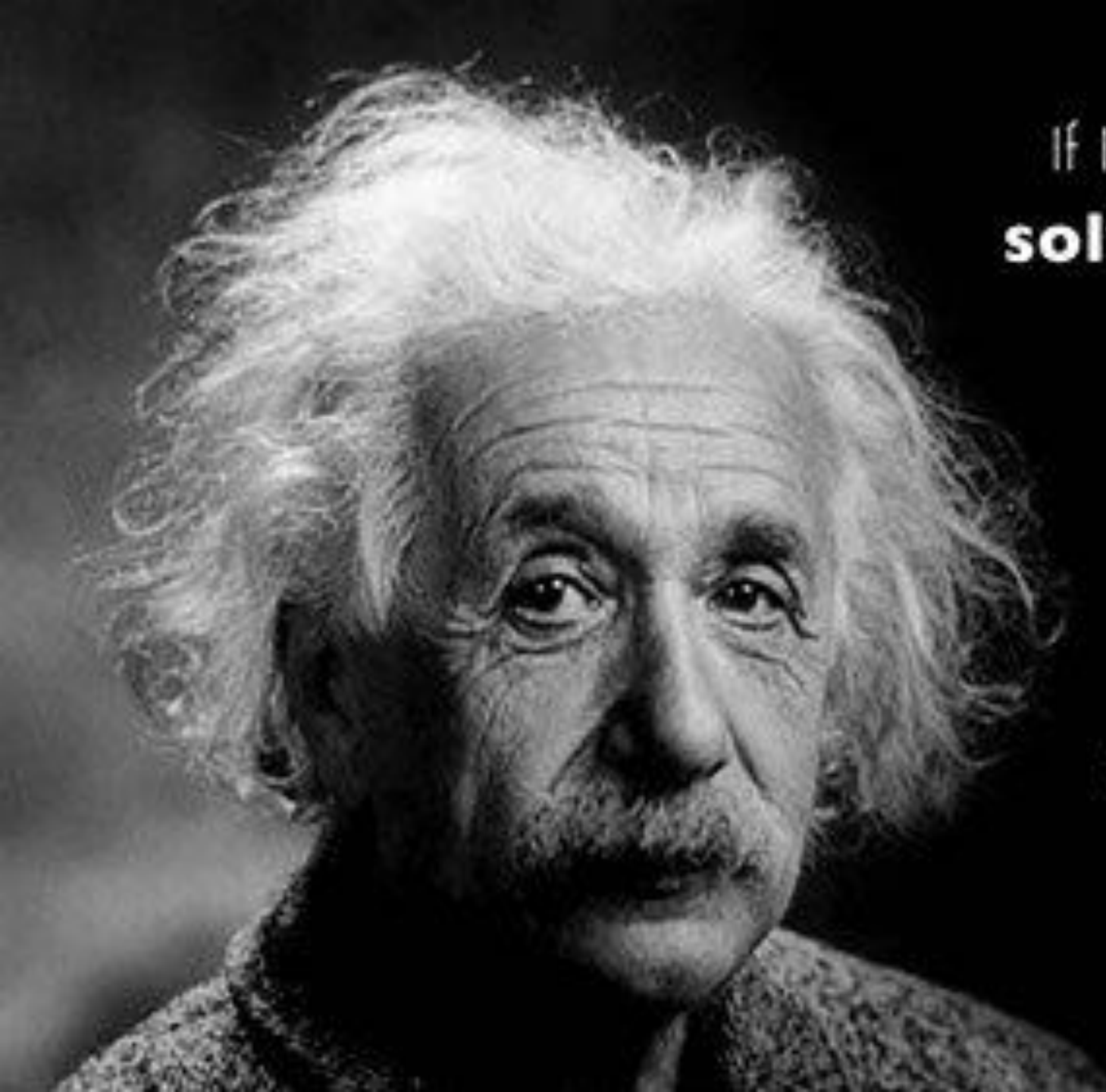


How to ask powerful questions as an advisor?

IAPA Webinar Series – February 2019

James Mason: Managing Director, Mindshop



If I had an hour to
solve a problem and my
life depended on it,
I would use the
first 55 minutes
determining the
proper questions to ask.

Albert Einstein

**The most successful
advisors I've observed in
the market are often
those that also ask the
most powerful questions
of clients and team
members**

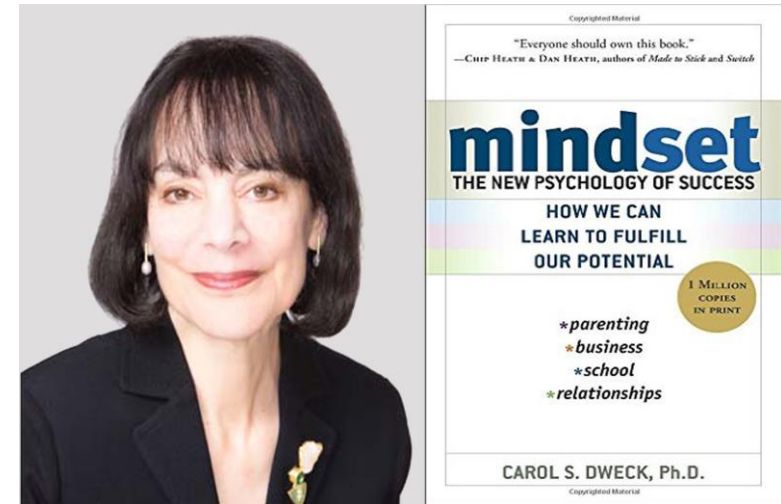


FIVE PHASES OF BUSINESS ADVISORY

Focus Today



Problem Solving requires a Growth Mindset



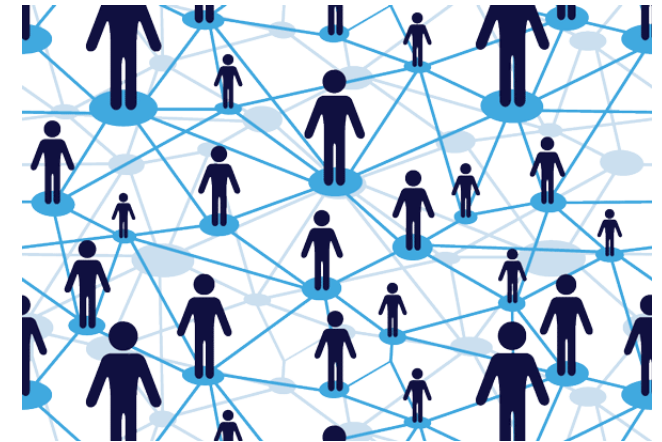
Powerful questioning is also about great.....

RESEARCH & PREPERATION



Research

Google



Preparation

AGENDA

-
-
-

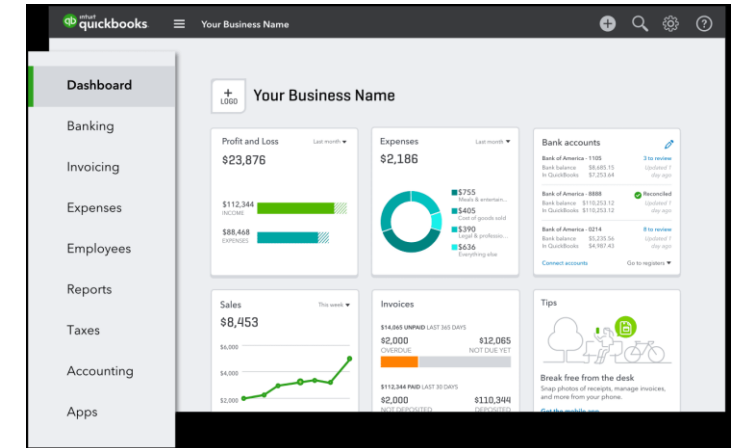
KPIs

Vanderlay Industries

MONTH / QUARTER / YEAR

Nov 2011

	2 ALERTS	RESULT	TARGET	TREND	BENCHMARK	
A PROFITABILITY		NOV 2011		vs OCT 2011 ▾	MEDIAN	PERCENTILE
Total Revenue		\$1,091,472	\$750,000	✓ ▼ -25.8%	\$762,012	1 2 3 4 5
Gross Profit Margin		44.1%	25%	✓ ▼ -0.41%	43.29%	1 2 3 4 5
Operating Profit Margin	●	3.05%	15%	✗ ▼ -8.65%	10.48%	1 2 3 4 5
B ACTIVITY						
Activity Ratio		3.38 times	15 times	✓ ▼ -0.98 times	119 times	1 2 3 4 5
Accounts Receivable Days*	●	88 days	40 days	✗ ▲ 17 days	62 days	1 2 3 4 5
Accounts Payable Days		65 days	45 days	✓ ▲ 18 days	90 days	1 2 3 4 5
C EFFICIENCY						
Return on Equity		-	15%	-	18.67%	-
Return on Capital Employed		10.31%	11%	✗ ▼ -40.74%	14.49%	1 2 3 4 5
D GEARING						
Debt to Total Assets*		72.74%	50%	✗ ▼ -0.68%	25.61%	1 2 3 4 5
Equity to Assets		-7.57%	50%	✗ ▼ -0.1%	43.91%	1 2 3 4 5
E CASH FLOW						
Operating Cash Flow		\$94,019	\$10,000	✓ ▲ 388.5%	\$43,930	1 2 3 4 5
Free Cash Flow		\$67,405	\$10,000	✓ ▲ 9.4%	-\$489,351	1 2 3 4 5
Net Cash Flow		\$39,716	\$10,000	✓ ▲ 17%	-\$17,732	1 2 3 4 5
Cash Flow Margin		8.61%	120%	✗ ▲ 7.3%	8.89%	1 2 3 4 5



Powerful questioning is also about effective.....

LISTENING



Listening skills – 6 steps

1. Eye Contact
2. Suspend Judgement
3. Paraphrase (content) (what)
4. Reflection of Feeling (emotion)
5. Summarise
6. Ask Questions

(avoid polite waiting)



The reason why we
have two ears and only
one mouth is that we
may listen the more
and talk the less.

—Zeno of Citium
(c.335–c.263 BCE)

Powerful conversations open door way to opportunities

I want to grow my business

Not sure where I want to take the business

My team need some training in leadership

I want to buy a new investment property

My business partner wants to sell the business in 3-4 years

I need a great book keeper

I'm stressed by my poor cash-flow

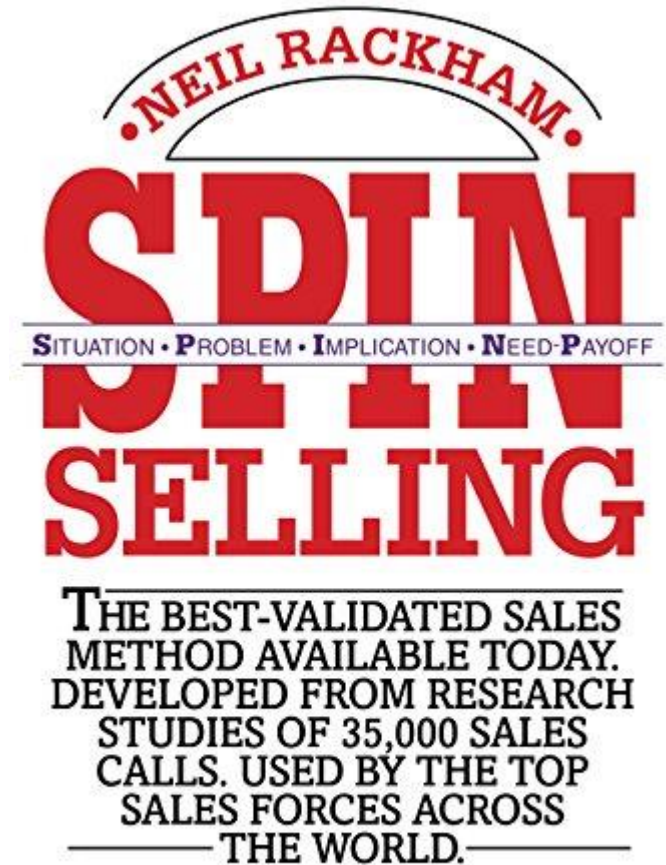
I need to lift profits by 20%

Can you help me sell my business?

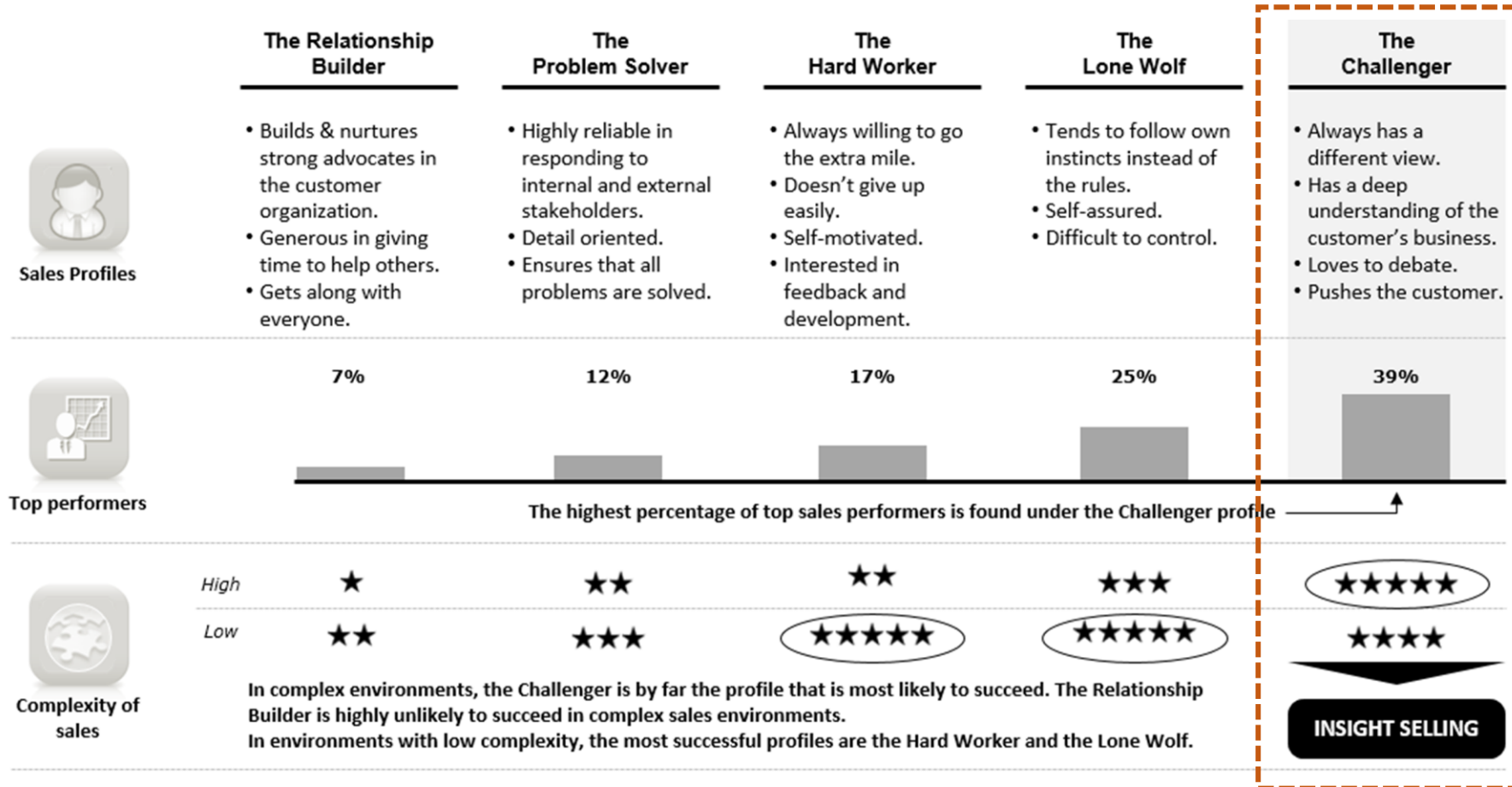


SPIN questions - can be used to sell

1. **Situation** – “How is business?”
2. **Problem** – “Why is growth such an issue for the business?”
3. **Implication** – “What will happen if growth keeps declining at current rates?”
4. **Need-Payoff** – “If we could turn your poor growth around over the next 6 months what would be the benefits to the business? Would a solution be of interest to you?”



Rise of the challenger sales person



Source:
Straligence, Adapted
from CEB, The
Challenger Sale,
Arlington VA

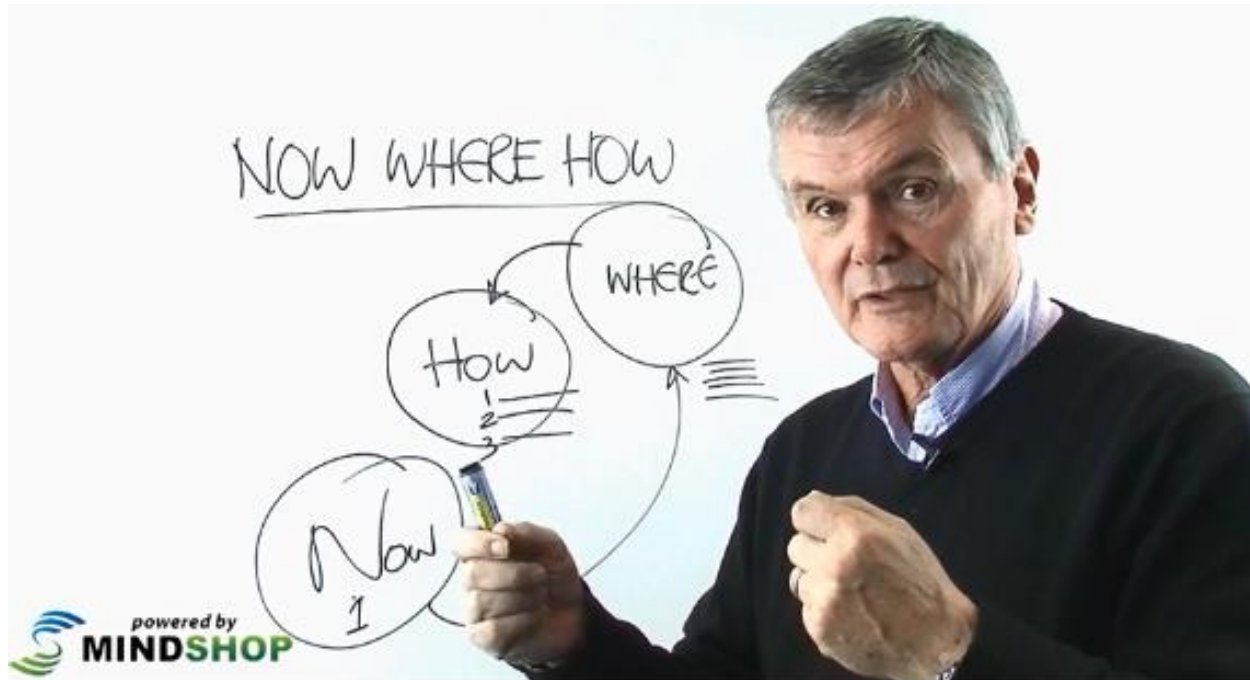


Lets look at 5 great questioning approaches



1. Now-Where-How questions

Open up a conversation with a client using Now-Where-How



Powerful questions

“How is your business performing NOW?”

“What are your goals for the next 12 months as to WHERE you want to be?”

“What are the top 3 strategies you need to focus on first as to HOW you will get there?”



2. Dig Deeper by asking 'Why'

Dig deeper during any meeting using the concept of 5 why's

Our sales are reducing across the business?

Why?

- No pipeline of prospective customers

Why?

- No contact program

Why?

- No accountability for creating one

Why?

- No Sales Manager in place

Why?

- Poor cash-flow. So can't afford one

Powerful questions

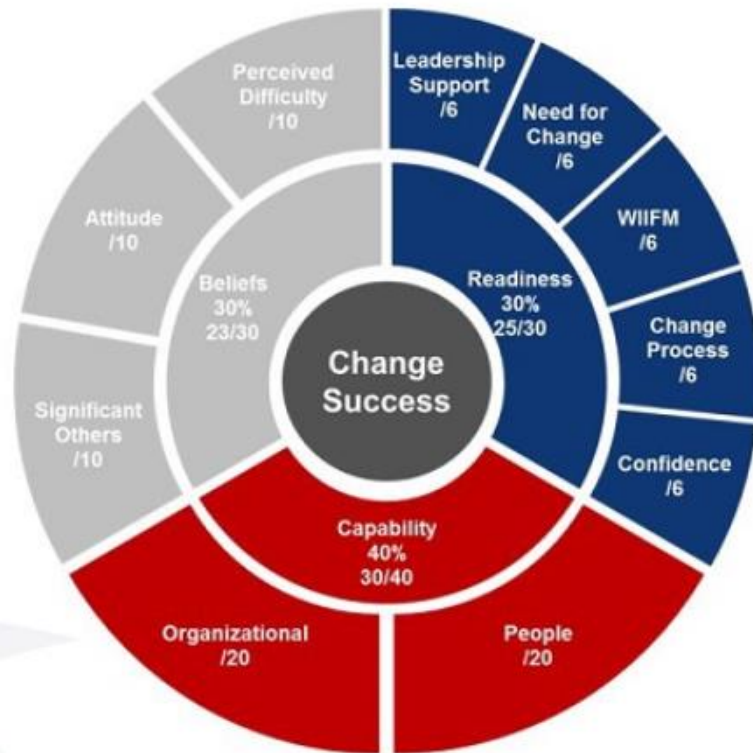
“Why do you think that is?”

“So why did that occur?”

3. Change Readiness

Challenge their level of change readiness.

Out the box 30% probability of change success



Powerful question

“How change ready are you when reflecting on your plans for 2019?”

4. What's worked, what hasn't

Discover past history of success and / or failure

Powerful question

“Reflecting on last year, what worked, what didn't and what can we learn?”



5. If you had a magic wand?

Stretch people's boundaries on what could be possible



Powerful questions

“If you had a Magic Wand and didn't have to think about the cost or the how, what would you change about.....?”

“If you had a Magic Wand and could design up the ideal relationship with an advisor what would that look like?”

Implementing back into your firm

1. Change your meeting pads to have powerful questions built into them
2. Link the purpose of asking to your offerings (they need to understand what they are and how they link). Role play
3. Train your team in these techniques
 - Run lunch and learn sessions
 - Lead by example
4. Turn using these questioning techniques into a paid service offering (advisory boards, problem solving meetings at hourly rates)



Summary – Powerful questions as an advisor

- The most successful advisors also ask the most powerful questions
- Use them in client meetings, on your website, workshops, prospect meetings with your teams
- Reflect on SPIN and challenger sale approaches
- Ensure you listen effectively and prepare / research well before hand
- Ask 5 key questions:
 1. Where are you Now-Where-How?
 2. Why?
 3. How change ready are you?
 4. What's worked, what hasn't?
 5. If you had a magic wand?



A man in a light blue shirt is standing at the front of a conference room, gesturing with his hands while speaking to a group of people seated at tables. The room has large windows and a whiteboard. The audience members are seen from behind, looking towards the presenter.

Thank you for attending

Any questions post this session please
email me at jmason@mindshop.com or
visit www.mindshop.com