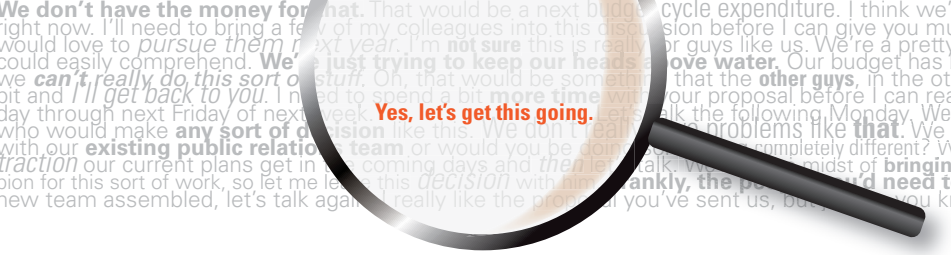

decision*triggers*
Moving Customers to *Yes*

5 Shift Checklist

1. **Shift the Question to reduce the obstacles**
   - What are the "facts" – the rules – that I'm working under?
   - What would happen if each of my "facts" turned out not to be facts at all? What if I'm wrong?
   - What would the opposite of my "facts" be?
   - Given what you've just discovered, how can I do the most with the hand that I am dealt?

2. **Shift Time to create options**
   - What is your customer or opponent's definition of time? What is yours? Are they different?
   - Can you turn a marathon into a sprint? What steps would you take?
   - Can you turn a sprint into a marathon? What steps would you take?
   - Can you find time that your customer or opponent isn't taking into account? What can you do with it?

3. **Shift Interactions to change the game**
   - What are your attempted solutions that aren't working? Characterize the solution and create a 180 degree opposite solution (from "ordering" to "requesting," for example).
   - Am I taking action when I shouldn't be – pushing instead of listening?
   - Am I not taking action when I should – dodging instead of informing?
   - Am I being reactive, doing more of the same but thinking I'm doing something different?
   - When collaborating, do I ask, "Do you see it differently?" so I include others opinions?

4. **Shift Perceptions to influence outcomes**
   - Are you framing your argument vividly or just pushing what you believe to be valid?
   - Have you contrasted your offer with an existing anchor point in the 'targets' mind?
   - Are you showing what others stand to lose by not agreeing to your position?
   - Have you shown that your offer is a rare, exclusive scarce resource, product or service?

5. **Shift Structures to shape behavior**
   - What are the driving forces at play? Follow the money. How is it actually made? What's your customer's real motivation?
   - What are the driving forces at play outside your immediate industry but that affect your customers? What technologies, practices or behaviors are normal now that weren't a few years ago – and that impact how your product or solution can be used?
   - Who makes the decisions that count? What is hierarchically most important –near term or the future; investing in innovation or cost containment, change or status quo? Note the path of least resistance, that's the structure at play.
   - Are there conflicting structures – goals, in this case – that are neutralizing your best efforts? Are your goals and your targets goals in alignment or in conflict?
   - Can you replace the existing reward structure with one that gives you a natural advantage? How can you promote this alternative structure and design a win?
   - Change the scope, How can we do it larger or smaller?

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