

This document is a summary of the most important Business Development (BD) insights from Mo Bunnell's interviews with Kelley O'Hara, Mike Deimler, James Clear, Michael Hyatt, and Dan Pink. To watch or listen to all the episodes, go to realrelationshipsrealrevenue.com. Sign up for the free companion training course at BDhabits.com

	Internal Focus	External Focus
Mindset	<i>BD is a learnable skill, an expertise of its own. Just like your core expertise, studying BD techniques, trying things outside your comfort zone, and constantly measuring your success will lead you to consistent improvement and long-term results. Create quick feedback loops to help you learn faster.</i>	<i>BD is basically management consulting. Serving first earns the right to talk about your services and how you can help commercially. Take the strategic perspective by empathizing with your client's perspective—listening and understanding where they are coming from—so you solve their problems quoting their priorities in their words.</i>
Vision	<i>Working hard is only effective if you're headed in the right direction, towards a vision that defines your desired destination.</i> <i>In three years, what's your vision? What's your brand? The size of your book of business? Your role? Your relationship ecosystem? Your habits? Write this down for clarity. Once you have that, you can make progress towards it.</i>	<i>Having an external client vision drives action, whether it's for an entire organization or an individual. These only need to be written down if the stakes are high, the team complex or the upside potential large. Whether written or not, it's incredibly powerful to define the future relationship—then the next right actions are clear.</i>
Accountability	<i>Keeping track of what you can control can be a powerful motivator. Make your invisible effort visible through the paper clip method, hash marks on scrap paper, or through your CRM. Like creating and executing a workout plan, define the effort you need to exert, track it, and use it as motivation.</i> <i>Focus on what you can control. Make daily and weekly progress.</i>	<i>Knowing your current results tell you where you're at on your journey—behind, on track, or ahead. The trick: don't check too often. When results like this depend on other people it's easy to get down when things don't go your way. Quarterly or possibly monthly is a good cadence. Spend most of your time focusing on what you can control.</i>
Habits	<i>Having the right personal habits is the most important key to your success. You can't control luck, but you can control your strategy and your choices. Having the right habits keeps you focused, drives consistent progress, and creates learnings along the way. And when you do that, luck has a way of finding you.</i>	<i>Building systems that scale build momentum. They make things easier and easier as time passes. Help your future self by finding scale and automation: get in with the right referral partners, automate your reporting, build in "we meet every ___ months" check ins with clients. Find ways to turn the defaults "on" so you work less to grow more.</i>

Here are some powerful quotes to drive home our learnings from Season One.

Internal Focus

A learning mindset towards BD starts and keeps you on a positive path

Mindset

Any complex skill is the roll up of dozens and dozens of skills, and because of that, no one is born with all of those.

Mo Bunnell, Episode 2

Another way of reshaping your identity is to re-frame your goal into a question. Instead of trying to close more deals, ask yourself what a successful sales person would do and then use that to select the action that moves you in the right direction.

James Clear, Episode 3

A vision for yourself and your team creates clarity

Vision

A lot of people think that to get more you've got to do more, but it's not what you do, it's about doing the right things. It all comes down to your vision which gives you the courage to say no to the trivial distractions.

Michael Hyatt, Episode 7

Your quarterly goals will inform your weekly priorities, and further down to your daily MIT's. Limiting yourself to three major goals each quarter is more effective than aiming for a higher number of goals at the same time.

Michael Hyatt, Episode 7

Measure your efforts you can 100% control often, maybe even daily

Accountability

When things go wrong, you've got to win yourself back in the game.

Kelley O'Hara, Episode 1

You should also build out systems across your team. Data transparency across a team can have a major impact on the overall results and takes a load off the team leader as the coach. As the results increase across the team, the team's identity changes as well.

Mo Bunnell, Episode 4

Create habits that celebrate consistent progress, always moving forward

Habits

There are three main things that impact your outcomes in life. The first is luck, the second is your choices/strategy, and the third is your system of habits and behavior. When you master the last two, you increase the surface area for good luck to come your way.

James Clear, Episode 3

It always comes back to habits. It's not about big home runs once a year, it's about small wins every single day. Do things today that your year-from-now self would be happy you did today, and if you do that over and over again it has a cumulative effect.

Dan Pink, Episode 9

External Focus

A servant mindset leads to client growth

Mindset

Servant sellers serve first and sell next, and by serving customers first it gives you legitimacy to sell and solve their problems.

Dan Pink, Episode 9

If you start with the client's perspective in mind you are obligated to move them and encourage them to take action. When you start with the other, selling is the consequence of doing the right thing.

Mike Deimler, Episode 5

Move farther faster with a clear client vision

Vision

There will be times where you have to take a stance and press your point of view. Asking permission is one way of opening the door and changing the other person's frame of mind. Don't be afraid of disagreement.

Mike Deimler, Episode 5

Don't let your expectations dissuade you, bring it back to the little things you can do right now to get back on track.

Kelley O'Hara, Episode 1

Measure your outcomes and results, but not too often

Accountability

Tracking something important subjectively is better than tracking something unimportant accurately.

Mo Bunnell, Episode 1

Whatever results you have right now are by definition the byproduct of the system you've been running.

James Clear, Episode 3

Create systems to automate and scale

Habits

Automation extends beyond software. Think of the questions you get most and create well thought-out templates that address those questions. Extremely valuable and well thought-out templates allow you to give someone hours of value with only a few minutes of time.

Mo Bunnell, Episode 8

Write down what you do for business development and break it down into separate pieces like lead generation, creating demand, and staying top of mind. Then, consider which parts of that process can be automated. Business development is the project that never ends. It fuels your team's and organization's growth and it's exciting to always improve it.

Mo Bunnell, Episode 8

While some aspects of BD are timeless, others are completely new in the pandemic. Here are the things Season One taught me.

Internal Focus		External Focus	
Mindset	<p>Certain aspects of COVID and our new virtual world are permanent.</p> <p><i>What do you need to learn to leapfrog your competition? What do you need to get better at digitally? Introductions? Demand creation? Closing?</i></p>	Mindset	<p>Being helpful and top of mind is what your clients need to navigate their change.</p> <p><i>How can you add the most value and stay top of mind to your most important clients, especially leveraging digital platforms?</i></p>
Vision	<p>Any time of immense change creates winners and losers. Learn fast and you'll be a winner.</p> <p><i>How can you leverage digital to accomplish more? What does your year-from-now self need to be known for? To be great at?</i></p>	Vision	<p>Your most important clients are going through immense change, which will shift their relationships faster than normal.</p> <p><i>What do you want your top clients to say about you a year from today? How do you want them to describe your relationship?</i></p>
Accountability	<p>Keeping focused and accountable on a daily and weekly basis will create momentum.</p> <p><i>What metrics can you track to keep you focused in daily and weekly sprints? Define these so that they are 100% in your control.</i></p>	Accountability	<p>Don't judge yourself by pre-COVID measures. Judge yourself by what makes sense now.</p> <p><i>What specific numerical outcomes should you choose that will let you know if you are successful?</i></p>
Habits	<p>Having the right habits will determine your fate, especially in times of immense distraction.</p> <p><i>What are the most important rituals you need have on a daily and weekly basis to stay focused? (Incorporate an assessment of your Accountability metrics into these rituals.)</i></p>	Habits	<p>Creating automation and scale is a key to getting more done, especially in a digital world.</p> <p><i>What templates and systems do you need to build where you can add 10x value for your time spent?</i></p>