



Getting Naked: A Business Fable About Shedding The Three Fears That Sabotage Client Loyalty

By Patrick Lencioni

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Another extraordinary business fable from the *New York Times* bestselling author Patrick Lencioni

- Offers a key resource for gaining competitive advantage in tough times
- Shows why the quality of vulnerability is so important in business
- Includes ideas for inspiring customer and client loyalty
- Written by the highly successful consultant and business writer Patrick Lencioni

This new book in the popular Lencioni series shows what it takes to gain a real and lasting competitive edge.

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Editorial Review

Amazon.com Review

Written in the same dynamic style as his previous bestsellers including *The Five Dysfunctions of a Team*, Lencioni illustrates the principles of inspiring client loyalty through a fascinating business fable. He explains the theory of vulnerability in depth and presents concrete steps for putting it to work in any organization. The story follows a small consulting firm, Lighthouse Partners, which often beats out big-name competitors for top clients. One such competitor buys out Lighthouse and learns important lessons about what it means to provide value to its clients.

Amazon Exclusive: Q&A with Patrick Lencioni



Q: Why do you use the term *naked* and where does it come from?

A: *Naked consulting* is a term that refers to the idea of being vulnerable with clients, being completely open and honest with no sense of pretense or cover. The concept comes from the approach that we adopted more than a decade ago to work with our clients at The Table Group. We help CEOs and their teams build healthy organizations, and we found that by being completely transparent and vulnerable with clients, we built levels of trust and loyalty that blew us away. **Q: What makes naked service different from the way most people provide service?**

A: So many service providers and consultants feel the need to demonstrate that they have the right answers and that they don't make mistakes. Not only do clients see this as inauthentic, they often feel that they are being condescended to and manipulated. We've found that what clients really want is honesty and humility.

Q: What are the three fears?

A: People spend most of their lives trying to avoid awkward and painful situations—which is why it is no surprise that we are all susceptible to the three fears that sabotage client loyalty. They include: **1) Fear of Losing the Business** – No service provider wants to lose clients or revenue. Interestingly, it is this very notion that prevents many service providers from having the difficult conversations that actually build greater loyalty and trust. Clients want to know that their service providers are more interested in helping succeed in business than protecting their revenue source. **2) Fear of Being Embarrassed** – This fear is

rooted in pride. No one likes to publicly make mistakes, endure scrutiny or be embarrassed. Naked service providers are willing to ask questions and make suggestions even if those questions and suggestions turn out to be laughably wrong. Clients trust naked service providers because they know that they will not hold back their ideas, hide their mistakes, or edit themselves to save face. **3) Fear of Being Inferior** – Similar to the previous fear, this one is rooted in ego. Fear of being inferior is not about being intellectually wrong (as in Fear of being Embarrassed) it is about preserving social standing with the client. Naked service providers are able to overcome the need to feel important in the eyes of their client and basically do whatever a client needs to help the client improve – even if that calls for the service provider to be overlooked or temporarily looked down upon. **Q: What is the impact of naked service on a firm's bottom line?**

A: Consulting or service firms that practice the naked approach will find it easier to retain clients through greater trust and loyalty. That is the first and most obvious benefit. But they'll also be able to attract clients better because naked service begins before a client actually becomes a client. It allows firms to be more open, more generous and less desperate in the sales process, and creates great differentiation from more traditional sales approaches. Finally, firms that practice the naked approach will attract and retain the right kind of consultants and professionals who yearn for an honest, natural way of working, both with clients and with one another.

From Publishers Weekly

Author, speaker and management consultant Lencioni (*The Three Signs of a Miserable Job*) preaches a business model that may seem antithetical to many, which he calls "getting naked": being unafraid to show vulnerability, admit ignorance, and ask the dumb questions when dealing with clients. Lencioni's central argument is that by focusing on sales, rather than communication, consultants miss the key part of their job—consulting—and therefore lose out on valuable long-term client relationships. Presented mostly as a parable about a management consultant trying to reconcile two firms in a merger, Lencioni's latest is entertaining as well as informative, with a message that sticks (heavy-handed though it may be). Straightforward and widely applicable, Lencioni's advice should prove useful not only for business consultants, but anyone trying to build long-term client relationships. END

Review

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Users Review

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