







PLAYING TO YOUR STRENGTHS

The GrowthPlay Selling Styles

Sells to new buyers	Sells through referrals	Sells through existing buyers
ACTIVATORS 	ALLIANCE BUILDERS 	ADVOCATES 
Sells like a consultant	Sells what they know	Sells new approaches / services
INTEGRATORS 	EDUCATORS 	INVENTORS 

Selling Style Activities

	Guard (Retain)	Grow (Expand)	Get (Net New)
Activator	Client social events, receptions, dinners	Connect clients to partners, expand contacts inside clients	Conferences, industry events, organizations, social activities
Alliance Builder	Leverage alliances as “gifts” to current clients	Build a team of internal referrals across practices	Build an external team of referrals that target different services to the same buyers
Advocate	Client appreciation events, social events, monitor and promote client business	Client site visits, R&D labs, quarterly business reviews	Co-market with clients to access their networks, “bring a friend” events
Integrator	Business reviews, connect clients with clients, insight briefs, serve as “consigliere”	Attend other practice group meeting, cross-sell teams, client teams, industry groups	Client feedback interviews, firm ambassador in community, “first phone call”
Educator	CLE/training programs	Research as a hook to connect with firm clients	Focus groups, presentations, legal alerts, updates
Inventor	Proof of concept interviews on new products/approaches	Cross-practice trend reports, industry outlooks	Audits, “second set of eyes,” limited scope “nibbles”

ACTIVATOR

Activators are masters at generating new relationships and discovering novel ways to apply their client offerings. Their strengths are at the front end of the sale process: meeting new people, nurturing relationships, and uncovering potential business opportunities. Activators enjoy the “hunt” of bringing in new business but sometimes lack follow through once the work comes in the door.

ADVOCATE

Advocates optimize their practice by growing work for existing clients by (i) increasing the volume of existing work; (ii) uncovering new problems to solve with existing client contacts; or (iii) connecting with new buyers through existing client contacts (inside or outside the firm). Advocates are proactive in enhancing client experience and focus on continually growing revenue by meeting client needs and making it easy to work with them. Advocates are top account managers - disciplined in account planning and intentional about reinforcing their commitment to clients.

ALLIANCE BUILDER

Alliance Builders create networks of internal and external partners, typically those who have access to their target market and do not offer a competing service. Referrals are both internal and external. Because they have little direct control over what the referral does, alliance builders focus on business development activities that help educate, motivate, and provide mutually beneficial opportunities to stay top of mind.

INTEGRATOR

Integrators maximize sales to new and existing clients -- usually 70/30 ratio of new to existing business. Experienced Integrators often act as firm ambassadors, selling the full platform of services the organization delivers. Their strength is in tailoring solutions to fit the needs of the client and finding the right resources to introduce into an engagement (as opposed to solely selling themselves and their own area of expertise). They also tend to thrive in situations where there are multiple buyers involved in decision making.

EDUCATOR

Educators focus on selling existing services that they are comfortable in educating prospective clients about, can explain why they need the service, and can customize delivery to best meet client needs. In some cases, people in these roles may co-sell with others by serving as a subject matter expert. In other cases, they focus their own business development on discreet buyers of their services.

INVENTOR

Inventors focus sales efforts on introducing new or innovative services that address new problems or improve the way existing needs were previously handled. The mix of revenue from new business to existing business can be as much as 70/30. Buyers tend to have little previous experience with the service, so they need a sound business case for making a change. The complexity of the sales process is due to the variety of needs and benefits required from the numerous buying influences within the client's organization.