LISTEN | Align by deploying the joining technique

11 minutes



Welcome. I'm David Richman with the Eaton Vance Advisor Institute. Simply because someone is a client doesn't necessarily mean that person is open to listening to your ideas, does it? As you know likely all too well, there are times when a client's preconceived thoughts get in the way. Often, this can be an even far more common challenge with prospective clients. How might you consciously collaborate deploying approaches that will open them up to an alternative way to see things? One approach we'd like to share today is the joining technique.

Now, think of the joining technique as a two-step process. First, you identify and acknowledge one or perhaps two priorities, perhaps principles that you share in common with a client or prospective client. Second, you explore alternative ways to achieve these priorities or principles moving forward. Acknowledging shared priorities and principles is an important opportunity. Why? Because it can help the other person feel like you are both on the same page. It puts you on a path to generating consensus.

So when should you apply the joining technique? The most impactful situation for deployment is when the other person signals through words or perhaps their actions that they're really not that interested in hearing what you have to say. Think about it. How many times have you engaged with someone who, for whatever reason, seemed fixated on a particular path that you didn't believe was in that person's best interest? What could you do in these situations? Did you focus on the tactical merits of your approach? If so, how'd that work out?

Next time, try the joining technique. This approach prepares the other person to hear what you're about to say so that you can begin to collaborate on alternative potential next steps. Successful joining relies on communicating empathically and collaborating consciously. Let's take a classic example of what this means and how to put joining into action. Suppose you are introduced to a married couple, Peter and Emily, in their early 60s. Both recently retired, their investment portfolio valued around $8 million of which $6 million is concentrated in the company stock of Peter's former employer.

Let's listen in on a conversation. Advisor says, "As you know, I work with many active and retired executives, and like you, I believe that protecting the financial independence you worked so hard to achieve is a key priority so that you can enjoy life on your terms and leave behind your desired legacy. May I ask each of you, do you believe your primary priority of long-term financial independence may be at risk given how much exposure you currently have to Peter's former company stock?" Peter says, "Are you suggesting that I sell my holdings in a company that I believe in? That's not my intent at all for our investments."

Advisor says, "Peter, I'm recommending that you and Emily come to a shared agreement about what you hope to accomplish with your money over the course of your lifetime as well as the legacy you'd like to leave behind to your children and community. Based on those aspirations, we can explore the various options to reduce the amount of risk in your overall portfolio so that you can comfortably achieve what matters most to you." "In my experience," continues the advisor, "Neglecting to manage risk properly is one of the biggest disruptors of family wealth. We should talk more about this since it's evident that all of us share the primary priority of protecting financial independence which I don't want you and Emily to jeopardize in any way." Now Emily weighs in, "So it's important that we use a portion of

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What's next?

If you're interested in digging deeper into this topic, you can go to the next resource. If not, we recommend continuing to the next subtopic.

Getting started

LISTEN | An approach to learning the ***3 Dynamics***	6 minutes	→
WATCH | Why the ***3 Dynamics*** matter	5 minutes	→
LEARN | A road map to master the ***3 Dynamics***	5 minutes	→
LEARN | Prepare for success	3 minutes	→

Communicating empathically

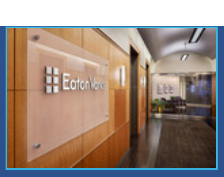
LISTEN | Practice leaving yourself behind	8 minutes	→
LEARN | Lead with genuine interest	5 minutes	→
LEARN | Three strategies to understand purpose	5 minutes	→
PLAN | Become more empathic	15 minutes	→

Collaborating consciously

LISTEN | Put away the black robe	5 minutes	→
LISTEN | Beware of painting with a broad brush	5 minutes	→
LISTEN | Don't take the bait	5 minutes	→
WATCH | Why intentionality matters	6 minutes	→
LEARN | Engage clients based on their coping style	5 minutes	→
PLAN | Become a better collaborator	15 minutes	→

Inspiring action

LISTEN | A proven approach to increase engagement	10 minutes	→
LISTEN | Align by deploying the joining technique	11 minutes	→
LEARN | Words and phrases to inspire action	5 minutes	→
PLAN | Inspire action in others	15 minutes	→



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