



Social surgery in Healthcare

*Overview – Effective social
influencing*

Only here for the beer?

In recent years most successful organisations have learned to take a smarter approach to their market. The 70s and 80s were the era of spray and pray, large salesforces and an attitude that any business is good business. The 90s saw an increasingly careful targeting of clients and customers offering a high probability of consistent, quality business.

We have developed a new vocabulary of multi-level relationships, bonding, exit barriers and, of course, partnering. And what is the best way to deepen a relationship with an existing client or start bonding with a potential customer? Take them out of the formal, business or clinical environment and put them in a social context where you can relate as human beings. Unsurprisingly, corporate hospitality has been one of the great growth industries of the last decade.

For companies involved in selling to healthcare professionals social contact has always been an important part of the marketing mix in addition to conventional promotion or selling. But the need to cultivate relationships in a social environment can lead to problems unforeseen by many who adopt the strategy:

- The multi-level contact strategy means that a range of technical experts, professionals and senior managers may be involved in entertaining customers.
 - The majority of those not in a direct sales role have never received any training in influencing or selling skills.
 - Selling techniques, as conventionally taught, are too direct to be appropriate for social gatherings.
 - Corporate hospitality events are often arranged by people who are expert in entertaining, not planning, implementing and measuring marketing strategy.
 - The combination of direct and indirect costs gives a very high, real cost per contact.
- None of these may seem very worrying in isolation, but consider the possible consequences:
- Expensive events could be organised simply because they are good fun, not because they serve the marketing strategy.
 - There is little, if any, planning of tactical objectives, or how they might be achieved.
 - Misinterpreting what is expected of them, some people turn every conversation into a heavy sales pitch.
 - Having seen the offence their colleagues are causing, others stick purely to small talk.
 - Nobody knows how much progress was made or damage done because there was no system for measuring success.
 - The ethical approach required at healthcare and pharmacy events brings constraints not experienced in other industries.

Entertaining and business with Effective Social Influencing

We're not saying corporate hospitality should not be fun. But it will be more enjoyable if you know that you are achieving key objectives while entertaining your clients. That, quite simply, is what Huthwaite's Effective Social Influencing programme will give you: the confidence, processes and skills to enjoy yourself, and ensure your customers enjoy themselves, while you progress your business agenda.

Why is Effective Social Influencing different?

Good question. Think about the many different kinds of social events you have been invited to as a customer or involved with as a host such as those listed below.

What do they all have in common, which makes them different from a meeting a customer may have with a rep visiting the surgery, clinic or office?

The unwritten ground rules are different. At a meeting in an office both of you understand that the rep is there to sell, and the customer is there to be sold to. But when attending a corporate hospitality event there are different expectations. Business may be on the agenda at some point, but the ostensible carrot that brings the customer to you is entertainment, information and social interaction. So the straightforward selling skills accepted in the clinical setting would be unacceptable at a social event.

That is why Effective Social Influencing is not just another sales training programme. It is different, and, to the best of our knowledge, unique. It answers three vital questions:

- What behaviour is acceptable and effective to influence clients and potential customers in a social context?
- How can we plan to use effective behaviour and link it to our corporate goals?
- How can we measure the success of social events in contributing to our goals?



Why should I trust Effective Social Influencing?

For almost thirty years Huthwaite has had a simple mission: to research what the most effective performers in business interaction do differently from the merely average performers; and then train people to emulate effective performance.

Using the technique of *Behaviour Analysis*, which we pioneered, we have built the world's largest databases on effective behaviour in high-value selling, negotiation and persuasion.

Building on this foundation, the Effective Social Influencing research identified, as usual, what effective performers were doing differently in a social context. An overview of the programme is overleaf, followed by insights into a few of the key research findings.

Overview – Effective Social Influencing

Objectives

By the end of the programme each participant will:

- understand the need for social events to clearly serve the achievement of corporate goals
- be able to plan and communicate objectives and tactics for each event
- have a methodology for measuring the success of an event
- understand the difference between purely social and commercially purposeful conversations and be able to manage the balance between the two
- be able to use different styles of persuasion flexibly and effectively
- know how to 'work a room' to make optimum use of time
- be able to build stronger working relationships with clients.

Target audience

Anyone who regularly attends social events that could or should be opportunities to develop business contacts.

The programme is especially valuable for those in corporate entertainment, marketing or sales charged with organising and hosting such events.

Programme content

Event planning

- Positioning the event in the marketing strategy or account management plan.
- Selecting events appropriate to business objectives.

Setting objectives and tactics

- Planning topics for discussion and key questions.
- Determining where clients are in their decision making process.
- Developing customer needs and commitment to action.

Metrics for success

- Setting appropriate targets.
- Measuring outcomes.

Managing interactions

- Defining 'social' and 'purposeful' behaviour.
- Skills for managing 'social' and 'purposeful' air time.

Key persuasion skills

- 'push' and 'pull' styles defined.
- Appropriate use of 'push' and 'pull' styles.
- Recognising different kinds of need.
- Uncovering and showing you can meet decision criteria.

Working a room

- Selecting appropriate targets.
- Skills for positive 'intros' and 'outros'.

Dealing with clients as people

- Diagnosing clients' work preferences at social events.
- Planning how to build stronger working relationships.



Training design and methodology

The objective of this programme is to teach a mixture of planning processes and skills. A very low trainer : delegate ratio ensures that trainees are given personal attention and encouragement in applying planning concepts to their own real-case scenario.

The training of skills is based on Huthwaite's fundamental principle that learning is doing. Participants are given the basic tools of Behaviour Analysis, plan roleplays together, carry out roleplays in simulated social situations and receive accurate and objective feedback on their performance from both colleagues and trainers.

Materials

In addition to a comprehensive library of user-friendly reference material giving explanations of key concepts, delegates also take away from the programme detailed analyses of their performance during the programme with recommendations for further skill improvement.

Roleplay scenarios can be customised to simulate typical social contacts between delegates and their customers.

Duration

Normally three days. Other timing designs can be tailored to suit individual client requirements.

Faculty and group size

The programme will be delivered by two Huthwaite consultants, experienced to ensure that delegates receive individual attention and feedback, training group size is limited to a maximum of twelve.

Effective Social Influencing highlights

Obviously we cannot explain the whole programme content in this short brochure. But we have selected some of the key issues and research findings to give you a taste of what you will learn.

Choosing appropriate events

What *you* enjoy is not necessarily the right kind of event for what you want to achieve. A night at the opera may be ideal as a 'thank you' to a valued client, but sitting in darkness for three hours is not the best way to learn about a new prospect's personal and business needs.

If you want a long, rambling discussion, try a cricket match – even if you don't know the difference between a Chinaperson and a silly mid leg. We'll be exploring a whole range of options to suit your business objectives.

Working a room

It's easy to give offence butting into a conversation or leaving abruptly – so many people don't try; they cluster with colleagues or friendly clients and often become so sociable they have trouble standing!

Skilled operators were observed to have a combination of excellent timing and a variety of verbal ploys to enter and exit conversations graciously.

The secrets of 'intros' and 'outros' are one of the main learning points for many delegates.

To sell or not to sell?

We don't use the word selling, for the simple reason that at social events you are not actually seeking to transact business. What you are trying to do is gain information, extend relationships, maybe give some information about yourself, possibly initiate a future business contact or make some progress in a major deal. So we prefer to use the generic term, Influencing.

Successful social influencers were seen to make a conscious distinction between 'social' and 'purposeful' conversation. They clearly managed the amount of 'air time' devoted to each and could make a smooth transition between the two modes of conversation.

How? You'll learn on Effective Social Influencing.

So exactly how do you influence?

There is no single, 'exact' way of influencing. In fact, research revealed that there are two different, but effective, styles of persuading or influencing:

- Push style – based principally on putting forward ideas and giving information.
- Pull Style – based on asking questions, checking understanding and building on others' ideas.

Why two styles? Because skilled influencers recognise that different topics, different situations have to be handled differently. Use the wrong style, about the wrong subject, at the wrong time and you will create resistance or get a response entirely different to the one you wanted.

The problem is that people only ever use Push style, so they have a very high failure rate in persuading – but don't understand why they succeed or fail.

How and when should you use Pull style? Effective Social Selling has all the answers – and plenty of opportunity to practise the skills.

Measuring success

Before you can measure success you have to define what success is.

Less effective social influencers tend to review what we might call housekeeping issues: what percentage of invitees actually attended; was lunch served on time.

Truly effective operators decided in advance what their business objectives were, what skills and tactics they would use to achieve them and what quantifiable outcomes would indicate how far the objectives had been achieved.

What sort of objectives did they set and what outcomes did they measure? You'll find out when you come to the Effective Social Influencing programme.

Healthcare trust

All market sectors like to think they're 'different', and to an extent they are – in the jargon they use and the products they sell. But the way customers make decisions is universal.

Huthwaite's models have been validated in twenty-one countries and in every major industry. Healthcare is no exception, as a selection from our client list demonstrates.

- Abbott Laboratories
- Alaris Medical Systems
- Amgen Ltd
- Ashbourne Pharmaceuticals
- Bard Ltd
- Baxter
- Bayer Diagnostics
- Beckman Coulter
- Boots The Chemist
- Clinpharm Limited
- Datex-Ohmeda
- ELA Medical Ltd
- Eli Lilly
- Fenno Medical
- GlaxoWellcome
- Guidant
- Gyros AB
- Hässle
- Hill-Rom
- IMS
- Izasa, S.A.
- Janssen-Cilag Ltd
- Novartis
- Nutricia
- Oxford Instruments
- Pfizer Ltd
- Philips Medical Systems
- Pierre Fabre Ltd
- Quintiles Limited
- Roche
- Tzmo SA

Lunch, maybe?

We hope you have enjoyed reading our analysis of the increasing importance of corporate hospitality as a promotional medium.

If you feel that we have identified some key risks and opportunities that apply to your organisation, and that Effective Social Influencing might help you profit from some of the opportunities, we would like to talk with you.

Lunch on us, maybe? Why not contact us to arrange a convenient date.

