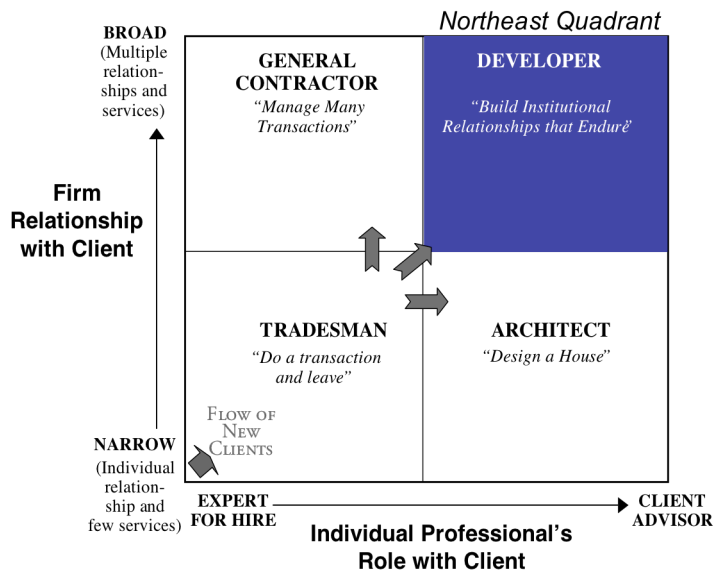


Creating a Rain-Making Organization



Evolving to the Northeast Quadrant



Many companies strive to mobilize their complete capabilities across organizational boundaries to create enduring, institutionalized client and customer relationships--to deliver, in effect, the entire firm to each of their clients. In order to do this, however, you must build capabilities along two critical dimensions:

1. The individual professional's role with the client: Is he/she an expert for hire or a client advisor?
2. The firm's relationship with the client: Is it based on a single relationship and a few services, or on many-to-many relationships and multiple services?

Most relationships start in the lower-left quadrant, where your role is that of an expert for hire or *Tradesman*. In this quadrant, however, you're a commodity, and if you don't move out of it fairly quickly you will begin to experience intense competition and price pressure. The lower-right, *Architect*, is not a bad place to be, but you're a lone wolf, and the breadth of the relationship will always be gated by your own personal expertise and ability to handle a limited number of

relationships. As a *General Contractor*, you may enjoy significant revenues, but you're still in "RFP territory."

There are a specific set of strategies that any organization can use to move more client relationships into the Northeast *Developer* Quadrant—to institutionalize, in effect, the ability to develop clients for life. For example:

Evolve the individual professional's role:

- ✓ Hire for talent--the ability to become a broad-based client advisor--not just expertise or skills
- ✓ Through professional development and other means, teach the attributes of client advisors such as empathetic listening, independence, big picture thinking, trustworthiness, and others.
- ✓ Reinvigorate your apprenticeship program through the use of senior, internal coaches
- ✓ Create complementary teams which include both "Deep Generalists" and "Branded Experts"

Institutionalize the relationship:

- ✓ Enable the mobilization of people and resources across organizational and geographic boundaries
- ✓ Build a network of many-to-many relationships at major clients
- ✓ Employ strategies to move from agenda-reacting to agenda-sensing to, finally, agenda-setting with clients
- ✓ Implement multiple levels of client listening
- ✓ Systematize ideas-based R&D--the continuous creation of new intellectual capital. Clients crave new ideas and perspectives.
- ✓ Use multiple strategies, at the firm level, to foster collaboration and teamwork.
- ✓ Employ systematic client planning and review processes