



MBD^{insight} #43

Thinking Comes Right Before Trouble

Over the past three decades working with some of the brightest and most capable technical professionals in business development roles, we have shared this insight countless times. We have all no doubt heard that any strength to an extreme is a weakness, although many of us fail to really understand this principle. Knowing our strengths and seeing them as limitations will assist us in avoiding situations that occur through complacency or over confidence.

Many of us who engage in business development are intellectually capable, and as a result we are always thinking. It is our nature to wonder about what will happen next and why, how to anticipate the next move and then how to react. This over-analyzing becomes a limitation when working in the role of business development. The overly capable, intellectual business developer will ascribe meaning, make assumptions and leap to conclusions, rather than taking the time to slow down, engage with the prospect at their pace, ask questions, listen to the answers, and then follow up on replies to gather further clarification. Their thinking has left them way ahead of what they are listening to and the position of the client. Invariably, this results in their losing control of their process. They are soon in trouble and revert to selling.

Too much thinking, over-thinking, over-analyzing, anticipating or “*listening with your motor running*”, all are sure signs that trouble is just ahead. Thinking ... too much thinking without really listening ... comes right before trouble.

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5935 Carnegie Blvd. Charlotte, NC 28209
704.553.0000 Fax 704.553.0001 www.mbd.com



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