



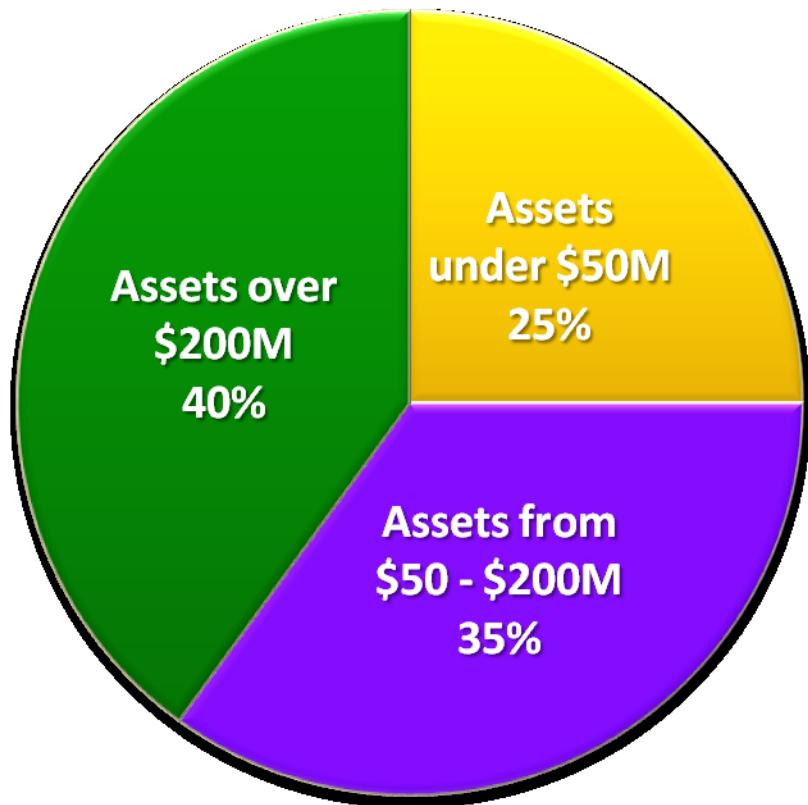
*Presented By*  
**Beverly D. Flaxington**  
*The Human Behavior Coach®*



# Understanding Clients THE FIVE SECRETS

*For the FPA Denver  
September, 2017*

# What Do Clients Want?



**Institute for Private Investors**  
**Survey to Member Firms**  
**293 private investor members**  
**representing 650 individuals**

# Survey Said...

The **top three things** clients asked for:

**Listen and be more attentive**

**Be more honest and open**

**Use less sales talk**

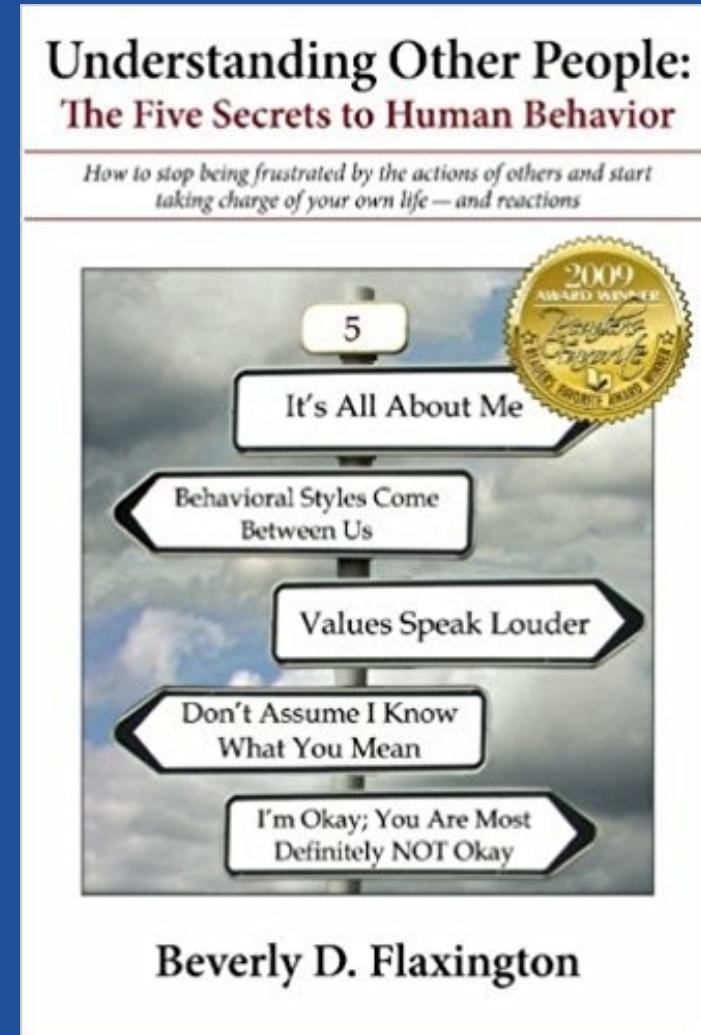
# People Issues!



- Not returns
- Not quantitative
- Not investment focused

**ALL have underlying communication breakdowns**

# Based Upon Bestselling Book



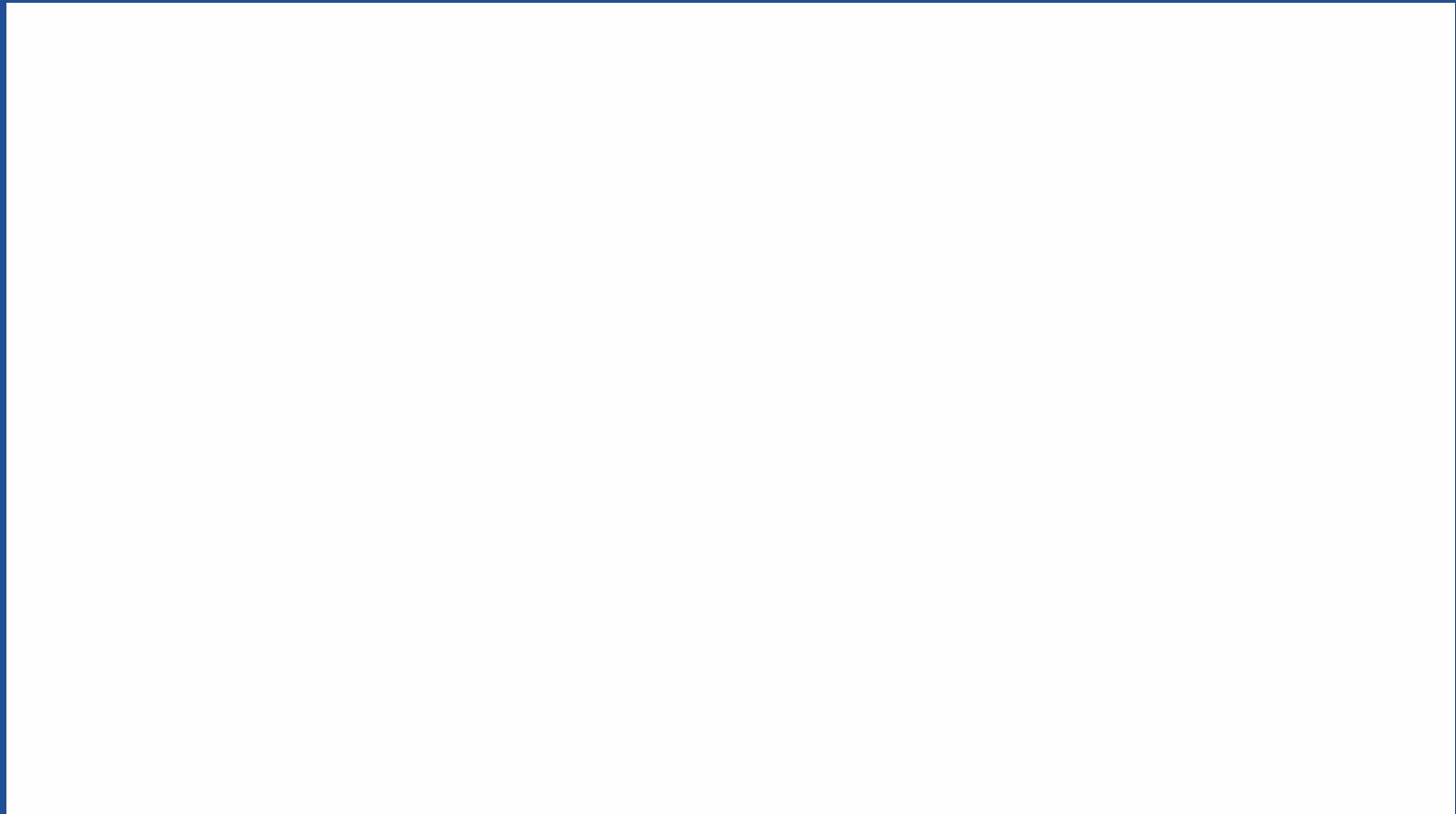


**“The truth is that we are 98 percent emotional and about two percent rational.”**

*Douglas E. Noll, Esq.,  
Peacemaker And Mediator Specializing In Difficult  
And Intractable Conflicts*

# What Are the Five Secrets

- 1 It's All About ME and My Filters
- 2 Behavioral Styles Come Between Us
- 3 Values Speak More Loudly Than Words
- 4 Don't Assume I Know What You Mean
- 5 Focus on THEM!



# Secret Number One: It's All About ME!



Many advisors make the mistake of talking about their background, their practice, or their approach to investing so much that they lose any focus on the other person. All of their materials and communications are focused on a “me” message.

# Do You Know What They Really Mean?



Advisors – like everyone else – have filters that they've developed over the years that tell them what's important and what's not

# Filters Get in Our Way



- Who do your materials talk about?
- Information isn't data – it's open to interpretation
- Watch out for “I know what you mean....”

# Active Listening



**Use lead-in phrases that indicate you understand what you've been hearing**

- “Let’s see if I have this...”
- “In other words,...”
- “If I understand you correctly...”
- “What I hear you saying is...”

# Open-Ended Questions

- “What does success look like to you working with an advisor 1-2 years from now?”
- “What obstacles might we face in working together?”
- “What are your top three priorities for this relationship?”
- “What matters most to you from a communication perspective?”

# Focus on “Me”



- Handwritten notes
- Birthday wishes – phone calls
- Ask me my opinion
- Ask me “why?”

# What to Do?



- Be careful using a “me” message – instead, make it about them
- Listen to understand
- Ask probing questions
- Use active and reflective listening

# Secret Number Two: Behavioral Styles Come Between



- It's like talking different languages
- We watch what others do
- We react to behavior that differs from our own

# How Well We Hear

How much of what we  
“hear” during communication  
is from the words used by the  
speaker?

- 7%
- 15%
- 29%
- 52%
- 90%



# What We Say

It's not “WHAT” we say but how  
we say it:

- Body language is 55%
- Tone of voice is 38%
- Words & content are only 7%



# Try It!

Turn to the person next to you and say,

“You look **GREAT** today”

*Say it sincerely, smile and really mean it!!!*

# Now, Try This...

Say it again, this time changing your tone to sarcastic while rolling your eyes...

**“YOU look great today”**

# Primer on Behavioral Styles

There are 4 different elements:

**D** – **dominance** (how we handle problems)

**I** – **influencing** (how we interact with people)

**S** – **steadiness** (how we handle pace)

**C** – **compliance** (how we handle procedures)

# Four Categories Per Factor

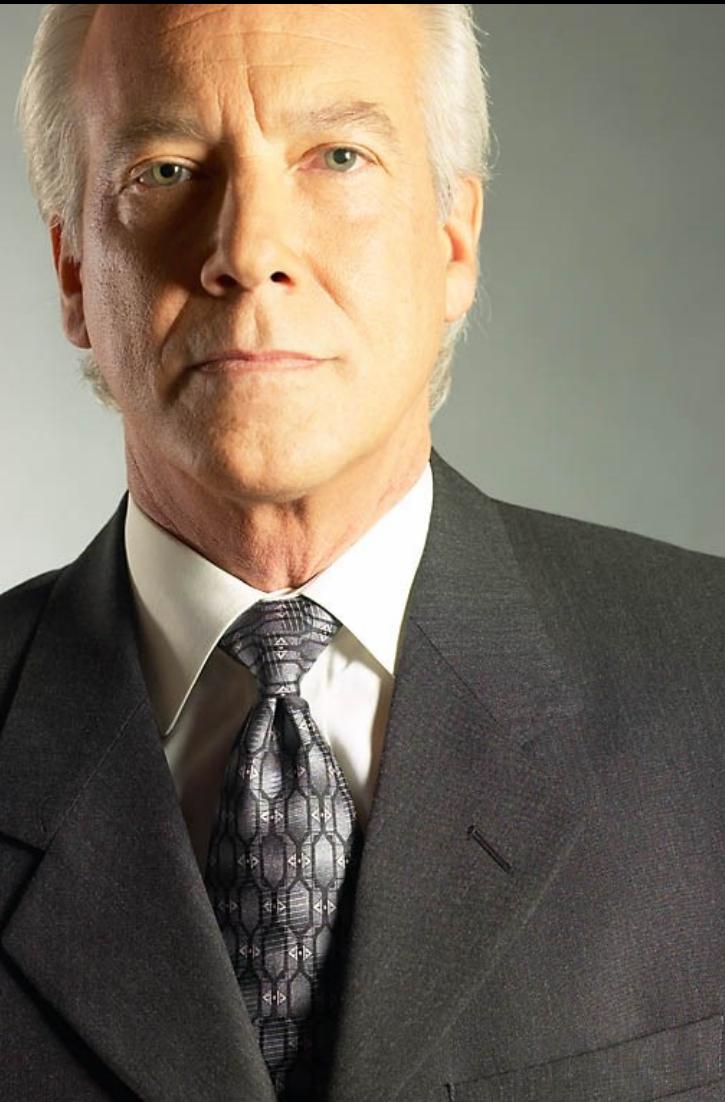
Tone of Voice

Pace of  
Speech and  
Action

Words Used

Body Language

# “D”- Dominance DISC Type



18% of the population is “Core D”

- Direct, Assertive
- Not sociable
- Results-focused

***“Bottom line...ME!”***

# “I” - Influencing DISC Type



**28% of the population is “Core I”**

- Outgoing – verbal
- Animated, warm, friendly
- Focus on people

***“This is fun!”***

# “S” - Steadiness DISC Type



**40% of the population is “Core S”**

- Nice person - can listen for a long time
- Not hurried or animated
- Warm and friendly

***“I’ll get that done for you”***

# “C” - Compliance DISC type



**14% of the population is “Core C”**

- Not socially oriented - can appear cold
- Introspective and thoughtful
- Focus on data and details

***“I need more data!”***

# Behavioral Styles Can Hamper Us!



- Do you have a difficult client?
- What is “difficult”?
- Can you identify the triggers?
- Teach your staff about triggers

# What To Do?



- Become aware of your own communication style
- Practice subtle matching
- Record styles in the CRM



# Secret Number Three: Values are Loud!



- What do we care about?
- Values underlie but often aren't readable like behavior
- **Be careful how you convey what's important**

# Six Core Values



Utilitarian



Individualistic



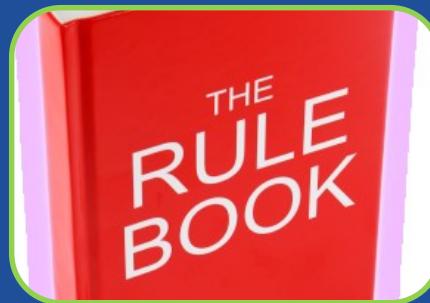
Theoretical



Aesthetic



Social



Traditional

# What Really Matters?

VALUABLE  which a promise is made. It includes needs, wants, grant, and is a promise of love and a commitment to a relationship.

**VALUATION**

1. estimating the worth or value of something
2. act or process of estimating the worth or value of something

**VALUE** worth of all the things that will be given

- Watch how you convey information – “this is important”, for example is a value statement
- Remember that couples will have different values in many cases
- Ask: How do they spend their time?

# What To Do?



- Listen for what's underneath
- Watch your own value judgments
- Convey information taking other values into account

# Secret Number Four: Don't Assume



- In communicating context is everything
- Learn to think in terms of “why”
- Others don’t know what you know – make it clear!

# Don't Assume it Matters

- Watch terminology geared to our industry
- Connect what you do – to why they care





“This is gobbledegook. I asked for mumbo-jumbo.”

# Remember Everyone's Favorite Radio Station!



## WIIIFM

What's In  
It For Me

# The Communication Process

**Outgoing  
information**

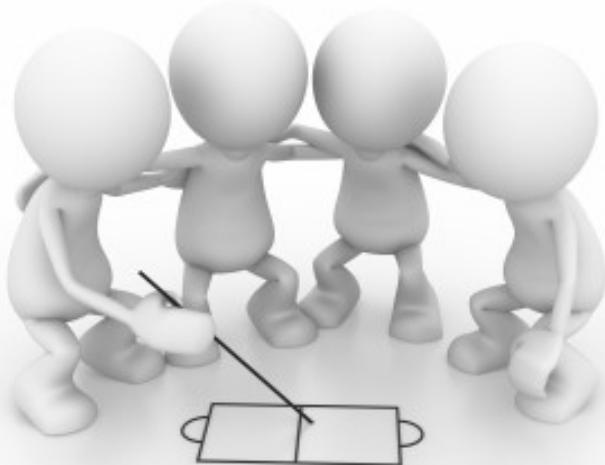
**Interactive  
communication**

**I “inform you” –  
I don’t ask you  
or include you**

**Information flows  
two ways – we  
are both involved**



# Get a Different View



- Can others understand what you do and why it matters?
- Does everyone in your firm know the importance of “So what?” language?

# What To Do?



- Ask yourself “why?”
- Emphasize communication in your firm and with your clients
- Risk telling too much rather than too little
- Never act on “I think this is what he/she means....”

# Secret Number Five: It's About THEM!



- Watch and listen
- Why, “Just ask” for referrals doesn’t work
- Remember: What do they think about? What do they care about?

# Adult Learning Principles



**Only a small percentage of adult learners gain information by reading!**

- The same message – different mediums
- Make communication a key part of who you are

# Vary Communication, And Do It Often



February 4-8, 2013

# InvestmentNews™

The Leading Information Source for Financial Advisers

## Finding the best ways to stay in contact

By Liz Skinner

When it comes to communicating with clients, some financial advisers think that more is definitely better.

In fact, in a 2011 survey, "elite" advisers — those making more than \$1 million a year — said that they reached out to their top 20 clients an average of 28 times a year.

Low-earning advisers didn't come close to that average, according to the survey, which was conducted by CEG Worldwide LLC.

As important as frequent communication is, experts say hitting high numbers alone isn't enough.

Just as important as frequency is finding the right method and style to communicate with clients, based on their preferences.

**PRACTICE MANAGEMENT**

"It's not possible to create a one-size-fits-all strategy for communication with clients," said Deanna Sharpe, associate professor in the personal-finance-planning department in the College of Human Environmental Sciences at the University of Missouri.

Advisers have to know their clients and whether they are "high touch" or "low touch" in terms of the amount and type of contacts each will need in a given year.

"Such differences cannot be captured in a formula that says, 'Touch clients X amount of times per year in Y ways,'" Ms. Sharpe said.

One point everyone agrees on is that a lack of

Continued on Page 30

“...50% of wealthy investors said they wanted to be contacted by their advisor **monthly**, 27% said semiannually and 12% said **weekly**...”

— 2011 Spectrem Group survey

# Make it About Them: Concierge



- “Special” events
- Flowers and candy on Valentine’s day
- Tiffany bank at baby’s birth
- Travel brochures for upcoming trips

# Make it About Them: Concierge



- Note something you appreciate about them
- Write handwritten notes!

# What To Do?



- Determine today to learn more about others
- Become an Interested Observer watching and seeking to understand
- Pursue the facts and data, but don't separate the people element from them!

# Commit to Action!



“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough, we must do.”

*Leonardo da Vinci (1452-1519)*



# Questions?

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