

EXPECTATIONS MANAGEMENT



WHY AN AUTO MECHANIC?



WHAT I DO IS SO DIFFERENT.



**IT IS
NOT
SO
DIFFERENT**

**You and the
auto mechanic are
BOTH
in the
service industry.**



**In the
service industry,
it's all about
PEOPLE**



The secrets to a good auto mechanic's success:

The secrets to a good auto mechanic's success:

- Makes it easy for the customer; e.g., loaner car or easy rental.

The secrets to a good auto mechanic's success:

- Makes it easy for the customer; e.g., loaner car or easy rental.
- Knows how many cars are already in the shop and about how much time it will take to repair each.

The secrets to a good auto mechanic's success:

- Makes it easy for the customer; e.g., loaner car or easy rental.
- Knows how many cars are already in the shop and about how much time it will take to repair each.
- Knows the status of each; e.g., some may have to sit idle for a day until a part comes in.

The secrets to a good auto mechanic's success:

- Makes it easy for the customer; e.g., loaner car or easy rental.
- Knows how many cars are already in the shop and about how much time it will take to repair each.
- Knows the status of each; e.g., some may have to sit idle for a day until a part comes in.
- Knows when work can start.

The secrets to a good auto mechanic's success:

- Knows how much time to allow to get the work done, given experience and the range of reasonable potentials.

The secrets to a good auto mechanic's success:

- Knows how much time to allow to get the work done, given experience and the range of reasonable potentials.
- Knows how much parts and supplies will cost.

The secrets to a good auto mechanic's success:

- Knows how much time to allow to get the work done, given experience and the range of reasonable potentials.
- Knows how much parts and supplies will cost.
- Understands favorable alternatives that can lead to less time (e.g., not as bad as we feared for your car or someone else's), less cost (not as bad as we feared or certified rebuilt vs. new).

The secrets to a good auto mechanic's success:

- Sets time/money expectations that can be easily met or exceeded.

The secrets to a good auto mechanic's success:

- Sets time/money expectations that can be easily met or exceeded.
- Explains the ifs and unlessees even though they are unlikely to figure in this time.

The secrets to a good auto mechanic's success:

- Sets time/money expectations that can be easily met or exceeded.
- Explains the ifs and unlessees even though they are unlikely to figure in this time.
- Beats the time and/or money expectation no more than 10% of the time.

The secrets to a good auto mechanic's success:

- Sets time/money expectations that can be easily met or exceeded.
- Explains the ifs and unlessees even though they are unlikely to figure in this time.
- Beats the time and/or money expectation no more than 10% of the time.
- Communicates!

The secrets to a good auto mechanic's success:

- Sets time/money expectations that can be easily met or exceeded.
- Explains the ifs and unlessees even though they are unlikely to figure in this time.
- Beats the time and/or money expectation no more than 10% of the time.
- Communicates!
- Delivers the vehicle washed and vacuumed.



DELIGHTED CUSTOMER



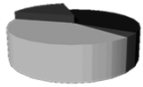
**DO YOU DELIGHT YOUR
CLIENT REPRESENTATIVES?**

**First of all, understand
who your client
representatives are
and are not.**

**THEY
ARE
NOT
CLIENTS**

**CLIENTS
ARE
THINGS**

**CLIENTS
ARE
THINGS**



**CLIENTS
ARE
THINGS**



**CLIENTS
ARE
THINGS**



**They are organizations
that own or they are
organizations that
comprise
interprofessional clients**

**THEY
ARE
NOT
PEOPLE**

They employ people.

**They employ people.
Those of their employees with
whom you deal are**

**They employ people.
Those of their employees with
whom you deal are
CLIENT
REPRESENTATIVES**

**EACH ONE OF THEM HAS A BOSS
TO REPORT TO AND SATISFY.**



**AND EACH BOSS HAS A BOSS TO
REPORT TO AND SATISFY.**



**WHAT YOU PROMISE YOUR CLIENT
REPRESENTATIVE, THE CLIENT
REPRESENTATIVE PROMISES THE
BOSS.**



**WHICH IS EXACTLY WHAT THE
BOSS PROMISES THE BOSS' BOSS.**



**IN ORDER FOR YOU TO DELIGHT
YOUR CLIENT REPRESENTATIVES,
YOU MUST HELP THEM DELIGHT
THEIR BOSS!**



**How well are geoprofessionals
doing, as a group?**



NOT WELL



**I've asked.
I know where your
image is.**



**THIS IS HOW YOU
ARE PERCEIVED**



WHY?

The client representative is in the process of engaging a firm to provide services for Project X.

The client representative is in the process of engaging a firm to provide services for Project X.

You have performed 30 projects similar to Project X. (That's why you're the prospective project manager.)

You know that, when everything goes right, it will take 8 to 10 weeks to provide deliverables and your fee will be \$15,000-\$20,000.

You know that, when everything goes right, it will take 8 to 10 weeks to provide deliverables and your fee will be \$15,000-\$20,000.

You know that, when some known unknowns are present, it will take 12-16 weeks to provide deliverables and your fee will be \$25,000-\$35,000.

**HOW LONG
WILL IT TAKE?**



YOU SAY?



**YOU SAY
8 to 10 weeks.**



**THE CLIENT
REPRESENTATIVE
HEARS?**



**HOW MUCH
WILL IT COST?**



YOU SAY?



**YOU SAY
\$15,000 - \$20,000**



**THE CLIENT
REPRESENTATIVE
HEARS?**



IS THAT LYING?



NO!

**IS THAT HONEST
COMMUNICATION?**



NO!

**BECAUSE YOU KNOW HOW THE
CLIENT REPRESENTATIVE
PROBABLY IS INTERPRETING
WHAT YOU SAY AND YOU ARE
MAKING NO EFFORT TO
ENSURE THE INTERPRETATION
IS ACCURATE.**

**PLUS THAT, YOU ARE MAKING
NO MENTION OF THE
POTENTIAL FOR HIGHER
COSTS AND/OR MORE TIME,
GIVEN THE POTENTIAL FOR
KNOWN UNKNOWN.**

GUESS WHAT!



**WHY
DO
YOU
DO IT?**

If I tell her what might *really* be involved, I could scare her off and lose the project.

If I tell her what might *really* be involved, I could scare her off and lose the project.

If I tell her it might take as much as 16 weeks and cost as much as \$35,000, and my competition says 8 weeks and \$15,000, I might lose the project.

PROJECT START



PROJECT FINISH



**THE CLIENT REP MUST NOW
TELL HER BOSS WHY THE
PROJECT IS COMING IN LATE
AND/OR OVER BUDGET**



**AND HER BOSS MUST NOW
TELL HIS BOSS WHY THE
PROJECT IS COMING IN LATE
AND/OR OVER BUDGET**



**THE LIKELIHOOD THAT YOU WILL
CONVERT THIS
CLIENT REPRESENTATIVE
TO A
CLIENT REPRESENTATIVE
FOR LIFE?**



YOUR LOSS?



**YOUR LOSS?
\$5-\$25 MILLION.**



**YOUR LOSS?
\$5-\$25 MILLION.
OR MORE.**



Suppose you tell the unvarnished truth and convey it in a way that helps ensure the client representative interprets it accurately?

Suppose you tell the unvarnished truth and convey it in a way that helps ensure the client representative interprets it accurately?

And suppose a competitor tells the client representative whatever it takes for the competitor to secure the commission.

Suppose you tell the unvarnished truth and convey it in a way that helps ensure the client representative interprets it accurately?

And suppose a competitor tells the client representative whatever it takes for the competitor to secure the commission. So you lose.



THEN WHAT?

The competition delivers late and asks for a change based on unanticipated conditions, pushing the entire project behind schedule and over budget.



Worse: The deliverable comprises highly conservative recommendations that cost far more than contemplated to implement, pushing the entire project behind schedule and over budget.



The client representative realizes you were correct and the competition wasn't as honest as you. So the next time, guess who gets the call

The client representative realizes you were correct and the competition wasn't as honest as you. So the next time, guess who gets the call and the trust?



**BUT THERE'S
MORE TO IT
THAN THAT**

**CONSIDER A
HYPOTHETICAL
10-10-10-10
PROJECT**

**10 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

**10 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$10,000 FOR SERVICES RENDERED**

**10 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$10,000 FOR SERVICES RENDERED

**10 WEEKS TO REMEDIATE
AND CONSTRUCT**

**10 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$10,000 FOR SERVICES RENDERED

**10 WEEKS TO REMEDIATE
AND CONSTRUCT**

**\$10 MILLION TO REMEDIATE
AND CONSTRUCT**

**Just about every qualified
geoprofessional in the area
performs this assignment
on a 10-10-10-10 basis.**



SCENARIO 1 GEOPROFESSIONAL A



HOW LONG WILL IT TAKE
TO GET ME DELIVERABLES?



TEN WEEKS



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



NINE WEEKS



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



EIGHT WEEKS



[She coughs]



YOU SAY?



**HONEST TO GOODNESS,
EIGHT WEEKS IS THE BEST
I CAN DO (AND I DON'T
EVEN KNOW HOW I'M
GOING TO DO IT).**



**HOW MUCH WILL
YOUR FEE BE?**



\$10,000



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



\$9,000



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



\$8,000



[She clears her throat]



YOU SAY?



**HONEST TO GOODNESS,
\$8,000 IS THE BEST I CAN
DO (AND I DON'T EVEN
KNOW HOW I'M GOING TO
DO IT)**



**HOW LONG TO REMEDIATE
AND CONSTRUCT?**



TEN WEEKS



**CAN'T YOU GET ME
DELIVERABLES THAT WILL
TAKE LESS TIME TO
IMPLEMENT?**



YOU SAY?



NINE WEEKS



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



EIGHT WEEKS



[She says nothing]



YOU SAY?



HONEST TO GOODNESS, NO
ONE CAN DO IT FASTER
THAN EIGHT WEEKS. EIGHT
WEEKS IS LIKELY TO SET A
NEW WORLD RECORD OR
SOMETHING. I'LL COMMIT
TO IT BECAUSE WE REALLY
WANT YOUR BUSINESS BUT
NOW I'M RUNNING OUT OF
ROOM ON THIS SLIDE.



HOW MUCH WILL IT COST
TO REMEDIATE AND
CONSTRUCT?



\$10 MILLION



**CAN'T YOU GET ME
DELIVERABLES THAT WILL
COST LESS TO IMPLEMENT?**



YOU SAY?



\$9 MILLION



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



\$8 MILLION



**[She scratches her nose
and raises her eyebrows]**



YOU SAY?



**I DON'T KNOW ANY
CONTRACTOR WHO COULD
DO IT FOR LESS, I DON'T
EVEN KNOW ANY WHO CAN
DO IT FOR \$8 MILLION.
BUT LIKE I SAY, WE
REALLY REALLY, REALLY
WANT YOUR BUSINESS.**



LINE

BOTTOM LINE

The client representative doesn't know how long the project should take or how much it should cost.



LINE

BOTTOM LINE

All the client representative knows is, "Can't you do any better?"



LINE

BOTTOM LINE

But Geoprofessional A doesn't "get" that, which is why the 10-10-10-10 project is now the 8-8-8-8 project.



**8 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

**8 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$8,000 FOR SERVICES RENDERED**

**8 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$8,000 FOR SERVICES RENDERED**

**8 WEEKS TO REMEDIATE
AND CONSTRUCT**

**8 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$8,000 FOR SERVICES RENDERED

**8 WEEKS TO REMEDIATE
AND CONSTRUCT**

**\$8 MILLION TO REMEDIATE
AND CONSTRUCT**

Eight Weeks Pass

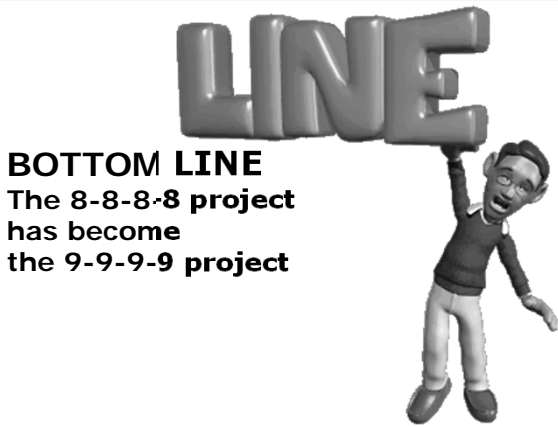


**Geoprofessional A is killing
himself trying to get the
commission done on time.**



HE CALLS AT THE LAST
MINUTE TO SAY HE'LL BE
ABLE TO DELIVER BUT HE
WILL BE





**9 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

**9 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$9,000 FOR SERVICES RENDERED**

**9 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$9,000 FOR SERVICES RENDERED**

**9 WEEKS TO REMEDIATE
AND CONSTRUCT**

**9 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$9,000 FOR SERVICES RENDERED

**9 WEEKS TO REMEDIATE
AND CONSTRUCT**

**\$9 MILLION TO REMEDIATE
AND CONSTRUCT**

**The Client Representative
Is Unhappy**



**THIS IS HOW SHE
PERCEIVES YOU**



Her boss is angry.



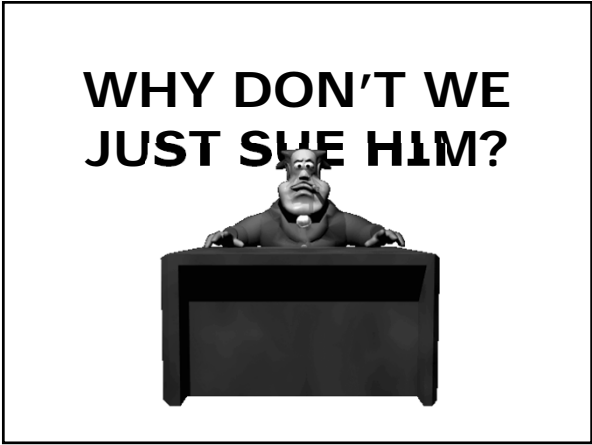
**THIS IS HOW HE
PERCEIVES YOU**

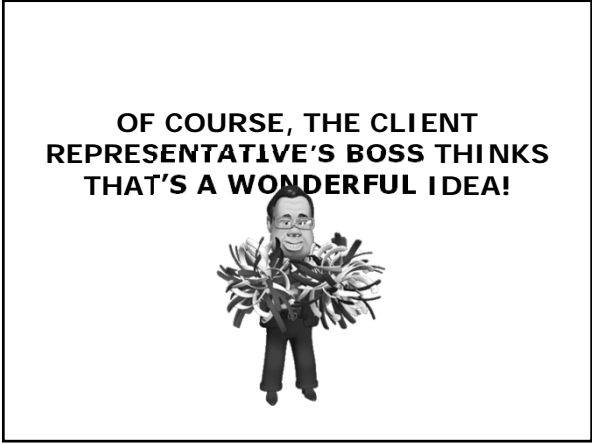


**And the boss has to explain it to
his boss.**



And this is how he characterizes you.





**AND IMMEDIATELY
RETAINS COUNSEL.**



DIGRESSION
(Your Tax Dollars at
Work as We Try To
Build Better
Geoprofessionals)

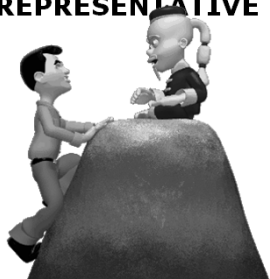
UNJUST ENRICHMENT

**CONFUSING DISAPPOINTMENT
WITH DAMAGES**

UNJUST ENRICHMENT

Unanticipated Subsurface Conditions
Unanticipated Hazardous Material
Constructor's Failure To Meet Specs

EDUCATE YOUR CLIENT REPRESENTATIVE



TO INFORM



**TO INFORM
SO YOU CAN
CONFRONT RISKS TOGETHER**



TO BUILD TRUST



TO MANAGE EXPECTATIONS



PEOPLE MAKE MISTAKES



**HOW DO YOU REACT WHEN
SOMEONE YOU TRUST SCREWS UP**



**BUT THEN DOES EVERYTHING
POSSIBLE TO MAKE AMENDS?**



BUT REALIZE THAT BREAKING A
PROMISE ABOUT THE TIME
REQUIRED TO PERFORM
PROFESSIONAL SERVICES OR THE
TIME REQUIRED TO IMPLEMENT
INSTRUMENTS OF PROFESSIONAL
SERVICE, OR PROVIDING
ERRONEOUS CONSTRUCTION- OR
REMEDIATION-COST ESTIMATES CAN
CONSTITUTE A BREACH OF
CONTRACT AND/OR PROFESSIONAL
NEGLIGENCE.

CAN CONSTITUTE
BREACH OF CONTRACT
AND/OR PROFESSIONAL
NEGLIGENCE.

The case of the
GRANT THAT
LATE!
WASN'T
GRANTED

BEWARE OF COST ESTIMATES

YOU MAY HAVE TO
MAKE UP THE
DIFFERENCE



An example of unjust
enrichment that the
courts seem to believe
is just.



**Ever wonder why you should be
calling your estimate an "Opinion
of Probable Cost"?**

**Ever wonder why you should be
calling your estimate an "Opinion
of Probable Cost"?**

YOU'RE NOT A COST ESTIMATOR!

**AND EVEN WERE YOU TO BE
FOUND NOT IN BREACH OR
NOT NEGLIGENT, YOU
STILL HAVE TO DEFEND
EVERY CLAIM**

**AND EVEN WERE YOU TO BE
FOUND NOT IN BREACH OR
NOT NEGLIGENT, YOU
STILL HAVE TO DEFEND
EVERY CLAIM
(OFTEN AT \$100,000 EACH)**

**(A \$100,000 EXPENSE EATS
THE PROFIT GAINED ON \$1
MILLION WORTH OF
SERVICES)**

**WHICH IS JUST ANOTHER REASON
WHY EXPECTATIONS MANAGEMENT
IS SO IMPORTANT.**

**WHICH IS JUST ANOTHER REASON
WHY EXPECTATIONS MANAGEMENT
IS SO IMPORTANT.**

**IT HELPS YOU KEEP YOUR PROMISES
AND EARN TRUST, GOODWILL, THE
BENEFIT OF THE DOUBT, AND
REPEAT BUSINESS!**

**As long as you use expectations
management for its intended
purpose and not as an excuse to
wait until the last minute (as most
geoprofessionals seem to) and...**

**...as long as you use expectations
management for its intended
purpose and not as an excuse to
fail to communicate on a regular
basis, especially when the
estimated cost may be too low.**

...as long as you use expectations management for its intended purpose and not as an excuse to fail to communicate on a regular basis, especially when the estimated cost may be too low. (Too high is a good thing to talk about, too!)



**END OF
DIGRESSION**
(Thanks for Your
Patience)

**WHAT HAPPENED
WITH
GEOPROFESSIONAL A?**

**You delivered late and cost me
\$1 million. I'm going to sue!**



- **Insurance claim (higher rates
next year)**

- **Insurance claim (higher rates
next year)**
- **Cost of defense within deductible**

- Insurance claim (higher rates next year)
- Cost of defense within deductible
- Loss of productive (billable) time

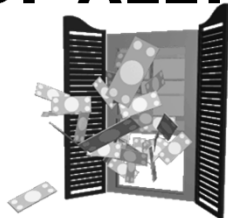
- Insurance claim (higher rates next year)
- Cost of defense within deductible
- Loss of productive (billable) time
- Distraction

- Insurance claim (higher rates next year)
- Cost of defense within deductible
- Loss of productive (billable) time
- Distraction
- Frustration

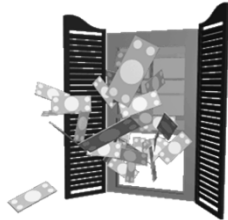
- Insurance claim (higher rates next year)
- Cost of defense within deductible
- Loss of productive (billable) time
- Distraction
- Frustration
- Cost of settlement

- Insurance claim (higher rates next year)
- Cost of defense within deductible
- Loss of productive (billable) time
- Distraction
- Frustration
- Cost of settlement
- Loss of reputation

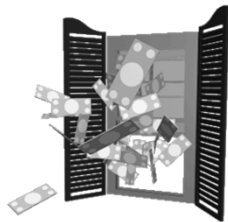
**BIGGEST LOSS
OF ALL?**



**LOSS OF A POTENTIAL
CLIENT FOR LIFE**



**LOSS OF A POTENTIAL
CLIENT FOR LIFE
\$5-\$25 MILLION OR MORE**



**LEARN FROM
GEOPROFESSIONAL B**

SCENARIO 2 GEOPROFESSIONAL B



HOW LONG WILL IT TAKE
TO GET ME DELIVERABLES?



TWELVE WEEKS



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



**NO, NOT FOR THE QUALITY
I KNOW YOU WANT. I'LL
DO MY BEST, BUT ALLOW
12 WEEKS.**



[She coughs]



YOU SAY?



**CAN I GET YOU
A COUGH DROP?**



**HOW MUCH WILL
YOUR FEE BE?**



\$12,000



**CAN'T YOU DO
ANY BETTER?**



YOU SAY?



**NO, NOT FOR THE QUALITY
I KNOW YOU WANT. I'LL
DO MY BEST, BUT BUDGET
\$12,000.**



[She clears her throat]



YOU SAY?



**CAN I GET YOU A
GLASS OF WATER?**



**HOW LONG TO REMEDIATE
AND CONSTRUCT?**



TWELVE WEEKS



**CAN'T YOU GET ME
DELIVERABLES THAT WILL
TAKE LESS TIME TO
IMPLEMENT?**



YOU SAY?



**NO, NOT FOR THE QUALITY
I KNOW YOU WANT. I'LL
DO MY BEST, BUT ALLOW
12 WEEKS.**



[She says nothing]



YOU SAY?



[Nothing]



**HOW MUCH WILL IT COST
TO REMEDIATE AND
CONSTRUCT?**



\$12 MILLION



**CAN'T YOU GET ME
DELIVERABLES THAT WILL
COST LESS TO IMPLEMENT?**



**NO, NOT FOR THE QUALITY
I KNOW YOU WANT. I'LL
DO MY BEST, BUT BUDGET
\$12 MILLION.**



**[She scratches her nose
and raises her eyebrows]**



YOU SAY?



**WE'RE GOING TO DO A
GREAT JOB FOR YOU AND
YOUR ORGANIZATION.**



**THE
10-10-10-10
PROJECT
BECOMES THE
12-12-12-12
PROJECT**

**12 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

**12 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$12,000 FOR SERVICES RENDERED**

**12 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$12,000 FOR SERVICES RENDERED
12 WEEKS TO REMEDIATE
AND CONSTRUCT**

**12 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$12,000 FOR SERVICES RENDERED

**12 WEEKS TO REMEDIATE
AND CONSTRUCT**

**\$12 MILLION TO REMEDIATE
AND CONSTRUCT**

Eleven Weeks Pass

**YOU
DELIVER!**

**11 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

**11 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$11,000 FOR SERVICES RENDERED**

**11 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS
\$11,000 FOR SERVICES RENDERED**

**11 WEEKS TO REMEDIATE
AND CONSTRUCT**

**11 WEEKS TO DEVELOP
RECOMMENDATIONS AND PLANS**

\$11,000 FOR SERVICES RENDERED

**11 WEEKS TO REMEDIATE
AND CONSTRUCT**

**\$11 MILLION TO REMEDIATE
AND CONSTRUCT**

**WHO DID THE
BETTER JOB?**

**WHO DID THE
BETTER JOB?
GEOPROFESSIONAL A
OR
GEOPROFESSIONAL B?**

GEOPROFESSIONAL A

**DEVELOPED RECOMMENDATIONS
AND PLANS TWO WEEKS FASTER**

**DEVELOPED RECOMMENDATIONS
AND PLANS TWO WEEKS FASTER**

**CHARGED \$2,000 LESS FOR
FAR BETTER SERVICES**

**DEVELOPED RECOMMENDATIONS
AND PLANS TWO WEEKS FASTER**

**CHARGED \$2,000 LESS FOR
FAR BETTER SERVICES**

**BECAUSE OF HIS SUPERIOR
TECHNICAL SKILL, THE PROJECT
WILL BE COMPLETED TWO WEEKS
SOONER AND IT WILL COST
\$2 MILLION LESS**

**AND
HE
GETS
SUED**

GEOPROFESSIONAL B

**TAKES TWO WEEKS LONGER TO
DEVELOP RECOMMENDATIONS
AND PLANS**

**TAKES TWO WEEKS LONGER TO
DEVELOP RECOMMENDATIONS
AND PLANS**

**CHARGES \$2,000 MORE FOR
INFERIOR SERVICES**

**TAKES TWO WEEKS LONGER TO
DEVELOP RECOMMENDATIONS
AND PLANS**

**CHARGES \$2,000 MORE FOR
INFERIOR SERVICES**

**BECAUSE HE USES OFF-THE-SHELF
METHODS, THE PROJECT WILL TAKE
TWO WEEKS LONGER AND WILL
COST \$2 MILLION MORE**

BUT

**THAT'S NOT HOW THE
CLIENT REPRESENTATIVE
SEES IT.**

GEOPROFESSIONAL B:

GEOPROFESSIONAL B:

- Delivered ahead of schedule

GEOPROFESSIONAL B:

- Delivered ahead of schedule
- Charged her organization less than it had agreed to pay

GEOPROFESSIONAL B:

- Delivered ahead of schedule
- Charged her organization less than it had agreed to pay
- Developed deliverables so good the project could be completed a week faster than anyone thought possible.

GEOPROFESSIONAL B:

- Delivered ahead of schedule
- Charged her organization less than it had agreed to pay
- Developed deliverables so good the project could be completed a week faster than anyone thought possible.
- Saved her organization \$1 million.

**THE CLIENT
REPRESENTATIVE IS
DELIGHTED.**



**THE CLIENT
REPRESENTATIVE'S BOSS IS
DELIGHTED (AND TAKES A
CELEBRATORY VACATION).**



**THE BIG BOSS IS
DELIGHTED, TOO, AND
LIGHTS ANOTHER CIGAR.**



**GEOPROFESSIONAL B
IS HAPPY AS A**



**GEOPROFESSIONAL B
IS HAPPY AS A**



- Frozen out the competition

- Frozen out the competition
- Gained a new client for life

- **Frozen out the competition**
- **Gained a new client for life**
- **Has new client representatives for life**

- **Frozen out the competition**
- **Gained a new client for life**
- **Has new client representatives for life**
- **His firm enjoys higher margins**

- **Frozen out the competition**
- **Gained a new client for life**
- **Has new client representatives for life**
- **His firm enjoys higher margins**
- **His firm and the client have less risk to confront so they can optimize performance**

**HE MANAGED THE
CLIENT'S
EXPECTATIONS.**

**HE MANAGED THE
CLIENT'S
EXPECTATIONS.
HE DIDN'T LET THE
CLIENT'S EXPECTATIONS
MANAGE HIM.**

**BE
GEOPROFESSIONAL
B**



Questions?

**Just e-mail
john@bachner.com**

Also Scheduled

**March 20, 2013: Justice Theater: Litigation
and the Resolution of Your Disputes
(John Bachner)**

**April 3, 2013: Gaining Referrals: Their Worth;
Gaining More of Them
(John Bachner)**

**April 17, 2013: Limitation of Liability
(John Bachner)**

Also Scheduled

**ASFE/GBA
SPRING (ANNUAL)
CONFERENCE**
April 25-27, 2013
Charleston, South Carolina

Also Scheduled

**REGISTRATION FOR
FUNDAMENTALS OF
PROFESSIONAL
PRACTICE
CLASS 23**

Call Now!