

The Harbor Guide Control Deck

The Harbor Guide Rule

Never drift. Never disappear. Never guess. Navigate.

What the Control Deck Does

The Control Deck answers four questions for every account:

1. **Where is this account in the Harbor Guide cycle?**
2. **What is my job with them right now?**
3. **What signal am I watching for?**
4. **What is my next intentional action?**

If we cannot answer these four things, we are drifting.

1. Where Is This Account?

Every account lives in one phase at any given moment:

- Relating** – Building trust and permission
- Discovering** – Learning goals, risks, and needs
- Advocating** – Helping them choose a next step
- Supporting** – Reinforcing and managing what they bought
- Growing** – Expanding roles, SKUs, and influence

The first job is to identify the phase.

2. What Is My Job Right Now?

Each phase has one dominant responsibility:

Phase	My Job
Relating	Earn trust and permission
Discovering	Learn what matters
Advocating	Create a next decision
Supporting	Reinforce and stabilize
Growing	Expand what works

If we do the wrong job at the wrong time, it creates friction.

3. What Signal Am I Watching For?

Every phase has a signal that tells you when it's time to move.

Phase	Watch For
Relating	Openness, engagement, conversation
Discovering	Details, goals, problems, curiosity
Advocating	Buying signals, questions, readiness
Supporting	Satisfaction, usage, issues
Growing	Planning, events, future thinking

Signals tell us what the customer is ready for — not what we want.

4. What Is My Next Intentional Action?

Every call should have a purpose.

Choose the action that matches the phase:

Relating

- Introduce yourself
- Build rapport
- Ask permission

Discovering

- Ask open ended questions
- Learn goals and obstacles
- Take notes

Advocating

- Recommend a next step
- Ask for a decision
- Schedule follow-up

Supporting

- Check delivery
- Thank the buyer
- Review performance
- Fix issues

Growing

- Suggest expansion
 - Plan future placements
 - Review results
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The Discipline of Presence

No account goes untouched.

Minimum:

- 1 contact every 30 days

Preferred:

- 2 contacts per month
- More when actively buying or growing

Our job is to **never disappear**.

How to Use This Deck

Before every call, ask:

- Where are they?
- What is my job?
- What signal am I watching?
- What is my next action?

After every call, update:

- Phase
 - Signal
 - Next step
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That is how we run a professional inside-sales book.