Hi. So we';re going to continue now with the Mplus process. So we've looked at M0 which is what happens when we're just starting an 00:16 getting together with the researcher and the mentors from White Water now we're going on to moving into the first meet.

So by this stage, we identify the people we should be talking to in companies. The researcher has made the meeting based on what these people want to hear. So we're about to stop 00:41 in the M1, the first meeting. So let me just back up a bit because there's some philosophical or attitude 00:49 that we need to get straight. First of all is - we're not selling. We are actually not selling White Water to these people. What we are doing is we are working with - we are listening to them and understanding what it is that their company is doing, what their challenges are. We don't sell our work, we don't self ourselves. What we are doing is we're being interested and if there is some way we can help then we come with it. But not in the first meeting.

As you go into the first meeting, we follow a system called a presumptive clone. Presumptive as in presuming up close. So from the very first meeting, we are presuming that we'll get into work with this person that we're meeting in the client. So we're not there at a different status level trying to impress them, we're there as if we are working with them. I describe that as moving your chair from one side of the desk to their side of the desk and looking out of their business through their eyes, alongside them with our experience. And these 02:05 our entire relationship through the whole 02:10 engagement process is that we are going to presume that we work together. We don't have 02:16 We just start working from day 1 with them and M1 is a process of listening.

So the idea of a presumptive close is we presume we're going to work with and the closing process, I will explain when we get to M3 but up to now, presume you're working with them. You walk in, they have issues, you talk about it and they, in the M1 process explain what it is that they're trying to achieve. Now there's one other final preparation before we have an M1 process, is how to control meetings. As you go in, these people are very busy. They've given you a fair time, you got to make sure they get something out of it but you also have to control the meeting. How much time do they have? Fine. You manage the meeting within their time. All it means is you have to slice the depth (?) you talk about depending on the time available. Ten minutes, twenty minutes, half an hour, an hour whatever's available, you're going through t03:21 .

So we always, at the beginning of each meeting, set an agenda. The reason for that is so you can control the meeting and the agenda doesn't need to be complex. It really is - let us intri=oduce White Water, we'd like you to introduce the company and the challenges you're facing then we have general discussion and then agree any steps, if any. So you put that down in the beginning. You should be balancing your time spent with them talking. You should be about 25 to 30% of the time you're talking and the rest of it should be them talking. And at the end of it you do need to bring it back into the next steps.

Now one thing to bear in mind, there are 5 meetings required to close any transformational project. This meeting you're not selling but there is one objective of this you have to remember, is you need to find a reason to have a second meeting. So the object of an M1 , meeting 1 is to find a reason for an M2. Now that's not all that complicated, if you sat there and you listen, ask questions, you're interesrted in their challanges, what yiu are doing then at this stage is going "that's really interesting, can I think about it and talk to some of my colleagues, I'll think about it, maybe come up with some ides. Thank you.

You've got your M2. Even if you know the solution in an M1, you do not put it on the table and that is one of the major areas. This is not a time for solution. This is a time for listening then we go away and then straight afterwards you need to be able to articulate exactly what are the problems they're facuibng and then you can get together and work out some options which will be what triggers the M2?

Remember with M1, it;s fun. M1 meetings are fun. What I mean by that is your learning about new bussine=ses, new companies,. new challenges and it's enjoyable to actually look through their eyes onto their company. So enjoy your M1. thank you.