your Because's should be:

- Inserted at every influence point in your sales flow including:
 - 1:1 sales conversations/prospect meetings
 - Emails
 - Proposals
 - Presentations
- Used in all your marketing messages including:
 - Videos
 - Email marketing
 - Website
 - Packaging
 - Corporate messaging
 - Materials
- Used to drive innovation including:
 - Creating new Because's
 - New processes
 - New products

The work you've done has clarified who you're targeting, and how you're going to influence them. Now plan your next steps.

Implementation Plan

Who?

When?

1.	<hr/> <hr/>	<hr/>	<hr/>
2.	<hr/> <hr/>	<hr/>	<hr/>
3.	<hr/> <hr/>	<hr/>	<hr/>
4.	<hr/> <hr/>	<hr/>	<hr/>
5.	<hr/> <hr/>	<hr/>	<hr/>
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9.	<hr/> <hr/>	<hr/>	<hr/>
10.	<hr/> <hr/>	<hr/>	<hr/>

Further Because Assistance, Implementation and Accountability

Gerry O'Brion

gerry@whatbigbrandsknow.com

513-382-3152

Stacey Kelly Crowley

stacey@whatbigbrandsknow.com

815-608-6893

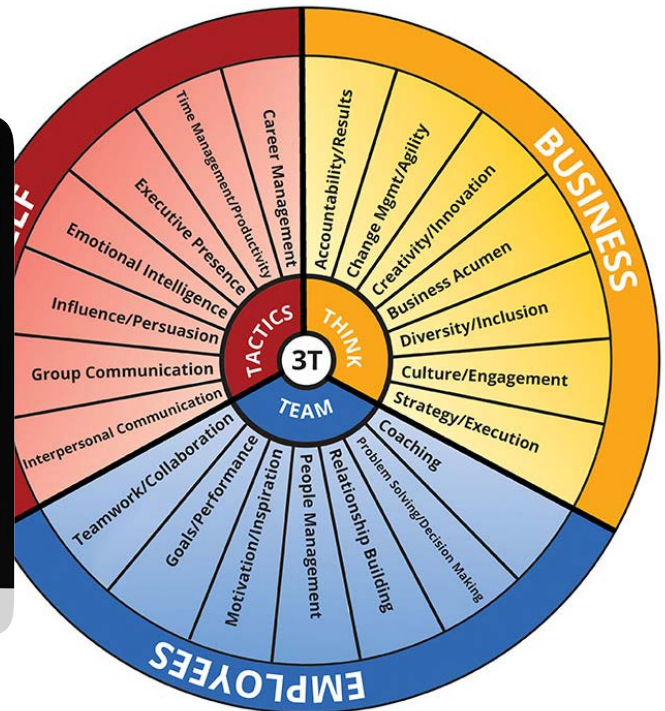
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Who Should Participate



- Large Corporations with internal training departments who want to supplement their existing leadership development programs to “fill in the blanks” on performance improvement needs
- Larger Organizations that don’t have internal training departments or an established leadership development program (who need an outsourced L&D function)
- Small-to-Medium Size Firms who need a consistent leadership development strategy for the senior leaders and managers in their organizations

