

# the kiss

“**Don't**  
wish it were  
easier,  
**wish** you were  
**better**”

Jim Rohn (1930 - 2009)

## inside this issue



Being  
Human



Right  
Choices



Meaningful  
Relationships

- How Close is Decent?
- Big Ideas
- Annie & Lanny

# Getting Better



Sharon McLellan, Managing Director



Russell Wardrop, Chief Executive



Michael Fleming, Director, KWC Legal

**“DON'T WISH IT WERE EASIER,  
WISH YOU WERE BETTER”**

**...WHAT A TERRIFIC QUOTE**

Times like this force us all to get better at what we do and how we do it, both as individuals and as businesses. And right now training is mostly around what I'd call influence and persuasion i.e. selling or business development, dealing with difficult situations, or getting the most out of your team in challenging times.

Our clients don't want "nice to have" training, but practical interventions that are firmly focused on the bottom line... how to win more business, how to negotiate better deals, how to work together more effectively.

In this issue we asked three longstanding clients for their thoughts: Kirk Murdoch of McGrigors gives us an insight to their superb placement programme as a means of getting closer to clients; Peter Kane of Hymans Robertson, whose remit focuses on getting new business shares his tips on getting that vital skill just right; and University of Edinburgh HR Director, Sheila Gupta, talks about how you can get that all-important discretionary effort at a time when tough decisions have to be made.

We have been busy practising what we preach of late, with the launch of two new initiatives in key areas of our business:

**KWC Legal:** focusing on the specific needs of our law clients, this new division was co-founded and is headed up by Michael Fleming, 18 years a lawyer. Michael is totally committed to developing the skills of his fellow professionals, especially in helping increase their ability to generate business and manage client relationships. Now some people might call that selling...

**Russell Wardrop On Oratory** ([www.russellwardrop.com](http://www.russellwardrop.com)): Russell's passion has always been public speaking; we started a decade ago with our signature public speaking programme. Our newly launched sister site is a great learning resource that's all about oratory. If you want to enhance your public speaking skills, this resource contains critiques of the best ever speeches and insightful articles. Find out why The Gettysburg Address is, word for word, the best keynote address ever delivered – have a look and a listen!

So, don't just wish you were better...take the initiative and make it happen!

Sharon McLellan, Managing Director



Business Development training for Partners, Directors & Associates  
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## Bookworm

### The Philosopher and the Wolf Mark Rowlands

This is a book about being human. It is perfect for the times we are living in. Rowlands uses the eleven years he lived in Ireland, France, London and the United States with his wolf Brenin to give us his take on philosophy, from Aristotle to Wittgenstein.

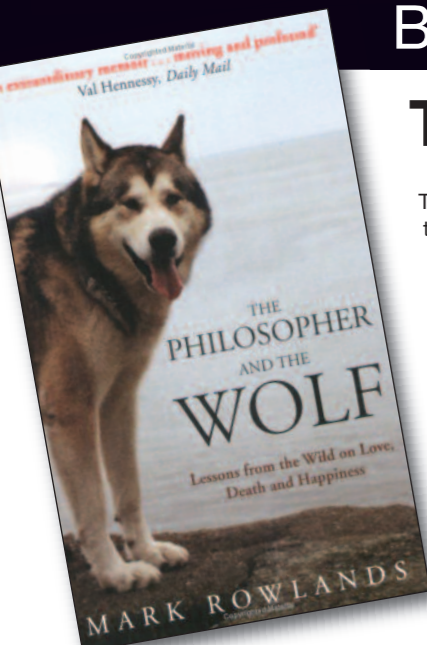
We scheming and strategising humans, or simians, get to laugh and cry on Rowlands' intercontinental journey that ultimately leads us to better understanding ourselves. And we learn about the way of the wolf, living every moment in the moment. Rowlands says that this living in the moment is something we humans cannot do: because every moment we have, no matter how special, is contingent on moments past, and moments yet to come.

There are lots of good messages here, and an added bonus is that the author has the knack of making what could be dry and impenetrable philosophical theories understandable and entertaining.

Rowlands tells us that, as humans, when we look for what we understand to be happiness we are looking for the wrong thing: we can only look for moments. Be inspired by the proposition that we are at our best when we are put to the test, when the chips are down but the stakes are at their highest, when there are huge expectations placed upon us: because that is when we find out who we really are.

And ideally, in those moments we are like the wolf: resilient, authentic, fearless.

Granta ISBN 978 1 84708 102 5



## Understanding Clients

**WHETHER IT'S WINNING NEW CLIENTS OR GETTING NEW WORK FROM EXISTING CUSTOMERS, THERE ARE SOME COMMON THEMES UNDERPINNING A SUCCESSFUL OUTCOME. CLIENTS ALWAYS HAVE A CHOICE, SO HERE ARE A FEW THOUGHTS WHICH HAVE SERVED ME WELL:**

- 1 Technical knowledge and expertise is a given and NOT a key differentiator, but tuning in to your client's needs can be. It is less about what you know than about how you use it to meet the client interests.
- 2 You need to understand what the client actually wants, not what you think they want. Move towards the issues facing the client rather than getting stuck in your own internal thinking.
- 3 Don't automatically submit a competitive tender. They can expose you to great expense and have a low likelihood of success. Here are some pointers:
  - Have a proper evaluation process for assessing every tender invitation.
  - Understand what they are looking for.
  - Gauge the real appetite to change from the incumbent.
  - Identify your own winning themes.
  - Have the confidence to decline and do so elegantly.
  - Keep in touch as there will be other opportunities.
- 4 Get on the front foot and actively seek to develop a relationship with targets. Demonstrating your approach before any future tender review is never a bad thing.

For me, more than ever in this market, there is a real need for your proposition to focus on the benefits to the client and to be articulated by people who can be trusted to engage at the right level.



Peter Kane  
Partner  
Hymans Robertson

HYMANS ROBERTSON

## Listen... Do You Want To Know A Secret?

**OPERATING SUCCESSFULLY IN AN EVER CHANGING BUSINESS LANDSCAPE MEANS MAKING CHOICES THAT CAN BE HARD AND RISKY. THE ONE DRIVER FOR US ALL, IRRESPECTIVE OF OUR BUSINESS SECTOR, IS SECURING OUR FUTURE SUSTAINABILITY. HOW DO WE DO THIS, ESPECIALLY IN DIFFICULT TIMES?**

In a nutshell it's about effective people management. Whether you are a small company or a multi-million pound enterprise, excellent staff performance goes a long way to delivering a successful business.

- Offer clarity of expectation and build in some positive stretch to their roles: this makes their job more interesting and contributes to your business.
- Secure the best from your staff with frequent, specific feedback: people can only do more of what is good and rectify mistakes if they know about them.
- Give recognition and praise for good work and seek their opinions: communication is a two way process.
- Recruitment is much more expensive than developing what you have: invest in the development of your staff; it need not be expensive.

The Sunday Times Top 100 Companies survey found that feeling "listened to" was the most important factor in determining how much respondents valued their organisation. Being heard reinforces a sense of belonging and a belief that one's actions have impact: it is key to employee morale. And act on what you learn. Contributing to problem-solving and decision-making means that staff have more commitment in sharing the ownership of decisions, vital in difficult times.

Finally, treat people with fairness and respect. This has been found to be extremely important in securing emotional commitment and discretionary effort.

And that discretionary effort is surely the X factor that contributes to long term success.

Sheila Gupta, HR Director  
University of Edinburgh



Ask **Sonia Webster**, [s.webster@kissingwithconfidence.com](mailto:s.webster@kissingwithconfidence.com) or call 0845 643 6002, about our spring and autumn public speaking programmes.

# Big Ideas to inspire you...

Here's a selection of the things we've done.

## CORPORATE

Aggreko International, Dubai

A week of training and coaching for senior staff as they prepare to present at their annual conference.

AIMSE International, London

A motivational hour on Influence & Persuasion to investment management sales executives.

RBS UK Group Legal, London

A motivational and inspirational Networking session for a big audience.

Siemens International, Frimley

Intensive, fast paced Negotiation skills for lawyers.

Standard Life Investments, Edinburgh

Two Global Sales Forums to sixty international delegates; and a series of six half day big audience workshops.

## PROFESSIONAL SERVICES

Deloitte Corporate Finance, London

A series of motivational, fast-paced one day programmes on Business Development to large audiences.

DLA Piper

Two big audience days with multiple trainers, teaching over 100 newly qualified lawyers how to present.

FTI Consulting Conference, Barcelona

Two hours in a beachfront hotel to sixty people on Perfecting Your Pitch.

Law Society of Scotland

Fast paced hour on The Corporate Ambassador seminars to new partners and principals.

Matheson Ormsby Prentice, Dublin

A series of Perfecting The Pitch programmes to senior staff.

## UNIVERSITIES & PUBLIC SECTOR

AUDE Conference: Newport University

An outstanding one hour Oratory Masterclass to 125 delegates at the Association of University Directors of Estates Conference.

Crown Office, Edinburgh

Bespoke Influence & Persuasion programme.

NHS, Glasgow

A series of motivational ninety minute breakfast seminars to groups of fifty senior managers.

University College London

A keynote to eighty delegates on Charismatic Connecting at the HR Awayday.

## ROBERT BURNS

St Columba's Hospice, Corn Exchange, Edinburgh

An Immortal Memory to 750.

# Move Closer

Getting a true working partnership with clients has to be one of the key aims of successful client relationship management, and never more so than in turbulent economic times. But just how close can you get? How close is decent?

Obviously not as close as Phyllis Nelson, whose objective was to "feel like we're really making love", but at McGrigors we have a unique programme of secondments that are hugely valued by us and our client organisations: a genuine win-win. It's a very effective way of truly getting to know the client's people, culture, how they work and what they really want from their lawyers.

But it's much more than that. We use this programme as an attractive feature of our graduate recruitment strategy, putting relatively inexperienced new starts right into the lion's den. Is that lawyers doing something risky? Maybe, but feedback suggests that everyone really benefits:

clients get great value and feel connected to us; we get to know what makes them tick and have an inside track.

We are acutely aware that everyone we send out is an Ambassador for our firm so make sure they go out with solid people skills, but these are enhanced enormously in their time away. The secondee gets terrific real world experience, seeing things from a different perspective.

There might not be too many "tender love songs, softly playing", but there is nothing not to like about lawyers getting real world experience!

**Kirk Murdoch**  
Joint Senior Partner  
McGrigors LLP



Got a Big Audience Event? Call Sharon McLellan on 0845 643 6002 or email [s.mclellan@kissingwithconfidence.com](mailto:s.mclellan@kissingwithconfidence.com)

# Annie & Lanny

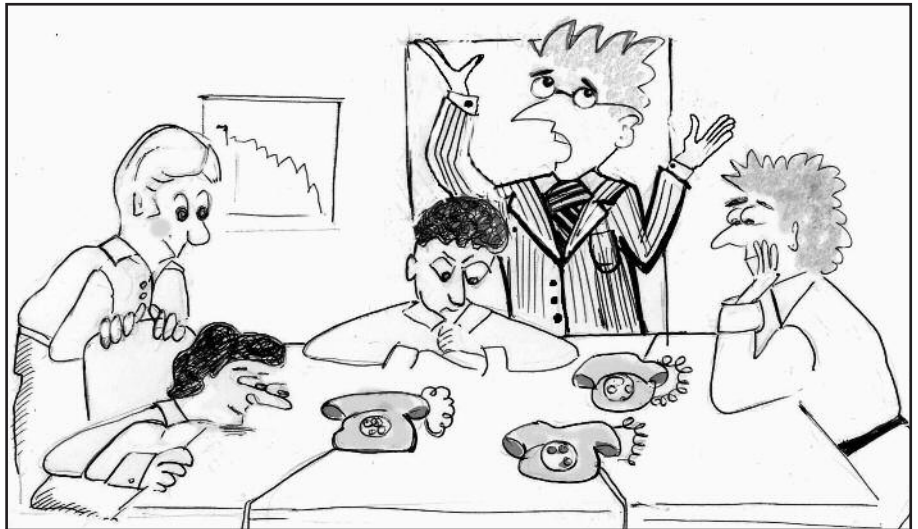
I was told at a networking workshop that, if you are shy, slipping a business card with a funny picture or clever quote into the pocket or handbag of your target is a good way of getting new contacts. I enclose some returned examples of my work. Am I am doing it wrong?

Yes. Stop immediately. Don't believe everything you are told by occasional actors in colourful attire. Doubtless a pink tie, carnation buttonhole and loud shirt were

suggested, too. And the lady who did call to meet up, with accompanying 30 second video link? Obviously barking... and I'm guessing not a lady in the traditional sense.

In any event your pictures are inappropriate, even if your targets are as broad-minded as you are. Perhaps you should consider going for professional help, or the Turner Prize.

And finally, you wrongly attribute your quotation about dragon slaying to Rudyard Kipling: it was Sonic The Hedgehog.



*Those men were staring at GOATS... and it never worked!*

Contact us at: [info@kissingwithconfidence.com](mailto:info@kissingwithconfidence.com) or +44 (0)845 643 6002