

# Calibrating

The best conversations don't begin with insight. They begin with orientation.

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I learned from a mentor many years ago that “most sellers prepare for what they want to say, the great ones prepare for what the client is about to realize”.

They adjust their message, their timing, and even their presence to match a trajectory that hasn't been voiced yet. Not to manipulate, but to meet. And when they get it right, the client doesn't feel pitched to. They feel understood.

The best conversations don't begin with insight. They begin with orientation. Not where the client is now, but where they're going, what decisions are already taking shape, what pressure is quietly building, what friction is gathering just beneath the surface. Calibration isn't about reacting in the moment. It's about sensing movement before it becomes visible, and preparing accordingly.

Calibration isn't about clever personalization or perfectly timed slides. It's about knowing how much weight the conversation can carry, and when. It's a signal that we've thought about the people in the room, what's already on their plate, and what needs to be true before anything can move forward.

Anyone can tailor a message. But calibration happens earlier. It shapes the way we open the conversation, how we pace the ask, and how we respect what's already working. It's not performance. It's alignment. And it earns trust in ways no script ever could.

**Most of the time, the decision isn't being made in the meeting.**

It's being made in the quiet moments just before: when the client decides whether they trust the person in front of them to match the complexity of the problem. If we're paying attention, we can be ready when that moment arrives.

Next in the series: [Clarifying](#).



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