

DIFFERENTIATE YOURSELF FROM THE COMPETITION!

TERRY R. BACON & DAVID G. PUGH

WINNING BEHAVIOR

What the Smartest,
Most Successful
Companies Do
Differently

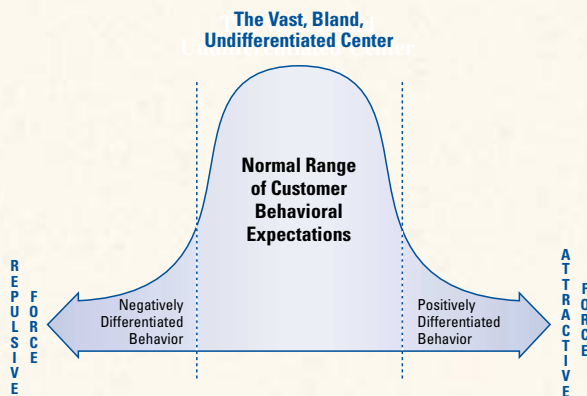


Winning Behavior provides everything readers need to know to create a behavioral strategy for their business that will differentiate them from their competitors and win more business.

Behavior vs. Commoditization: The Concept of Behavioral Differentiation (BD)

The concept of *Behavioral Differentiation* (BD) is a term the authors coined to describe the use of behavior to create competitive advantage. In this age of commoditization, one key source of differentiation remains: how companies behave toward their customers.

Too often customers' expectations are formed against a vast, bland, undifferentiated marketplace.



Range of Customer Behavioral Expectation

The behaviors customers normally experience from sellers fall into the middle hump of the curve and do not differentiate. Behaviors at each extreme, however, are one or more standard deviations from the norm and will have a differentiated impact on customers, either positively or negatively.

Winning Behavior transcends customer service and includes a consideration of companies' behaviors at every one of their touch points with customers.

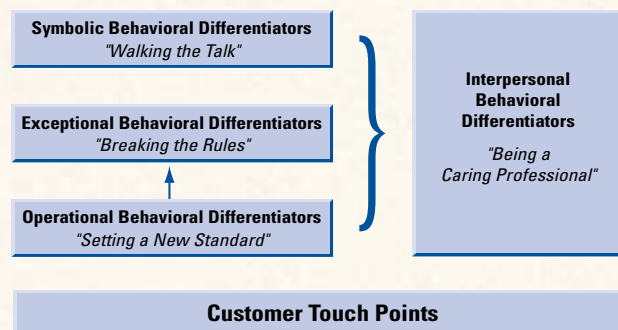
This work presents everything readers need to know to create a behavioral strategy for their business that will differentiate them from their competitors and win more business. It provides readers with a timeless concept in a way that will help build customer loyalty and increase market share.

Winning Behavior shows how to create positive behavioral differentiation throughout every phase of

business development. Readers will learn how to sustain behavioral differentiation through examples drawn from the day-to-day behaviors of firms that have differentiated themselves in the eyes of their customers and helped them win more business.

The Big Four of Behavioral Differentiation

Behavioral Differentiation is much more than just another name for good client relations or customer service. As the basis of competitive difference narrows, smart companies understand that their behavior toward clients is the ultimate source of competitive advantage. This cutting edge book explores the four key kinds of behavioral differentiation that lead to customers choosing any business over its rivals.



Four Types of Behavioral Differentiation

Winning Behaviors provides the basis for readers to audit their organization's behavior, and explains how to positively employ the four types of behavioral differentiation: operational, interpersonal, exceptional, and symbolic.

While every company aspires to build market share, it takes more than a mission statement, rhetoric, or even an executive mandate. Smart companies employ behavioral differentiation as a critical source of competitive advantage because it is difficult to copy, even when competitors know about it. Behavioral Differentiation is hard to copy because it requires more skill and will than many companies have—even when they see others embracing it.

Available June 2003

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Case Studies and Examples:

Winning Behaviors is rich in examples of positive and negative behavioral differentiation, as well as tips on enhancing behavioral differentiation internally with employees and externally with customers. The book provides a wealth of examples and case studies, including:

- ▶ How a seventeenth-century mapmaker used effective marketing communication methods to condition the markets in his era.
- ▶ Why bad boy John Rocker, former Atlanta Braves relief pitcher, is a perfect illustration of negative interpersonal behavioral differentiation—and what impact that has had on his career.
- ▶ How a modern Navy ship captain used behavioral differentiation to create “the best damned ship in the Navy.”
- ▶ How two businessmen’s bad experience with a hotel clerk led to one of the biggest “black eyes” in business history.
- ▶ How the Catholic Church’s treatment of the recent sexual abuse charges illustrates negative symbolic behavioral differentiation.
- ▶ Why Wal-Mart has been so successful, while Kresge’s has not, and why Kmart and Montgomery Ward filed for bankruptcy while Wal-Mart has continued to enjoy unprecedented success.

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What Readers Will Get From This Book

Readers of *Winning Behavior* will come away with the knowledge of:

- ▶ How it is becoming increasingly difficult in today’s competitive marketplace for organizations to differentiate themselves based on product differences alone.
- ▶ How smarter companies use behavior to create customer loyalty and increase business.
- ▶ How smart companies manage customer touch points to positively differentiate themselves based on their behavior.
- ▶ How to apply Behavioral Differentiation concepts to their own organizations and create behavioral differences that will impact their business. The book is filled with practical examples and illustrations of behavioral differentiation.
- ▶ How customer loyalty depends primarily on the way customers are treated—that is, on the seller’s behavior.
- ▶ How to audit their company’s behavior and how to build the four types of behavioral differentiation: operational, interpersonal, exceptional, and symbolic.

Reader Acclaim for *Winning Behavior*

Terry and David have created the winning formula for businesses to succeed through behavioral differentiation instead of just price. They have integrated servant leadership behaviors into winning customers for life.

— Eric Krueger
Senior Vice President and Chief Relationship Officer
Centex Construction Company

Outbehaving the competition—thereby raising your client’s expectations and your own performance—is a significant leading edge concept. Bacon and Pugh deliver it with a punch.

— David L. Myers
President, Executive Impact

An engaging, thoughtful, and intelligent look at what makes the difference between winners and mere survivors in today’s tough markets. Bacon and Pugh are right on target ...once again.

— Jim Osborn
Vice President, Business Development, INTEC Engineering

About the Authors



Terry R. Bacon

Terry is a cofounder and president of Lore International Institute. He is a prolific author, having written or co-written nearly eighty books, film scripts, simulations, assessments, and white papers. His books include *Leadership Through Influence*, *Effective People Skills*, *Leading in a Boundary-less Organization*, *High-Impact Facilitation*, *Helping Customers Buy*, and *Proposing To Win*. He has also created a number of skills surveys and assessments, such as the *Survey of Influence Effectiveness*, the *Coaching Effectiveness Survey*, and the *Lore Leadership Assessment*. His most recent publication is *Selling to Major Accounts*, a book on strategic account management published in 1999 by AMACOM Press. That book is now in its second printing.

Terry has a B.S. in Engineering from the United States Military Academy at West Point and a Ph.D. in English and Theatre from The American University in Washington, D.C. He has also studied psychology and counseling at Goddard College, business and marketing at Roosevelt University; strategic planning at the Wharton School of Business, University of Pennsylvania; sales management at the University of Chicago School of Business; business management and leadership at Stanford University; and management of professional service firms at Harvard University.



David G. Pugh

David is a cofounder and executive vice president of Lore International Institute. He is an internationally respected authority on marketing, sales, and proposal training. As the architect of Lore's proposal training and consulting services, as well as the author of *Proposing To Win*, his knowledge of proposal design and writing techniques has helped generate billions of dollars in signed contracts for Lore clients.

He has conducted hundreds of workshops for more than 10,000 Fortune 500 personnel and has helped thousands of engineers, marketers, sales executives, and managers improve performance by providing practical, down-to-earth techniques that work. He is an award-winning instructional designer, a primary developer of Lore's business development curriculum, and is a popular keynote speaker at regional and national marketing and sales conferences and association meetings.

David holds a Ph.D. in American Studies from Washington State University; M.A. in English, Washington State University; and a BA in English, Eastern Washington University. He is also a graduate of executive programs at The Wharton School, Stanford Graduate School of Business, and University of Chicago Graduate School of Business.

About Lore International Institute

Lore International Institute is a leading global executive coaching, leadership development, and business-development consulting firm. Lore offers a wide range of professional development services to help clients acquire, assess, and develop the finest leadership teams and organizations in the world. We provide industry-leading expertise in executive coaching, executive team development, internet-based assessment, organizational development, leadership development, executive education, and business development.

Lore's mission is to maximize our clients' leadership and business development effectiveness through the practical application of knowledge, skills, and processes. This is accomplished through:

- ▶ Individualized adult learning methodologies such as executive coaching
- ▶ Content that is research based and embodies best practices
- ▶ Skill-based executive education and professional development programs with integrated assessments
- ▶ Excellence in program design, materials, and delivery

The logo for Lore International Institute features a stylized 'L' composed of four squares (two blue, two white) to the left of the word 'LORE' in a large, bold, serif font. Below 'LORE' is the text 'INTERNATIONAL INSTITUTE' in a smaller, sans-serif font.
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