# Client Development Skills for Insurance Professionals

ARGO
GROUP

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Training, support and mentorship for **early-career insurance professionals:**

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# Featured Speakers

## Gary Grose

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## Leah Ohodnicki

U.S. Head of Marketing and Producer Management, Argo Group

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# Agenda

## What we'll cover today:

- Building the Customer Relationship
- Leveraging Key Client Development Skills
- The Client Development Process
- Takeaways and Follow-Up Items

# Objectives

- Review the key skills needed to build and maintain a successful customer relationship.
- Understand the steps of the Client Development Process.
- Describe best practices to leverage during each step of the Client Development Process.

# Building the Customer Relationship

# Customer Relationship Pyramid

# Leveraging Key Client Development Skills

| COMMUNICATION SKILLS | RELATIONSHIP BUILDING SKILLS | NEGOTIATION SKILLS | PRESENTATION SKILLS |
|---|---|---|---|
| • Listening<br>• Questioning<br>• Communication Styles<br>• Channels<br>– Email<br>– Phone<br>– Visit | • Empathy<br>• Uncovering customer needs<br>• Customer service | • Gaining influence<br>• Difficult conversations<br>• Reshape YES | • Articulation of product differentiation<br>• Closing |

# The Client Development Process

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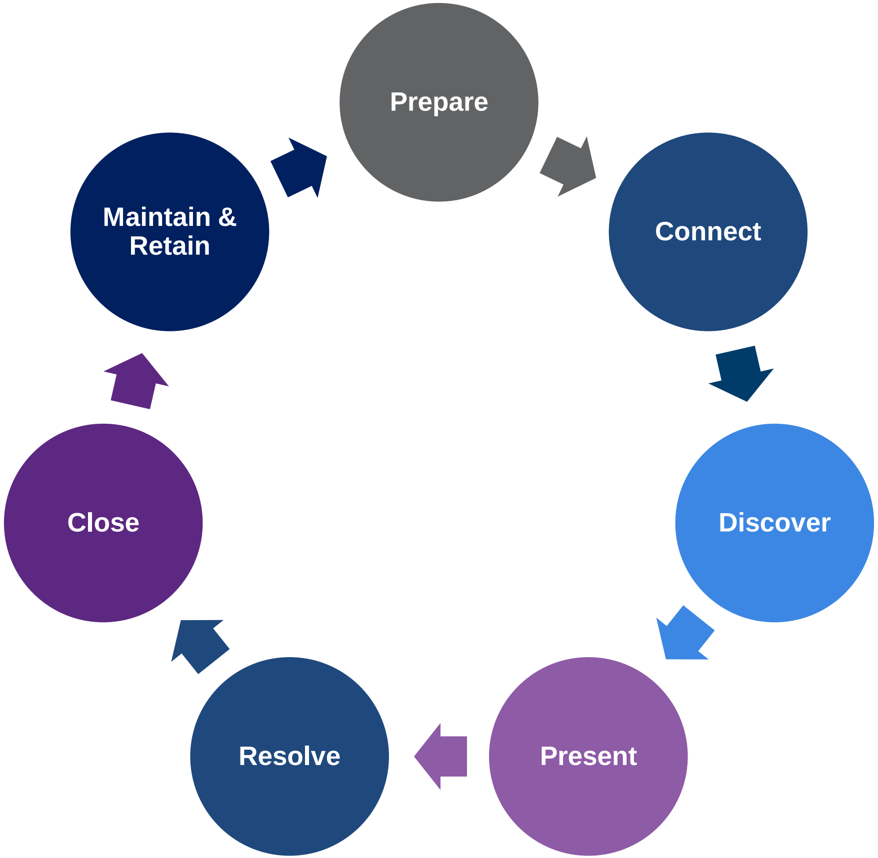
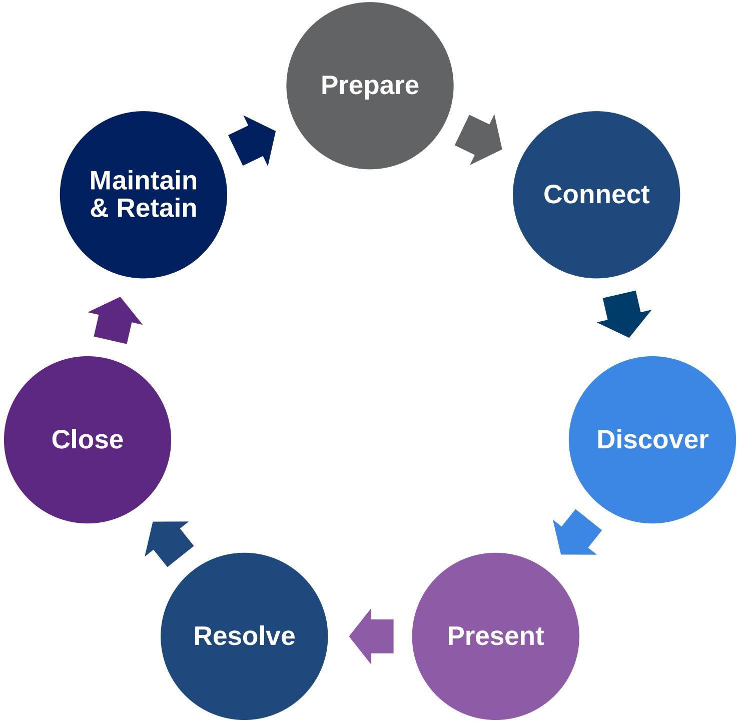


# Connecting the Client Development Process and Key Skills




COMMUNICATION SKILLS

RELATIONSHIP BUILDING SKILLS

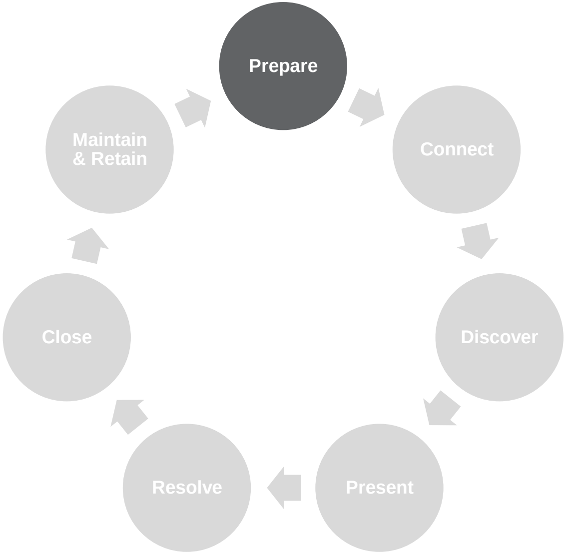
NEGOTIATION SKILLS

PRESENTATION SKILLS

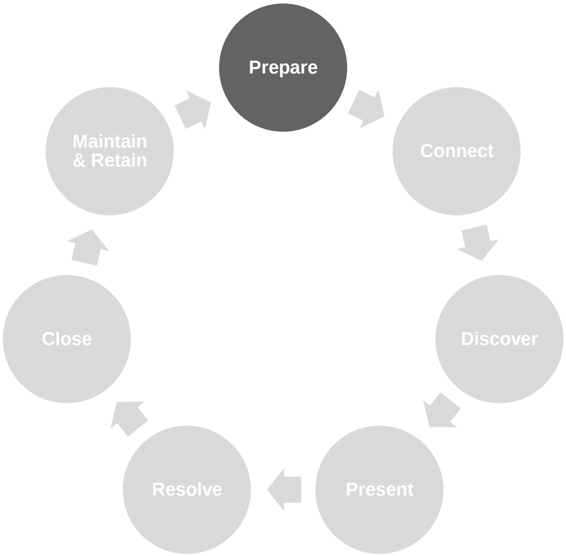
# The Client Development Process:
## 1) PREPARE

# Planning a Meeting

- Determine who to visit/call.
- Send a calendar invite.
- Develop a written agenda.
- Provide client with proposed agenda.
- Confirm the appointment.



# Writing an Effective Agenda




- Be brief.
- Make sure it includes the current issues that the customer needs assistance with.
- Note the attendees with titles on the agenda.
- List topics that will be covered during the meeting.
- Include the meeting location's address.

# Planning Tool

**Sales/Marketing Call or Visit Planning Worksheet**

| | |
|---|---|
| **Client / Prospect (Individual & Company Name)** | |
| **Broker Contact** | |
| **Line of Business** | |
| **Date / Time of Meeting** | |
| **Location of Meeting** | |
| **Participants in the Meeting** | |
| **Decision Makers in the Meeting** | |

**Client Status**

Step in the Sales Process? ☐ Prepare ☐ Connect ☐ Discover ☐ Present

☐ Resolve ☐ Close ☐ Maintain & Retain

Relationship Pyramid Threshold? ______________________________

Call / Visit Objective: ______________________________

______________________________

______________________________

______________________________

______________________________

**Data Gathering**

The following data sources will be helpful to me as I prepare for this meeting:

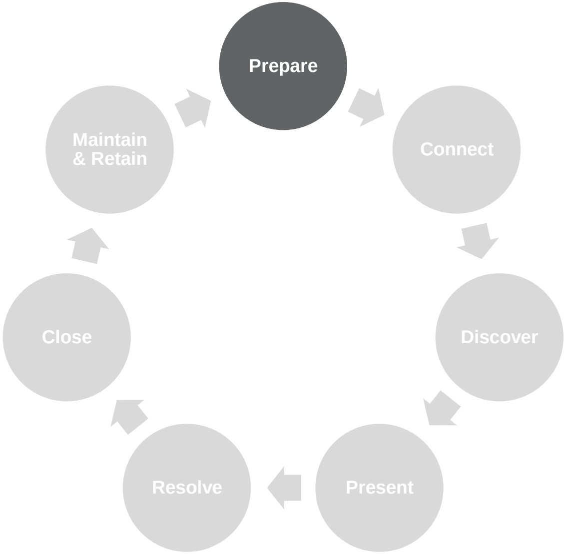
The following individuals will be helpful to me to learn more about my client and their needs:

**Preparing**

| | |
|---|---|
| I plan to open the conversation by… | I plan to close the conversation by… |
| I anticipate the following objections to my requests… | The ideal end to the meeting is… |
| I assume the broker has the following needs… | The main issue from the last communication was… |

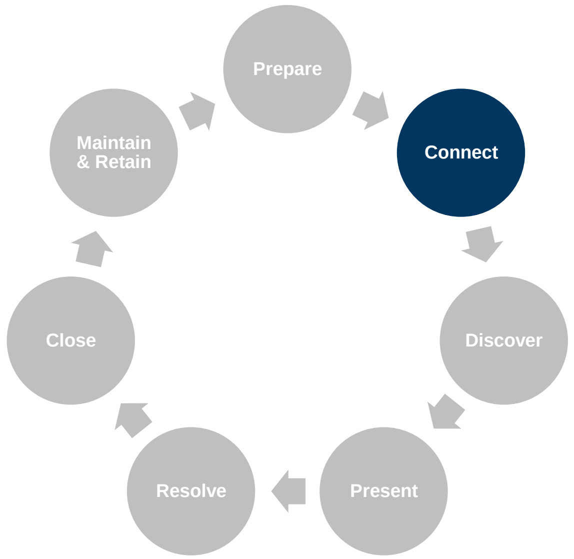
**Differentiators**

| | |
|---|---|
| The main competitors to this business are… | The benefits to the client of this business are… |
| What differentiates me from the competition is… | |

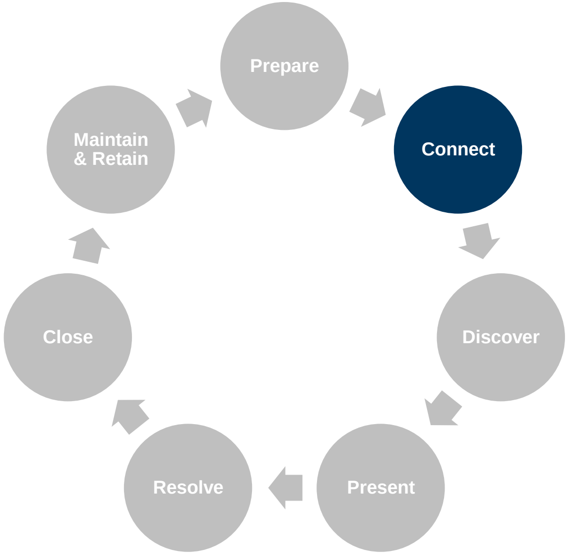


# The Client Development Process:
# 2) CONNECT

# Ways to Connect




| | | |
|---|---|---|
| GOALS | SKILLS/ TALENTS | INTERESTS |
| PERSONALITY | BACKGROUND | VALUES |




# Empathy

## Cognitive Empathy

Ability to see the world through others' eyes.

## Emotional Empathy

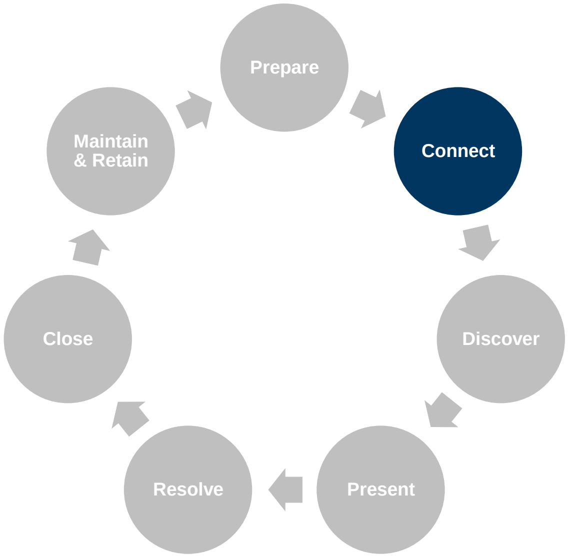
Tuning in to another person's feelings requires we pick up their facial, vocal and stream of other nonverbal signs or how they feel instant to instant.

## Empathic Concern

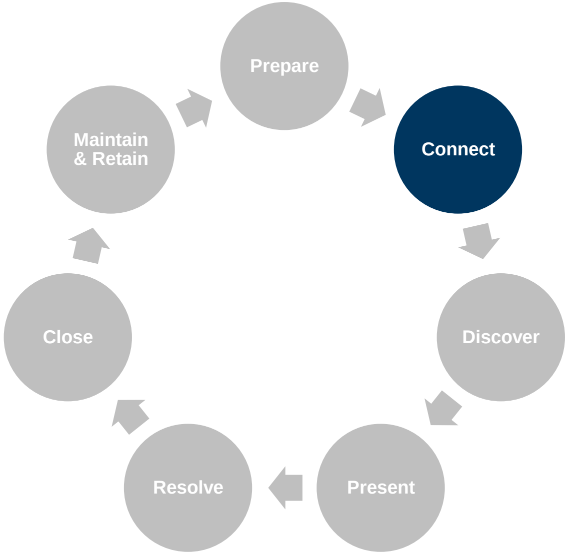
Someone expresses their caring about another person.

# Use Empathy Effectively

- Put aside your viewpoint.
- Validate the other person’s perspective.
- Examine your attitude.
- Ask what the other person would do.
- Listen.



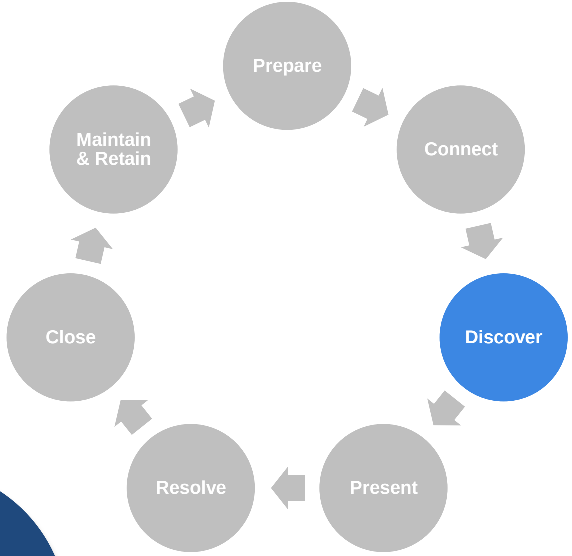
# Active Listening Basics



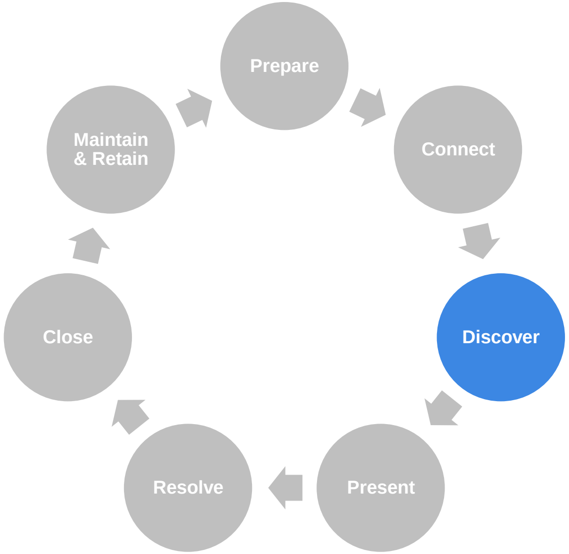

- Pay attention.
- Show that you are listening.
- Provide feedback.
- Defer judgment.
- Respond appropriately.

# The Client Development Process:
# 3) DISCOVER

# Finding the Gap

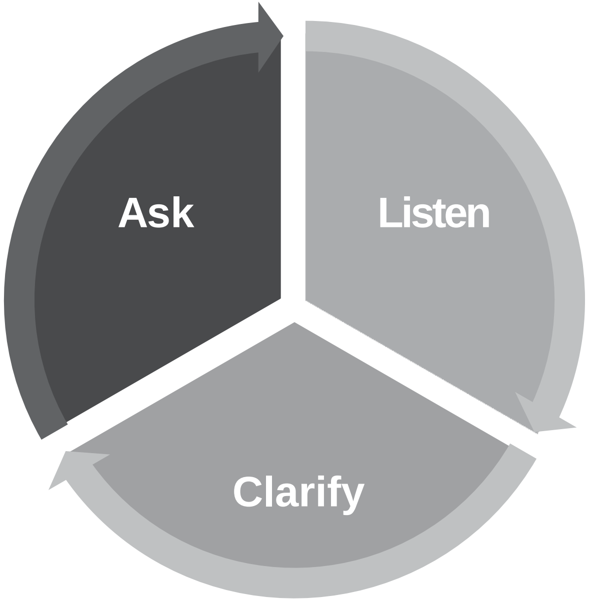



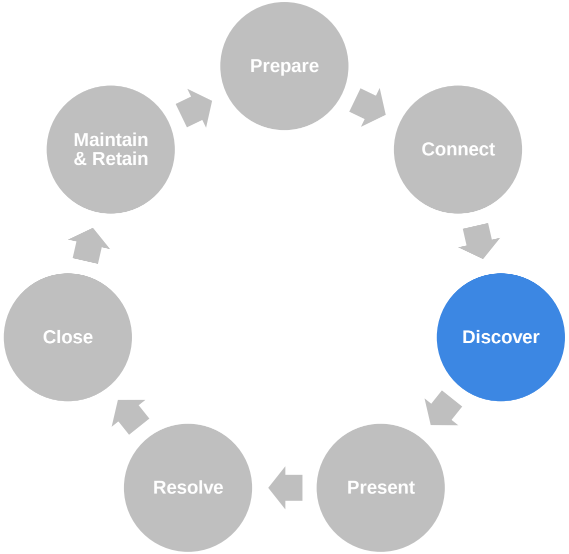
# The Discovery Process

# Asking Techniques

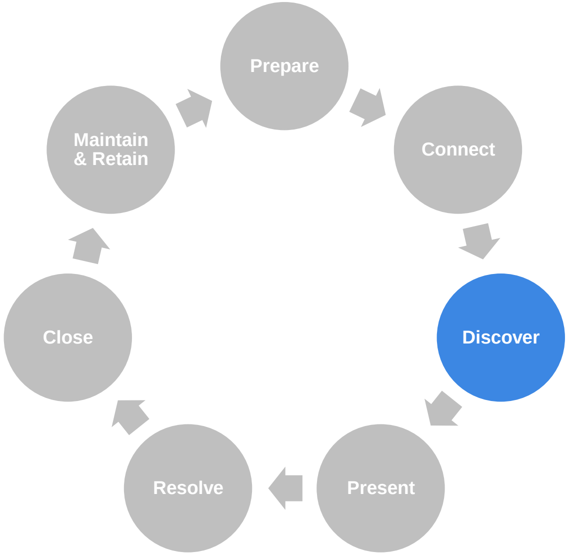
- **Closed-ended**
- **Open-ended:**
    - Probing
    - Leading



# 6 Laws of Listening

1. You can't listen and work at the same time.
2. You can't listen and think at the same time.
3. There is no such thing as multitasking.
4. Everyone knows exactly when you stopped listening.
5. You can't fake listening. You can't pretend to listen. You can't fool people.

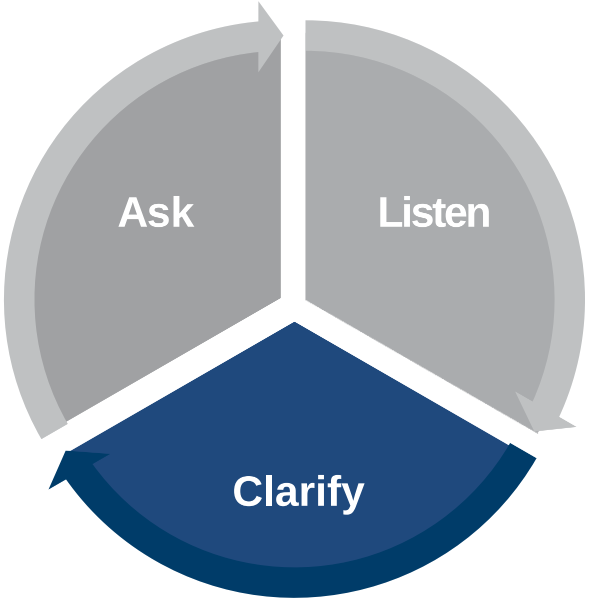



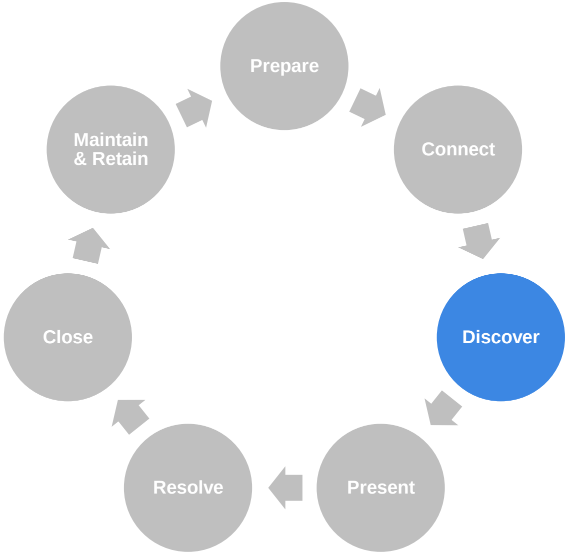

6. People only tell you the truth when they think you're capable of hearing it.

– Dr. Gerald Bell, Bell Leadership Institute

# Clarifying Techniques

- Ensure understanding.
- Acknowledge responses.

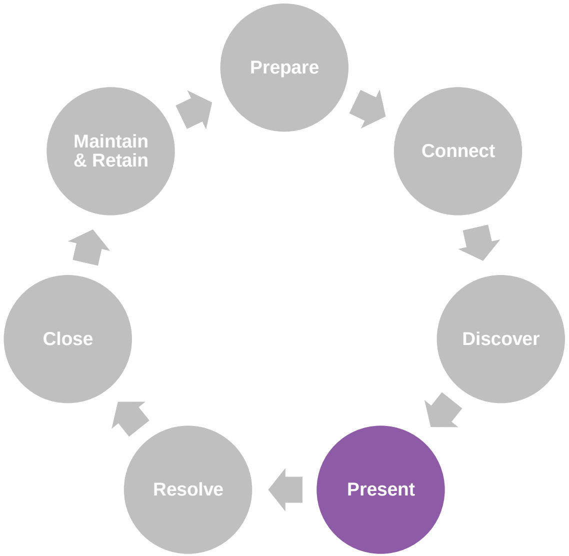


# The Client Development Process:
# 4) PRESENT

# Conducting the Meeting

- Be professional.
- Use your agenda.
- Be direct.
- Listen (remember 2:1).
- Include the entire group by asking questions.
- Look for problems you can provide a solution for.
- Look for opportunities you hadn’t thought of before the meeting.



# Conducting the Meeting

## MUST DO

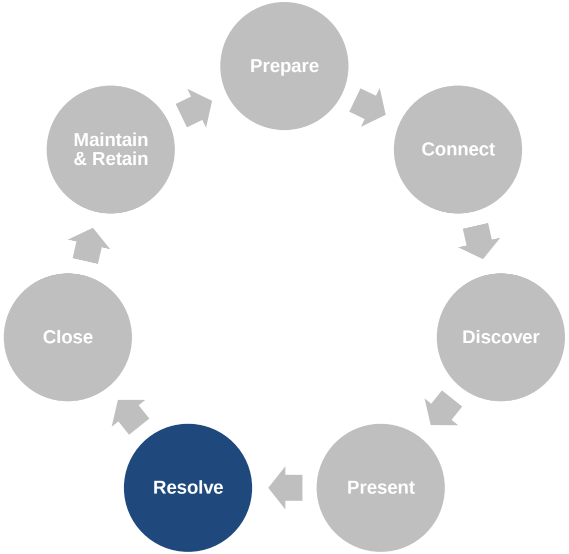
- Begin by building rapport.
- Confirm how much time you have.
- Follow the agreed-upon agenda.
- Ask for the business.
- Review the numbers.
- Find out the client’s needs and opportunities.
- Pass along information from other departments – “carry their mail.”
- Take careful notes documenting your discussion and any commitments made by both parties.
- Do what you say you are going to do.
- Ask to look at actual accounts that are on their desks.

## DON’T DO

- Make commitments for other departments.
- Make a promise that you knowingly aren’t willing or able to keep.
- Exaggerate your capabilities or the company’s capabilities.
- Overpromise and under-deliver.

# The Client Development Process:
# 5) RESOLVE

# 3 F's Model for Resolving Objections With Empathy



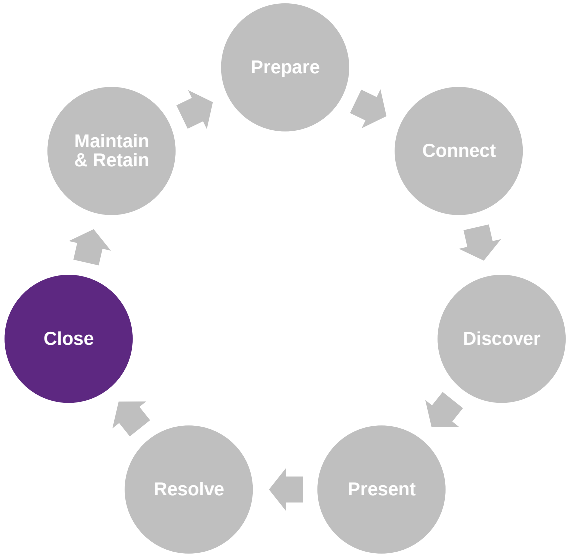

**FEEL** *I understand how you feel …*

**FELT** *Someone else felt the same way …*

**FOUND** *Someone else found …*

# The Client Development Process:
# 6) CLOSE

# Closing the Meeting




## Ask for the business:

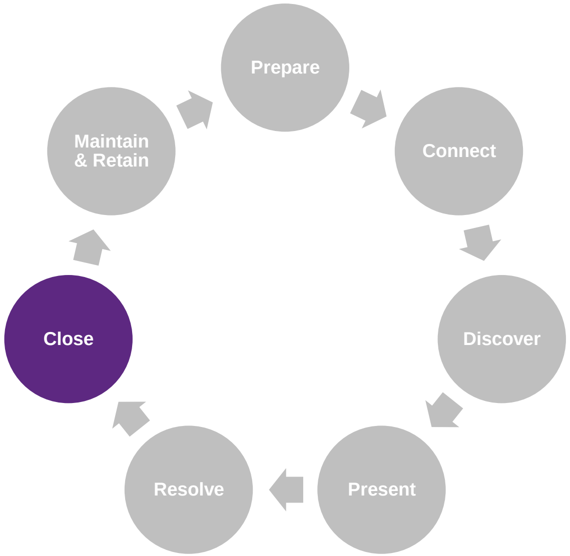
- Determine what needs to be done to get the business.

## Confirm outstanding items to resolve:

- Acknowledge what was agreed to in the meeting.
- Clarify who is going to do what by when.

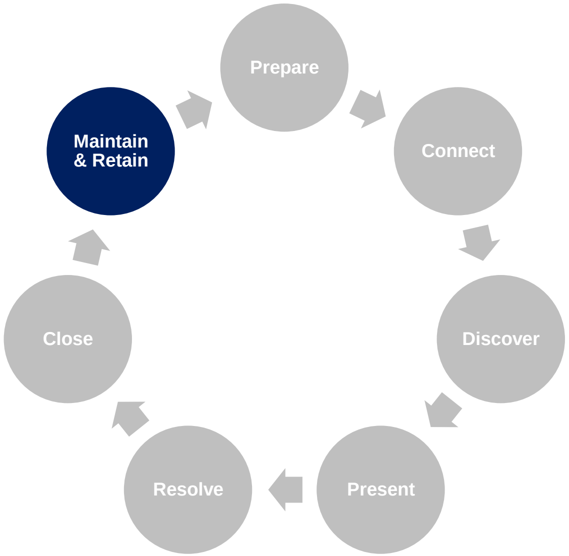
# Post-Close Activities

- Review notes and document the meeting.
- Communicate internally as needed.
- Send a thank you and meeting recap.
- Memorialize commitments, goals and timelines.
- Follow through on your commitments.



# The Client Development Process:
# 7) MAINTAIN & RETAIN

# Follow-Through Best Practices

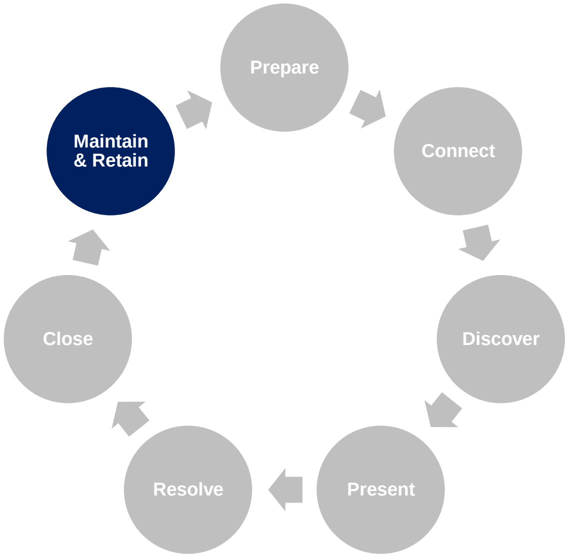



- Take initiative to follow through.
- Understand the customer is busy.
- Use your value statement and how you can help.
- Make it easy to come to an agreement.

## If your customer isn’t following through:

- Reset expectations and gain a new commitment.
- Create a new time frame for expectations.

# Accountability Best Practices




- How do you reset expectations?
- Set short-term goals versus long-term goals.
- Just because a customer isn't doing what he or she promised, it doesn't mean you haven't been successful. It just means sometimes you have to take a couple of steps back to take three steps forward.

# Summary

1. **Evaluate** your customer relationship pyramid.
2. **Take stock** in your key client development skills strengths and weaknesses.
3. **Review** the Client Development Process and best practices.
4. **Develop** an action plan.



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# Q&A

## What questions do you have?

# Next Webinar

**Date:** November 6

**Topic:** Insurance Applications and Supplementals – How to Get Them to the Top of the Pile

**Speaker:** Jeff Canfield

SVP, Head of E&S Casualty at Colony Specialty

# Get in Touch

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# Thank you.

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