



**Principle 1: The 250 by 250 Rule.** It's not only who you know that counts, it's who your clients know that is important.



**Principle 2: Build a database and ABC it.**

— FROM THE DESK OF P. J. STODDART —

Ken and Sue Turek  
1007 Pacific Coast Way  
Rancho Benicia, CA 92117

Dear Ken and Sue:

I want you to know how much I appreciate the fact that you chose our dealership to purchase your new BMW from. I, along with the members of our team, want you to know that if you have any questions, any problems, please feel free to call us directly.

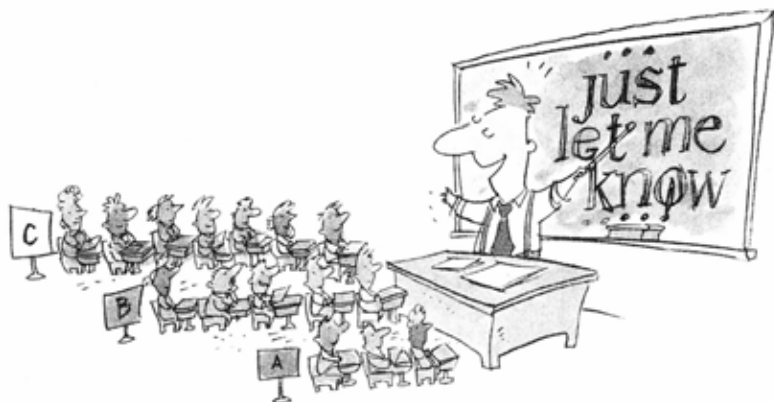
It is to that end that I asked our new manager, Paul Kingston, to work with you personally in the event you have any questions or needs. Paul is a proven professional and we are proud to be associated with him. He always puts the relationship first with everyone he serves.

Paul will be contacting you in the near future simply to personally introduce himself and answer any questions you might have.

Thanks again!

Warm regards,

P. J. Stoddart  
President  
Rancho Benicia AutoGroup, Inc.



**Principle 3: Just Let Me Know.** Educate your clients about how you work and your value to them through regular, tangible actions performed without fail.

— PHILIP STACKHOUSE —

Robert and Carole Rusch  
119 Heath Terrace  
Rancho Benicia, CA 92117

Dear Bob and Carole:

Recently my staff and I have taken the time to review our business and have come to the unanimous conclusion that the most important assets we possess are the relationships we have developed to date—just like the one we have developed with you.

I also confess that we have not been as proactive in our personal communications as we would have liked. It's to that point that I want you to know we have taken appropriate steps to start communicating more frequently. Be it a newsletter, personal card, or follow-up telephone call from our office, please consider it the tangible evidence that we are putting our relationship with you first in our business.

In the near future, we will be communicating with you personally. Meanwhile, if you have any questions or we can help you in any way, please don't hesitate to call us!

Sincerely,

Philip Stackhouse



Principle 4: Keep in touch, consistently, personally, and systematically.

This is what the two posters looked like:

**SIMPSON SYSTEMS**  
**KEEP IN TOUCH**

January	–	New Year's Greeting Card
February	–	Item-of-Value Letter
March	–	Personalized Newsletter
April	–	Springtime Greeting Card
May	–	Item-of-Value Letter
June	–	Personalized Newsletter
July	–	Fourth of July Card
August	–	Item-of-Value Letter
September	–	Personalized Newsletter
October	–	Item-of-Value Letter
November	–	Thanksgiving Card
December	–	Personalized Newsletter

## SIMPSON SYSTEMS

### WEB OF APPRECIATION

We pledge to show tangible evidence of our appreciation for our clients, associates, vendors, and colleagues—regularly, without fail. We put the relationship first!

- All frontline employees are given a budget of \$2,000 to utilize as they see fit to say thank you to clients and for customer service relation-stressed situations that require immediate attention.
- The company and its team members recognize all standard gift-giving days throughout the year but pledge to go above and beyond the call of duty to become creative and produce lasting impressions through extraordinary customer service and "out-landish" tasteful items of value.
- Every referral given is recognized immediately, tangibly, and personally the day it is given.
- Every referral that produces business for the company is recognized immediately with more tangible and personal items the day the referral is consummated.
- Extraordinary service by vendors and associates is recognized immediately, tangibly, and personally with appropriate recognition.
- All team members pledge to recognize each other immediately, regularly, and tangibly when character, integrity, and excellence have been demonstrated.

# Highground's Principles of Business

This appendix is designed as a reference to help you implement the principles and concepts of *The Referral of a Lifetime*. The appendix contains the following material:

- Highground's Principles of Business
- Highground's Principles of Business Questions
- Letter of Introduction to Past Clients
- Confession Letter
- Highground's Principles Goal Pages
- Three Magic Questions for New Contacts
- The Four Business Personality Windows
- Keep in Touch Suggestions
- Web of Appreciation Pledge and Policies Sample
- Highground's Twenty Next Steps



## HIGHGROUND'S PRINCIPLES OF BUSINESS

These are the four foundational principles of the system. To find out more, return to chapters 3, 4, 5, and 6.

**PRINCIPLE 1:** The 250 by 250 Rule. It's not only who you know that counts, it's who your clients know that is important.

**PRINCIPLE 2:** Build a database and ABC it.

**PRINCIPLE 3:** Just Let Me Know. Educate your clients about how you work and your value to them through regular, tangible actions performed without fail.

**PRINCIPLE 4:** Keep in touch, consistently, personally, and systematically.

## HIGHGROUND'S PRINCIPLES OF BUSINESS QUESTIONS

These reflective questions are the starting point for deploying the system. To find out more, return to chapter 1.

**QUESTION 1:** Do you like yourself?

**QUESTION 2:** Do you believe in your product and company?

**QUESTION 3:** Are you willing to "stay the course"?

## LETTER OF INTRODUCTION TO PAST CLIENTS

This letter can be used to assign existing clients to a new sales or customer service person. To find out more, return to chapter 4.

Ken and Sue Turek  
1007 Pacific Coast Way  
Rancho Benicia, CA 92117

Dear Ken and Sue:

I want you to know how much I appreciate the fact that you chose our dealership to purchase your new BMW from. I, along with the members of our team, want you to know that if you have any questions, any problems, please feel free to call us directly.

It is to that end that I asked our new manager, Paul Kingston, to work with you personally in the event you have any questions or needs. Paul is a proven professional and we are proud to be associated with him. He always puts the relationship first with everyone he serves.

Paul will be contacting you in the near future simply to personally introduce himself and answer any questions you might have.

Thanks again!

Warm regards,

P. J. Stoddart  
President  
Rancho Benicia AutoGroup, Inc.

## CONFESSION LETTER

This letter can be used as the first mailing to those you have neglected to keep in touch with and now want to communicate with regularly. To find out more, return to chapter 5.

Robert and Carole Rusch  
119 Heath Terrace  
Rancho Benicia, CA 92117

Dear Bob and Carole:

Recently my staff and I have taken the time to review our business and have come to the unanimous conclusion that the most important assets we possess are the relationships we have developed to date—just like the one we have developed with you.

I also confess that we have not been as proactive in our personal communications as we would have liked. It's to that point that I want you to know we have taken appropriate steps to start communicating more frequently. Be it a newsletter, personal card, or follow-up telephone call from our office, please consider it the tangible evidence that we are putting our relationship with you first in our business.

In the near future, we will be communicating with you personally. Meanwhile, if you have any questions or we can help you in any way, please don't hesitate to call us!

Sincerely,

Philip Stackhouse

## HIGHGROUND'S PRINCIPLES GOAL PAGES

These goal sheets can be used to plan your personal program. To view completed goals, return to pages 54, 56, 76–77, and 98.

### GOAL 1

**Goal:** *Finish my 250 by 250 list and then organize the names. Begin to put my new mind-set into action.*

**Goal Date:** \_\_\_\_\_

**The date is** \_\_\_\_\_ **and I have:**

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**I have already experienced:**

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**I feel:**

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**I am excited about:**

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My associates and colleagues are:

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I am determined to: \_\_\_\_\_

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## GOAL 2

Goal: *Have my 250 by 250 database ABC-ed and in use.*

Goal Date: \_\_\_\_\_

The date is \_\_\_\_\_ and I have:

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I have already experienced:

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I feel:

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I am excited about:

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My associates and colleagues are:

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I am determined to: \_\_\_\_\_

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### GOAL 3

**Goal:** *Professionally brand this system with my own style, then begin a proactive program to use in all that I say and do with all those I know.*

**Goal Date:** \_\_\_\_\_

**The date is** \_\_\_\_\_ **and I have:**

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**I have already experienced:**

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**I feel:**

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---

I am excited about:

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My associates and colleagues are:

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I am determined to: \_\_\_\_\_

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#### GOAL 4

**Goal:** *Have in place the next twelve months of my Keep in Touch and Web of Appreciation programs.*

**Goal Date:** \_\_\_\_\_

**The date is** \_\_\_\_\_ **and I have:**

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**I have already experienced:**

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I feel:

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I am excited about:

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My associates and colleagues are:

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I am determined to: \_\_\_\_\_

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## THREE MAGIC QUESTIONS FOR NEW CONTACTS

These simple questions will help engage you immediately with new people you meet. To find out more, return to chapter 3.

1. What is it you do?
2. What do you like most about that?
3. If you could start over, knowing what you now know, what would your day look like?

Bonus follow-up statement to use whenever you choose:  
"Tell me more."

## THE FOUR BUSINESS PERSONALITY WINDOWS

The four personality types are expressed in two words. The first word, on the left of the hyphen, represents how people see you and who you are naturally. The word on the right of the hyphen represents your natural tendency in business relationships.

Relational-Relational

Relational-Business

Business-Relational

Business-Business

### **Relational-Relational**

The relational-relational person is one who only thinks of relationships with others—how to help them and how to be liked or even loved. These people rarely think of the business ramifications of their actions, or if they do, they will justify them immediately in some relational way. So the second word has to be “relational,” too.

### **Relational-Business**

When meeting people, the relational-business person is truly interested in the relationship, but when the talk turns to business, this person will begin to think strategically.

### **Business-Relational**

The business-relational person doesn't seem at first glance as interested in a relationship as much as in pure business,

but this person will develop deep relationships after the business is established.

## **Business-Business**

This trait is simply the opposite of relational-relational. Business-business people normally have a hard time with relational principles and the concepts of this system until they justify in some purely business way the time spent with those they've affected—which they always do.

### **KEEP IN TOUCH SUGGESTIONS**

- |           |                            |
|-----------|----------------------------|
| January   | • New Year's Greeting Card |
| February  | • Item-of-Value Letter     |
| March     | • Personalized Newsletter  |
| April     | • Springtime Greeting Card |
| May       | • Item-of-Value Letter     |
| June      | • Personalized Newsletter  |
| July      | • Fourth of July Card      |
| August    | • Item-of-Value Letter     |
| September | • Personalized Newsletter  |
| October   | • Item-of-Value Letter     |
| November  | • Thanksgiving Card        |
| December  | • Personalized Newsletter  |

## **WEB OF APPRECIATION PLEDGE AND POLICIES SAMPLE**

We pledge to show tangible evidence of our appreciation for our clients, associates, vendors, and colleagues—regularly, without fail. We put the relationship first!

- All frontline employees are given a budget of \$2,000 to utilize as they see fit to say thank you to clients and for customer service relation-stressed situations that require immediate attention.
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- Extraordinary service by vendors and associates is recognized immediately, tangibly, and personally with appropriate recognition.
- All team members pledge to recognize each other immediately, regularly, and tangibly when character, integrity, and excellence have been demonstrated.

## HIGHGROUND'S TWENTY NEXT STEPS

This list of next steps can be used as a checklist to implement your personal system.

1. Finish the list of initial names. Call and verify addresses, telephone numbers, and e-mail addresses.
2. ABC all names.
3. Select a contact manager or CRM system. Make sure you have the ability to set ABC fields.
4. Research and select a trusted contract database professional with mail and print service.
5. Research the Internet for different communications you can develop for your Keep in Touch program. Check with those in your industry to see what they use. Outline a twelve-month program.
6. Select an on-line service to help you develop and deliver an immediate Web of Appreciation. Make sure you can access your database for ease of use with standard selections that can be processed without difficulty.
7. Purchase personalized thank-you notes. Immediately send them after every meeting upon gaining permission to add the person to your database.
8. Finalize a twelve-month Keep in Touch print program for your database. Select the items and choose the dates when you will send them. Commit the plan to paper and make it visible. List the program tasks needed each month to deliver without fail.

9. Finalize a Web of Appreciation program. Set an appropriate budget for frontline personnel, referral gifts, and standard holiday gifts in addition to your Keep in Touch program.
10. Send a confession letter to your database.
11. Follow up by calling everyone you have sent a letter to. Ask for birthdays (not years) and anniversaries if appropriate. Enter them into your database.
12. Set personal meetings with your As and explain your new philosophy. *Ask for referrals during the meeting.*
13. If needed, make a commitment to a set number of personal appointments or telephone calls to add more potential clients to your database. Utilize the three magic questions.
14. If you want a larger sphere of influence, adopt a database. Call everyone on your newly adopted list and ask permission to start communicating.
15. If you want a larger sphere of influence, select a direct-mail list. Customize the list and call each person using the qualifying question Sheila Marie used to build a relational farm (see pages 31–32).
16. Educate everyone on your staff about how the program works. Incorporate the principles into your culture.
17. Call all the people who “make money when you make money”—primarily your vendors. Explain how your program works, ask what you can do for them, and then *ask for referrals*.

18. Incorporate into your sales presentation how you put relationships first and what the value is to your clients. Share your new philosophy with everyone appropriate who will listen. Then *ask for referrals*.
19. Use your newfound 'hall pass' and make a scheduled call to everyone in your database at least once a year. If you have developed a birthday card program, make the call after you have sent out the birthday card, calling to say "happy birthday." Ask how you might help the person and ask for a referral or an appointment if appropriate.
20. Always, always ask what you might do for the person you call and always, always remind the person that your business is built on the good opinion of others. Then always *ask for a referral*—just like Philip did.