

Four Great Truths

- ❖ Proposing solutions before understanding a clients' / candidates' goals, problems, and needs is prescribing without first **diagnosing**.
- ❖ If you don't know where your client/candidate is in their **decision** process, you cannot know where you are in your **search/staffing** process.
- ❖ Your short-term **behavior** has a long-term consequence.
- ❖ If you fail to differentiate with your approach, you will always be forced to differentiate by your **price**.

Team Exercise

What does this principle mean at your workplace?

How do we potentially violate this principle with our clients / candidates?

How can we better leverage this principle with our clients / candidates?





Responding to Resistance Exercise

Historically, salespeople have referred to client resistance as 'overcoming objections.' This language sets the stage for the wrong type of business relationship. No one wants to be 'overcome.' People do, however, want to be *listened to* and *responded to*.

Resistance is a normal part of making business decisions, and the approach you take in responding to that resistance – an attitude of wanting to understand and help resolve your clients'/prospects' concerns – is critical to your success.

Even the best prepared conversations and the most experienced of consultants will encounter some form of resistance during the conversation with the client prospect. It is simply human nature to respond with resistance. However, the way you respond to this first encounter can either advance the conversation or destroy it.

MISPERCEPTIONS

- 1.
- 2.
- 3.
- 4.
- 5.

SKEPTICISMS

- 1.
- 2.
- 3.
- 4.
- 5.

CONCERNS

- 1.
- 2.
- 3.
- 4.
- 5.



Listen / Acknowledge / Clarify / Expand / Seek Agreement

The following L.A.C.E.S. model will help you successfully communicate and implement essential responding skills:

1. **Listen:** for what's being said and why it's being said – the words and the feeling. Listen for the need behind the statements or the resistance.
2. **Acknowledge:** to satisfy the person's fundamental need for recognition. It is not agreeing. You are communicating that you either understand or desire to understand.
3. **Clarify:** to confirm your understanding of the situation or resistance coming from the person. You will want to ask a variety of clarifying questions to ensure understanding by all involved before moving forward.
4. **Expand:** by suggesting alternatives, different approaches or suggestions that would assist in meeting the person's needs and helping to solve their problems or achieve their goals and objectives.
5. **Seek Agreement:** find common ground on all or a part of the issue to begin aligning your position with that of the person with which you seek agreement.

The first steps in the LACES model involve Listening and Acknowledging, which is 'indicating attentiveness' in order to meet the individual's need for recognition. You acknowledge, communicating that you have listened carefully and that you understand their perspective. That does not mean that you agree with them, only that you understand their perspective. If you fail to acknowledge and begin with your response, you risk being perceived as argumentative and combative.

The final steps in the LACES model involve probing for acceptance. Expanding and Seeking Agreement both involve listening and asking the person directly to confirm their acceptance.

Note that the use of this model is the science of responding. Use this science as a basis for developing your own responses, according to your own personal style and the specifics of individual candidate situations.



LISTEN _____

ACKNOWLEDGE _____

CLARIFY _____

EXPAND _____

SEEK AGREEMENT _____

