

HIGH PERFORMANCE SALES PROGRAM

Growth
DYNAMICS



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BOOT CAMP

BOOT CAMP

Getting Acquainted

Which Type of Learner Are You?	BC-3
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WHICH TYPE OF LEARNER ARE YOU?

Three types of learners come to the workshops:

HOSTAGES—

People who already know everything. They received a memo and were told to be here, and they have tried everything to get out of the course. When they don't hit their numbers this month, it will be because the seminar took away their selling time.

VACATIONERS—

These people love to be here, not because they want to learn a lot, but because it's better than being in the field where they have to make cold calls. Anything is better than being where they shoot live bullets.

TRUE LEARNERS—

These people have good self esteem, they are good at what they do, and want to learn more. They treat their job as a profession. They are looking for 3–5 things they can use in the field.

Our Training Philosophy:

- ◆ Evaluate participant skill level to determine areas in which each participant will receive the most value.
- ◆ Steep the participants in Boot Camp—a high concentration on sales fundamentals and an introduction to sales process structure.
- ◆ Expect and require a high level of participation.
- ◆ Encourage participants to use the workbooks— they are not trophies. Mark them up, make notes.
- ◆ Provide the strategies and tactics. Participants apply their own personalities.
- ◆ Guarantee results 100%. Training is one-third of what it takes to be successful. If participants do their part, which means practice the behaviors, and management does its part, which means track behaviors and coach, this process results in sales success.

TIME CHALLENGES

What percentage of your time do you spend in the following activities?

	Actual	Desired
Prospecting:		
Actual selling:		
Servicing existing clients:		
Administrative activities:		
Presentations/demos:		

SALES CHALLENGES

I would be more effective and would close business faster, and would sell more, if I could address the following challenges. Check all that apply.

Getting too many “think it overs”

Having low closing percentage

Using the phone more effectively

Getting to the decision maker

Handling objections better

Doing unpaid consulting

Maintaining control of the process

Obtaining referrals

Discussing money comfortably

Separating myself from competition

Shortening the selling cycle

Prospecting efficiently/effectively

Getting past the gate keeper

Getting beat up on discounts and price

Qualifying more effectively

Establishing rapport

Converting leads into business

Overcoming typical fears

Obtaining commitments

Being consistent in selling approach

What are these issues costing me?

How long have they been a problem?

What would happen if they were fixed?

Personal:

Professional:

COMMON SALES PRACTICES THAT CREATE COMMON SALES PROBLEMS

You are too smart for your own good.

No one visits the doctor to hear him talk about himself.

You cannot rescue everyone, so quit trying.

You believe in products and services and wants and needs.

Time is wasted trying to control the uncontrollable.

DESCRIBE YOUR SALES PROCESS

As a group, let's brainstorm about what actually occurs in the typical sales environment, especially when we try to fly by the seat of our pants. What processes do you/your clients use during a sale? The following are a few example processes.

MY PROSPECT'S CYCLE

Identify steps your prospects follow when purchasing your product/service. Focus on the buyer's process:

How does the buyer communicate what he or she wants?

Do your buyers always tell the truth?

How do you find out if your buyer is qualified?

How long does the sales cycle tend to be?

MY CYCLE

Identify steps you follow when selling your product/service:

How do you qualify your prospects?

When do you present and how does that usually go?

Do they always have budget for your product/service?

Do you ever find your proposals in the hands of your competitors?

AVOID RIDING THE BUYER'S BUS



1. **L** _____
2. **O** _____
3. **S** _____
4. **E** _____
5. **R** _____

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise:

As a sales professional, you are granted some fundamental rights. These might be called your “constitutional rights of respect.” What rights do you believe are justifiably yours on every sales call? What rights are you vowing to fight to protect?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

If there was one thing (from the list above) that you need to pay particular attention to on sales calls, which one would it be?

Why did you choose that particular issue?

Dynamics of Sales Growth

WE HAVE CREATED A SALES SYSTEM FOR THE FOLLOWING REASONS:

1. _____
2. _____
3. _____
4. _____
5. _____

In short, Growth Dynamics focuses on supporting sales people as they work to become more:

The Growth Dynamics Sales Process:

1. Manage Relationship:

2. Manage Expectations:

3. Manage Discovery:

4. Manage Margin & Authority:

5. Manage Presentation, Proposal and Resistance:

6. Manage Negotiations:

We also have a variety of sales tools:

Tools for Gathering Information:

Tools for Managing Prospecting:

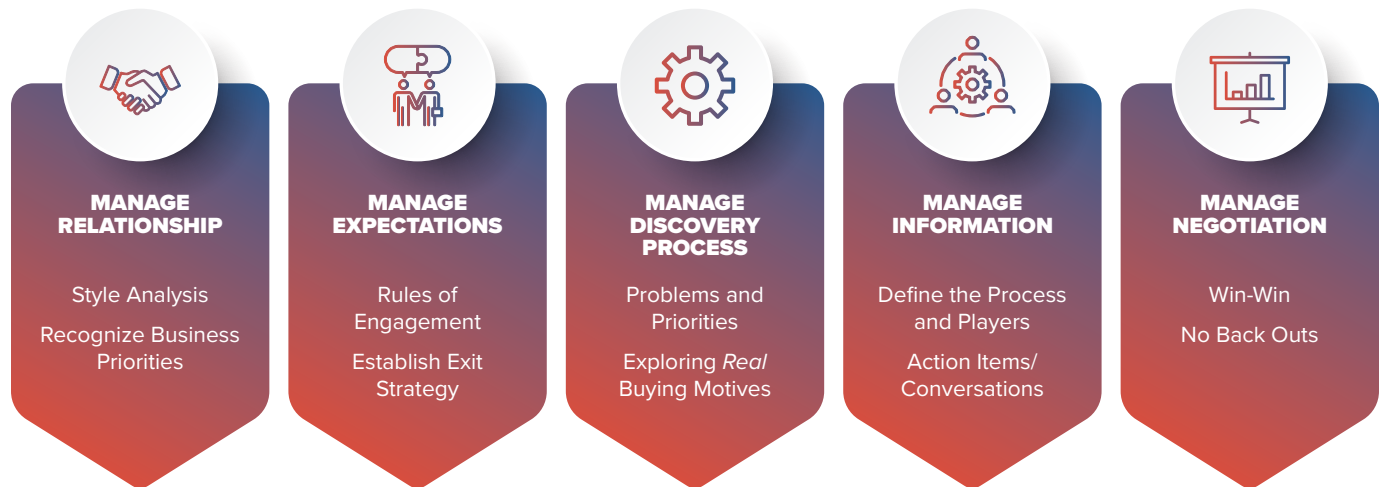
Tools for Consistent Motivation:

Lessons Learned

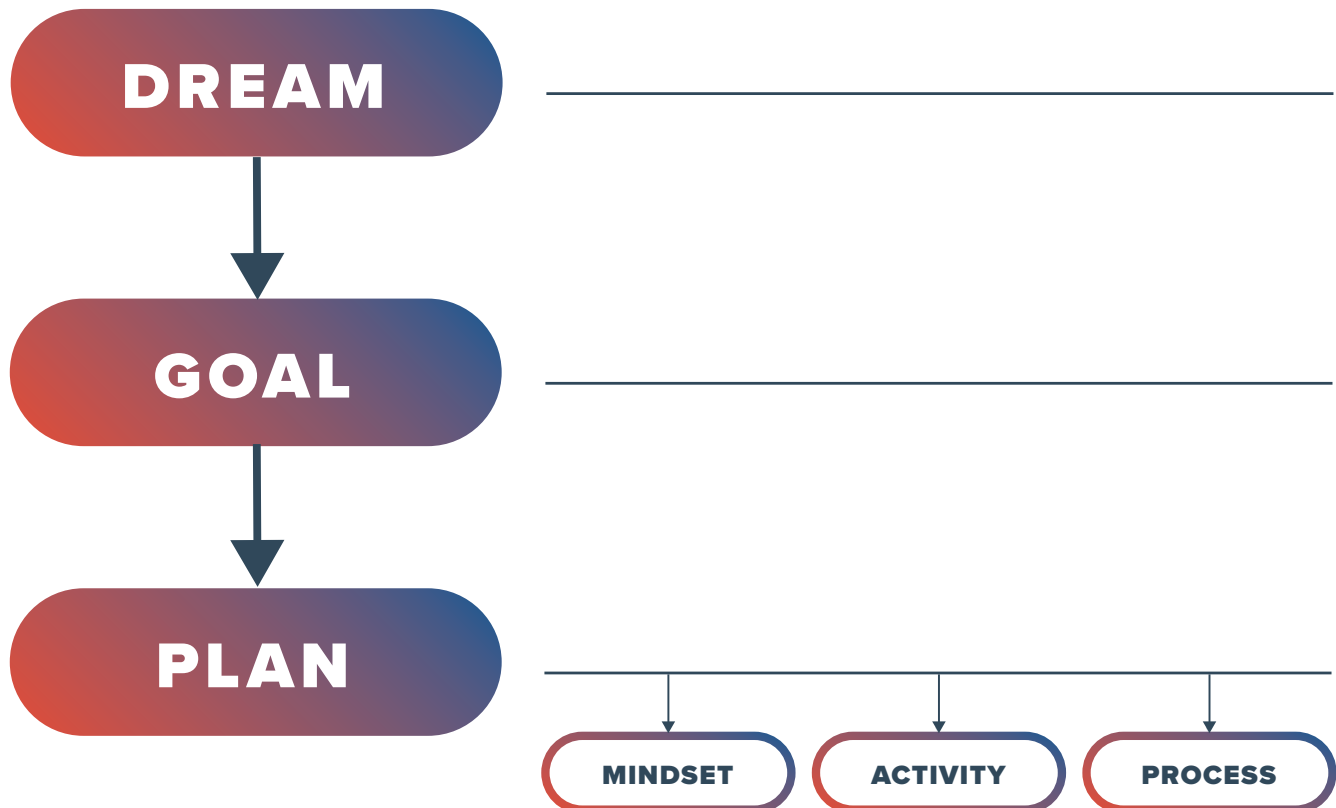
EFFICIENT AND EFFECTIVE SELLING

The Sales Process

Relationships



DREAM-GOAL-PLAN



SUCCESS MAP TRIANGLE



The diagram features a central triangle with a red-to-blue gradient border. Inside the triangle, the words "SUCCESS MAP TRIANGLE" are written in bold, dark blue, sans-serif capital letters. To the right of the triangle's top vertex, the word "MINDSET" is written in bold, dark blue, sans-serif capital letters. A vertical bracket to the right of "MINDSET" connects it to four horizontal lines for notes. Below the triangle, the word "ACTIVITY" is on the left and "PROCESS" is on the right, both in bold, dark blue, sans-serif capital letters. Under each of these labels are four horizontal lines for notes.

MINDSET

**SUCCESS
MAP
TRIANGLE**

ACTIVITY

PROCESS

Charlie Says

SELL FIRST, EDUCATE SECOND

QUICK HITTERS

1. Awareness is the first step.
2. You will sell the way you buy.
3. Everyone fights for control.
4. "The customer is always right,"
they just may not be right for you.

KEY POINTS

1. It is always your choice.
2. The business decision is always yours.
3. Use a system not random behavior.
4. Protect your rights.

Lessons Learned

CHAPTER 1

MANAGING BUYER & SELLER RELATIONSHIPS

CHAPTER 1

Manage the Buyer – Seller Relationship

The more you understand people, the more effective you are going to be with yourself, clients, co-workers, and supervisors. Many business development people see their clients as “unreasonable” or “difficult,” but the clients are simply exhibiting a different behavioral style. The first step is understanding your own behavioral style and how it comes into play when building ***the relationship***.

Notes:

MY DISC PROFILE

Profile Overview Notes:

Blind Spots

Transferable Skills

Communication Style

Perceptions

Time Wasters

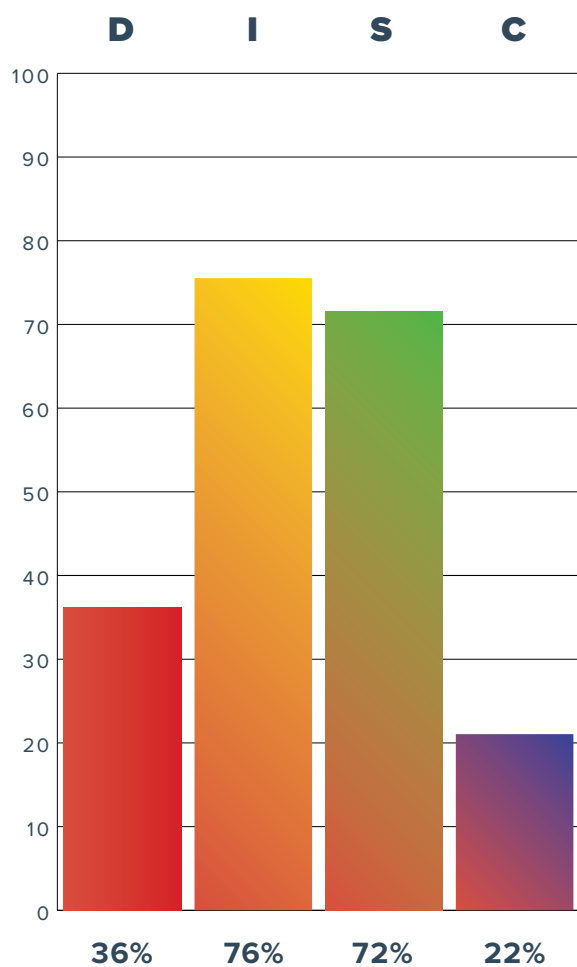
Areas For Improvement

Graphs - Natural & Adapted Styles

DISC Style Analysis

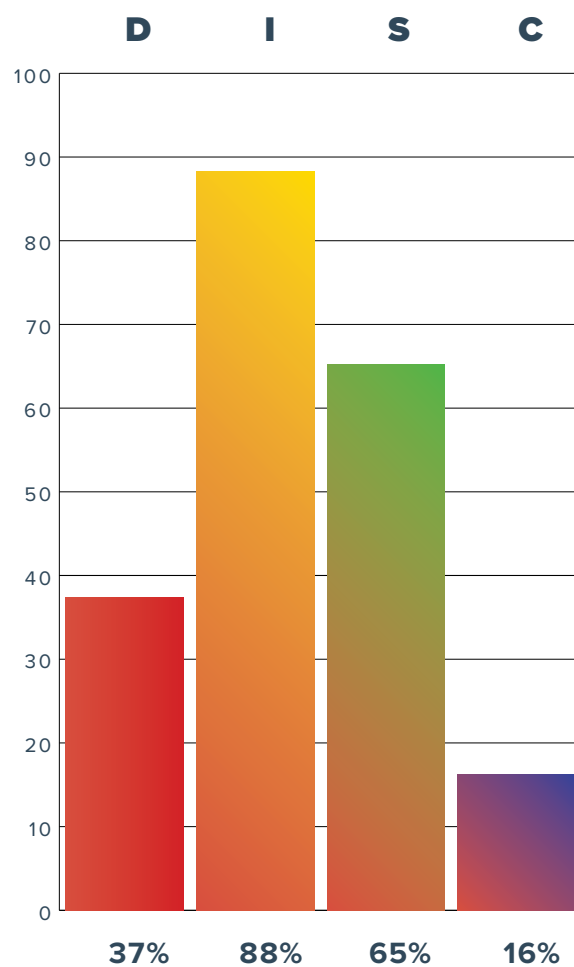
ADAPTED STYLE

Graph I



NATURAL STYLE

Graph II



DISC PROFILES

<p>C</p> <p>Type of Products: Proven, Time-tested Looking for: Information Decisions: Very Slow Color: Yellow Nest: Nothing</p>	<p>D</p> <p>Type of Products: New and unique Looking for: Results Decisions: Quick Color: Green Nest: Awards, conquests</p>
<p>S</p> <p>Type of Products: Traditional Looking for: Trust Decisions: Slow Color: Blue Nest: Warm & fuzzy</p>	<p>I</p> <p>Type of Products: Showy and flashy Looking for: The “experience” Decisions: Quick Color: Red Nest: Fun stuff</p>

	D	I	S	C
To communicate effectively:	Be brief Cover high points Focus on results Let the buyer win Be direct	Show enthusiasm Engage in personal talk Socialize Gesture while talking Use touch	Use a relaxed tone of voice Slow your pace Explain things logically Take your time Ask questions	Give information Stick to business Analyze and question Clarify Listen carefully
Delivery expectations:	Effectiveness Efficiency	Fun Friendliness	Caring Relaxed pace	Perfection High standards

“We see the same events through different lenses. We live in the same country but in different worlds.”

TED KOPPEL

MOTIVATORS/ DRIVING FORCES

Keys to understanding

1. Motivators deals with WHY you behave as opposed to DISC which covers HOW you behave.
2. No good or bad outcomes, just awareness
3. These results can change more than Natural DISC
4. You will tend to enjoy conversations and activities with people who have similar attitudes to your own.
5. You will tend to conflict with people of differing attitudes.

WHAT IS AN ATTITUDE?

Attitudes or Behavior?

ATTITUDES

put the thought in your mind and drive you to action!

BEHAVIOR

is how you carry out your action.

“Money swore an oath that nobody who didn’t love it should ever have it.”

IRISH PROVERB

DRIVING FORCES

Examples of Different Values

INSTINCTIVE	THEORETICAL	INTELLECTUAL
People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.	KNOWLEDGE	People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.
SELFLESS	UTILITARIAN	RESOURCEFUL
People who are driven by completing tasks for the sake of completion, with little expectation of personal return.	UTILITY	People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.
OBJECTIVE	AESTHETIC	HARMONIOUS
People who are driven by the functionality and objectivity of their surroundings.	SURROUNDINGS	People who are driven by the experience, subjective viewpoints and balance in their surroundings.
INTENTIONAL	SOCIAL	ALTRUISTIC
People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.	OTHERS	People who are driven by the benefits they provide others.
COLLABORATIVE	INDIVIDUALISTIC	COMMANDING
People who are driven by being in a supporting role and contributing with little need for individual recognition.	POWER	People who are driven by status, recognition and control over personal freedom..
RECEPTIVE	TRADITIONAL	STRUCTURED
People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.	METHODOLOGIES	People who are driven by traditional approaches, proven methods and a defined system for living.

“If you do not know what your priorities are, someone else will determine them for you.”

JUDY SUITER

Examples of Different Attitudes

THEORETICAL	They save seminar flyers and want to go to all of them.
UTILITARIAN	Show them a forest and they see houses; to them the sun becomes solar energy.
AESTHETIC	They see the sun set and want to paint it or take a picture of it.
SOCIAL	They get the address labels in the mail and they send a small donation.
INDIVIDUALISTIC	They gravitate to leadership roles—major networker.
TRADITIONAL	They are very clear about what they believe to be rules to live by.

**“Persistence is on the
call—not after it.”**

JOHN CONDRY

THE VALUE OF DRIVING FORCES

As with all DISC characteristics, knowing where you are is the most important thing. You can score high or low with any one of the Values or Interests, but knowing how to manage yourself relative to those scores is what matters.

Issues that may arise in a sales career

High Theoretical

Low Utilitarian

High Aesthetics

High Social

High Individual

High Traditional

CHAPTER 2

TOOLS FOR CREATING CONSISTENT MOTIVATION & PRODUCTIVITY

Exercise 1:

It is not management's job to motivate anyone. Management is responsible for providing an environment where self-motivated individuals can succeed personally and professionally. Many people selling today fall back on standard excuses about why the goals were not met, the sale did not get closed, the deal broke down, or the suspect would not agree to see them.

Some of the most common are:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

The question you must train yourself to ask when you begin to accept any of the above reasons for failure is this: what would I do if I could not accept that excuse?

The second question you need to answer is this: why would I not do that?

List the reasons why you do not risk of cutting off your escape routes:

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 2:

Life is an exercise in acting. We are constantly being asked to play roles that fit into the different situations we encounter each day. List all the performances you give in day to day living:

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

How have you typically been evaluated for your performances?

Exercise 3:

PERSON:

0	5	10
0	5	10

PERFORMANCE:

Evaluate your Person in an environment without any Performance requirements.

What words describe how you feel in that environment?

What is the challenge of this exercise?

How would you evaluate a new born baby at the moment of birth?

How would your parents have rated you at birth?

What has changed?

The greatest challenge in sales is?

YOU MUST LEARN TO EXERCISE THE FUNDAMENTAL POWER OF CONSCIOUS CHOICE.

How would you behave if you had no fear of losing?

How do you develop the power to not need the emotional approval of others?

The three most important words in relationship building are:

Exercise 4:

List the adjectives that describe a highly successful person:

- | | |
|----------|-----------|
| 1. _____ | 7. _____ |
| 2. _____ | 8. _____ |
| 3. _____ | 9. _____ |
| 4. _____ | 10. _____ |
| 5. _____ | 11. _____ |
| 6. _____ | |

If you were more successful than you are right now, which of the above words describes something you need to be more of in selling?

Act As If....

To remain consistently motivated you must:

Maintain high self-esteem:

Be aware of your self-concept:

Stop listening to what “they” say:

Develop habits of success:

QUICK HITTERS

1. You are much better than you believe you are.
2. You earn exactly what you think you are worth.
3. You must constantly exercise conscious choice.
4. You have nothing to fear but fear itself.

KEY POINTS

1. It is not management's job to motivate you.
2. You are ultimately responsible for your success.
3. Nurture, Nurture, Nurture.
4. Do not get your emotional needs met on the job.

HOMEWORK

Report back on how you felt going for a negative outcome to avoid the Buyer's Bus or to break the Sales Resistance pattern.

Keep track of your Person and Performance separation. Bring back two stories of how your emotions influenced your performance.

Lessons Learned

Activity Driven Machine

Once we can grasp this idea, we can begin to build an activity driven machine that runs regardless if we are experiencing success or failure on any given day; a machine based on consistent activity in all our business development responsibilities. You must take _____ to run your behavior driven machine.

The Separation of Behavior and Sales Results

A sales training guru evaluated his Day Timers that recorded his field sales activities from 1965- 1968. They revealed the birth of personal performance separation and having a sales plan concept. Like most salespeople, the guru was judged on sales results. A sale meant he was a worthwhile person; he was a success. No sales were a wasted day. He grew tired of the emotional roller coaster he seemed to be on so he began by keeping track of his sales behavior every day. In this way he could visually see on days he did not make a sale that he was doing the behavior that led to those sales. So every day that he was behaving properly he was a champion. Staying in control of your attitude and behavior is timeless.

Developing a Personal Prospecting Plan

Successfully developing a personal prospecting plan requires more than just the commitment to make calls and knock on doors, having a sales or production goal or detailed prospect or target list. A true sales professional knows his or her numbers and regularly checks his or her actual performance against those projections. "If you do not track it, you will not do it!" In order to develop a valid personal prospecting plan you will need to have the following information:

- ◆ A specific _____ for a specific _____
- ◆ Knowledge of the dollar amount of your average sale or commission (or a best guess estimate)
- ◆ Clear definitions of the _____ of your sales process
- ◆ A template for calculating your success conversions from step to step
- ◆ A calendar to record your _____

The hardest part of the development process is starting. If you get sidetracked by not having best guess estimates of your average unit of sale or the specific definitions of your sales process, you are doomed to revert back to an unmanaged and unpredictable sales career. Make decisions now on those items, because as you gain experience in maintaining your process you will get better information for fine tuning along the way.

Recipe Template

MY GOAL:

Produce \$_____ in additional sales or commission income in _____ days/weeks/months/year.

REVENUE OR COMMISSION (CHOOSE THE APPROPRIATE MEASUREMENT)

Average order value \$_____ or,
My average commission per order is _____
of sales needed to hit my goal (a) _____
(divide sales or commission goal by average order value or commission per order)

ACTIVITY

To produce (a) _____ sales I need to get in front of (b) _____ decision makers face-to-face.

To get in front of (b) _____ decision makers I must book (c) _____ appointments.

To get (c) _____ appointments I must speak directly to (d) _____ prospects.

To speak to (d) _____ prospects I must dial or walk in (e) _____ times.

By generating the number of dial or walk in times, I can determine what my baseline (bare minimum) prospecting behavior should be. Dividing (e) by the number of days or weeks per year that I work, I calculate that the baseline acceptable activity is

(f) _____ per _____.

RESULT

To produce \$_____ in additional sales (commissions) in _____ days/weeks/months/year, I must make (f) _____ per _____.

YOU CAN ALTER THE MATH BY CHANGING THESE THREE FIGURES:

- ◆ Average sale value
- ◆ Closing percentage
- ◆ Origination of opportunity (cold call, lead, referral, introduction)

The area most needing to be adjusted is _____.

Charlie Says

LEARN TO COUNT AND COUNT TO LEARN!

Behavior Ideas

How to make this fun? Put yourself on a 20 point behavior system that you must complete daily. Five 20 point days equals a 100 point week. Since you create the point system, you determine how much behavior you have to complete to make it a 20 point day. If you are having a difficult time sticking to your behavior plan, maybe you just need a better way of making a “no option” commitment? Make an appointment with yourself that you have to keep! Every day, plan for at least one hour of prospecting.

The following represents a list of behavior activities that can “earn” you points. Do the behavior and you earn the points on a daily basis. You **MUST** get at least 20 points per day, no excuses. Record your results and keep daily and weekly totals. Remember, it takes 30 days for a behavior to become a habit!

- ◆ 1 point for every four calls you make (you decide the number of points per call based upon your cookbook goal)
- ◆ 2 points for a telephone contact with decision maker that can tell you “No!”
- ◆ 2 points for a prospect agreeing to a next step including setting a meeting
- ◆ 2 points for forcing a decision to “No” (Include those you decide are a “No”)
- ◆ 3 points for gathering a referral
- ◆ 4 points for a face to face prospect meeting
- ◆ 5 points for a sale

Remember to reward yourself also! A few suggestions for “rewards” include taking a walk, taking a break, window shopping, making a personal phone call, etc. Remember, always set a “finish line” and keep in mind that you will always feel good if you do the right behavior.

100 Point Week Daily Activity System - Week

ACTIVITY		DATES				
Calls - GOAL 20 PER DAY (Defined as an attempt to reach prospect for initial or follow up conversation)						
RESULTS	(PT)					
Prospect / Client Contact (Someone other than decision maker)	1					
Decision Maker Contact	2					
1 point per 4 calls per day	1					
Set New Sales Appointment	2					
Prospect agrees to next step	2					
Prospect Meeting - Individual	4					
Decision Meeting for a Yes or No	5					
Forcing a decision to a "No/Not Now" (Includes "not to pursue" decision)	2					
Closed Sale for 1 participant	10					
Prospect Meeting - Group	8					
Closed Sale for a group of 3 or more	20					
Asked and Got a referral	2					
DAILY TOTAL						

8 Steps to Sales Success

1: GOALS PROGRAM

The bottom line... sales success is based on dollars ultimately generated. There are several organizational contributions that salespeople should make, but sales results are primary. And results are best achieved when the goals program is formalized. So commit to stop winging it. Establish a clearly defined definition of success

Leave permission –based failure to your competitors and create a SMART Program.

SMART Goal Setting Program

The first step in your Goals program is to set some goals. How can you predict the future? How do you test your goals for achievability? Try the SMART formula:

S_____ - Goals need to be specific. This creates positive pressure. If you work with general objectives then you will hear yourself saying: “ I’m doing all I can”.

M_____ - They must be quantifiable in order to measure your progress towards your goal. This is why a goal not written is only a wish. It is tangible evidence of your commitment. Goals need to be visual so you can review, adjust and monitor. If you don’t track it you will not do it. Use the thermometer to help in tracking your sales goals.

A_____ - Can this goal be accomplished? To use goals effectively, we must develop a track record of achieving the objectives more often than missing them. Once we develop consistency we can raise the bar and go to the next level. Goals should not be easy. They should cause you to stretch. Use the cookbook to break the goals down to daily activity you can control.

R_____ - Considering all the factors of people, history, and resources available and current market conditions, are the goals realistic? The real question is are you realistically able to pay the price that is required to achieve your goals? There is nothing that will destroy your motivation like unrealistic expectations.

T_____ - Setting a deadline develops a sense of urgency. Think of goals as a dream with a deadline. Draw a line in the sand. Hold yourself accountable and watch how you achieve more than you ever imagined. Salespeople need to track sales results quarterly and sales activity daily. Use yellow brick road to manage decision meetings.

2: VISUAL TRACKING

Visual tracking creates a variety of factors that help us achieve our sales goals.

1. Positive Peer Pressure- Going public creates support and commitment.
2. You are either on plan or off (no shock when goals are missed).
3. Focus on filling the thermometer, not your personal money ceiling.
4. Motivating to complete the mission.

3: MOMENTUM

Achieving sales goals is about momentum. Lots of positive activity, pipeline is bursting, decisions going in your favor. When you have momentum, resist the urge to relax or celebrate too early. Instead push harder to “get all you can get”. The laws of nature say that eventually the momentum will shift on its own.

Be a Fanatic

Fanatics never miss their goals without a fight. Setting Goals keeps you focused and gives you endurance, courage and motivation to keep working through the tough times. Do you believe in what you are doing?

If you can get behind goals and believe in what you are doing it gives you an extra edge to compete with those just in it for the money.

- ◆ If you are doing great, reward yourself for achievement.
- ◆ If you are not, then double your efforts
- ◆ Make sure you are improving, even if you are making your numbers

4: COMMITMENT

It is persistence that pays off when it comes to achieving results. A recent survey of self-made millionaires found:

- ◆ The average age was 58.
- ◆ 43% had experienced a business failure.
- ◆ It took an average of 6 business opportunities to hit on a winner.

5: PRIME SELLING TIME – PAY TIME VS. NON-PAY TIME

Salespeople tend to major in the minors and get side tracked from their main goal. Make sure you do not invest the majority of your time in activities that are secondary to your main goal.

Sales are the number one goal that needs to be focused on everyday. Never reward yourself or rationalize wasting unnecessary time on paperwork and administrative-type activities instead of focusing on sales activities. Too many sales people put in long hours, but at the end of the quarter earn a pitiful income because they never got out to fill the pipeline. Sales people who spend hours each week checking and rechecking their pay statements to make sure they have not lost a dime are losing thousands of dollars in sales that they could be making during pay time activities. Stop working with dead wood.

6: MAKE PAYROLL EVERY FRIDAY

Know what you have to do in order to go to the bank every week. How you get paid or your selling cycle does not matter. Have a business owner mentality. You determine your own paycheck every Friday. Be on goal time, not clock time.

7: ACTIVITY PLAN

The activity plan is your Goal management system.

The first rule in management is “you can not manage what you can not _____” so stop trying. Successful salespeople have come to the realization that no matter how good they are, they can not control their prospects or the purchasing decision.

So what do they control? What do they manage?

You can only be held accountable for _____, not someone else’s checkbook. Too much behavior will burn you out. Too little behavior will cause failure. You need to balance the cookbook with the right amount of the right behavior. Consequently, that is what you need to manage every day, your selling activities. You need to manage enough activity to reach the goals outlined in your quarterly sales plan.

8: YELLOW BRICK ROAD

Make meetings or appointments that are set to get _____ stand out. Make them so noticeable that all you need to do to forecast your performance is count those opportunities; apply your calculated closing percentage (divide your decision opportunities by the number of resulted sales in the last 45 days). You will have a reasonable accurate picture of your sales projections. How should you make them stand out?

Use a yellow highlighter for paper. Highlight the appropriate appointments and “follow the yellow brick road” to success. If you are using an electronic calendar, then put the YBR meetings in CAPITAL LETTERS. The exercise also forces you to determine which of your appointments are set up for decisions, and which are professional _____. You can even ask prospects to highlight the appointment in his or her planner too, so no one forgets.

QUICK HITTERS

- ◆ You must make payroll every Friday.
- ◆ The top of the funnel is more valuable than the bottom.
- ◆ Activity cures all slumps.
- ◆ If you want to earn more behave like it.

KEY POINTS

- ◆ Know your numbers.
- ◆ Track your performance.
- ◆ Tell yourself the truth.
- ◆ Failure is the back door to success.

HOMEWORK

1. Create a Cookbook for sales success.

Lessons Learned

Expectations

CHAPTER 3

MANAGING EXPECTATIONS

Managing Expectations

Expectations establish an _____ as to the _____ relative to the _____ or _____ of a sales call or meeting.

Human nature tells us that most people dislike _____. Unplanned or unmanaged sales calls can create _____ by not allowing both the prospect and the salesperson to have an agreement as to what to expect.

By establishing and reaffirming that either party has the right to _____, both the prospect and salesperson can behave comfortably and in an adult/adult manner. Managing Expectations puts the sales process on a strong foundation of communication and commitment to an outcome, even if the outcome is no sale.

In short, Managing Expectations effectively results in:

1. _____
2. _____
3. _____
4. _____

Basic Transactional Analysis

Parent/Adult/Child Ego States

Parent

Adult

Child

Never forget: _____ or _____

All three ego states have to be satisfied. Never sell from either your
_____ or _____ !

T-A-D

Tone of the meeting: By establishing the correct tone for every meeting both parties can behave appropriately. Failure to do so can cause frustration and mutual mystification. Meetings may actually consist of different tones as the communication develops.

There are four fundamental tones that a meeting may take.

Fact Finding:

Auditioning/Discovery:

Decision:

Update:

The agenda step helps keep the call on track by giving both the salesperson and the prospect a sequence for getting the call started and committing to a decision.

N-O-T

Naturally:

Obviously:

Typically:

Question: When might it not be appropriate to use N-O-T?

Desired Result:

Put the *In The Ways* In The Way:

ROLE PLAYS/ PRACTICE:

T-A-D/ N-O-T/ DESIRED RESULT/ IN THE WAYS

ADDITIONAL ISSUES:

Literature request:

Telephone meeting:

Request for Proposals:

Verbal Business Card

What is the purpose of a business card? In simple terms it is a reminder to someone that they thought they might want to talk to another person for one reason or another. How well does it work? How many times have you given out your business card just to find yourself wondering why the other person never called and followed up?

Why does it happen like that so often? The exercise below will help you figure out why the best intentions often lead to no money.

List the top three competitors you have to deal with each day in you market.

1. _____

2. _____

3. _____

Now think about who or what you are really competing against. Who might that be? What might that be? How do you break in to that reality?

You are really competing against _____.

Can you really expect a piece of paper to get you where you want to go?

You have a limited time to create an impact with each opportunity you encounter. Make the most by implementing a process that gets a decision maker's attention now! Stop thinking about products and services and think about what it is like to walk in that person's shoes each day.

When you can approach an opportunity from a business perspective, the people you want to do business with will relate to your approach. Approaching any opportunity from a business perspective, feature and benefit selling is _____ and _____.

Verbal Business Card Construction

How would you tell someone why they should do business with you and/or your company?

Fill in the form below

FEATURE

BENEFIT

PROBLEM SOLVED

Emotional context words:

Connect the features and benefits to the problems solved with the emotional context words you listed above

Charlie Says

**PEOPLE HAVE EMOTIONS ...
COMPANIES AND ORGANIZATIONS DO NOT!**

Your Verbal Business Card:

Typically we work best with companies like yours that have been:

1. _____
2. _____
3. _____
4. _____
5. _____

General Reminders:

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise: Manage Expectations

Top Prospects	Name that Meeting	Your Expectation	Yes	No

ASK YOURSELF THE FOLLOWING QUESTIONS:

- ◆ If you think you have managed expectations with your prospects, have they agreed to them?
- ◆ If you have a meeting planned, ask yourself, “What is the purpose of this meeting?” and “What are my expectations?” Now ask yourself “Do my prospects know the purpose of this meeting and my expectations?”

QUICK HITTERS

- ◆ Selling begins at no.
- ◆ There are no social calls in sales.
- ◆ Buying is emotional but justified intellectually.
- ◆ You can not get mad at someone for doing something you did not tell them they could not do .

KEY POINTS

- ◆ Child buys, parent gives permission.
- ◆ Managing expectations eliminates surprises.
- ◆ You are in the decision collecting business.
- ◆ Do not ignore elephants in the room.

HOMEWORK

1. Set the Tone and Desired Result for a sales meeting.
2. Name your meetings until we see you again.

Lesson Learned

CHAPTER 4

MANAGING DISCOVERY

Managing Discovery

Sales success is most often achieved by working to find out what you do not know as opposed to working with what you do know about the prospect or what the prospect knows about you or your product. Perhaps the most consistently successful sales people are a group of professionals that perceive themselves as wanting to never be known as a salesperson: doctors.

Consider the process of visiting a doctor and how information is gathered and exchanged. Who really does most of the answering and who does virtually all of the questioning? What is the outcome of a successful visit to the doctor's office for both parties? What lessons should we all learn from this atypical sales experience?

The definition of malpractice is _____.

Have you ever been guilty of malpractice? What happened as a result of your misdiagnosis? How can you avoid being in that situation again?

STORY: HEALTH CLUB

Wanting to get in shape, I visited a local health club. I brought home one of the brochures and began a feature and benefit presentation to my wife. I pointed out what I felt all the selling points were:

- ◆ I will look better (stud for a husband)
- ◆ I will be in better shape (live longer)
- ◆ It is close to work (will not take any time away from family)
- ◆ They have all the latest equipment
- ◆ Personal trainer on staff

Now after I finished she asked, "How much is it?" I replied, "That is the best part—only \$500.00 down and \$150.00 per month." Once she caught her breath she said, "Do you realize how much money that is? This is really selfish on your part!"

NO SALE!

Contrast that to the following: Six months later, while at work I begin to experience chest pains. I found myself in the emergency room. My wife was called and told her husband had been admitted for chest pains and they had no further information. As she drives to the hospital, she begins thinking:

- ◆ He is not so bad; I would miss him
- ◆ We are under-insured!
- ◆ Who will help me raise these kids?

She walked in and saw me hooked up to all the machines. She was officially emotionally involved.

The next morning after a night of observation we talked with the doctor.

He told us it was a stress attack vs. a heart attack. The doctor suggested a program of diet and exercise, and since I needed a push into the exercise thing, he further suggested a health club—a health club with a personal trainer and close to work.

My wife immediately said, "Where is the health club brochure?" I said, "Honey, I would never think of being so selfish." She responded: "If you do not go, that would be the most selfish act ever!" Then she added, "Money is no object."

KEY POINT 1: LESSONS LEARNED FROM HEALTH CLUB STORY

What does the Health club story teach conceptually about Problem and Priorities vs. Features and Benefits in the sales process?

1.

2.

3.

4.

5.

KEY POINT 2: TYPICAL BUSINESS PROBLEMS & PRIORITIES

Before we can develop questions that allow discovery, we must understand some typical problems and priorities in your world.

Problems as a decline in:

- ◆ Revenue
- ◆ Market share
- ◆ Margin or profit
- ◆ Productivity
- ◆ Customer retention or satisfaction
- ◆ Commission Compensation
- ◆ Quality of product, service, materials
- ◆ Employee satisfaction
- ◆ Efficiency
- ◆ Competitive Advantage
- ◆ Product Availability

Priorities as an increase in:

- ◆ Costs
- ◆ Labor
- ◆ Turnover
- ◆ Product rework
- ◆ Lost customers
- ◆ Missed deadlines
- ◆ Backorders
- ◆ Employee conflict
- ◆ Competition
- ◆ Down time
- ◆ Product Development Costs

Exercise 1: Group Think

In your industry or specialty what are your prospects' typical business problems and priorities that you may be able to address with your products and services?

1. _____
2. _____
3. _____
4. _____
5. _____

Key Concepts:

Fundamentally, all businesses exist in order to _____.

Your customer values you in direct proportion to how much he or she believes in your ability to _____.

When you are doing something other than addressing these issues you are doing
nothing more than _____.

You validate your expertise more by the _____.

Remember Fundamental Flaw # 2:

Charlie Says

SELL FIRST, EDUCATE SECOND

System Overview:

How do the components of our Sales System work together to this point?

Managing Relationships:

Managing Expectations:

Verbal Business Card:

My biggest breakthrough so far is:

Six Strategies to Start Discovery

Often it takes a subtle approach to start a conversation and focus in on discovery. The following are six openers you can use:

1. As a _____, we do many things to help people. So that I do not waste time talking about things that may not be relevant, or of interest to you, why don't you tell me, which of the following areas interest you the most?
2. When I meet with companies like yours, I find that one or two areas of concern stand out in relation to _____. What would those be in your case?
3. If I were to ask you about a major concern with _____, that has a negative impact on _____, what would you tell me?
4. When we set this appointment to discuss _____, what kind of presentation were you expecting to hear?
5. Let's suppose you were to _____, What would you have to experience over the course of the year to know you made the right decision?
6. Why am I here? Or how did I get here?

7.

8.

Discovery on a Sale Call

Once you ask your initial questions, your prospect may be feeling discomfort. This will come in the form of subtle indicators. If you take it as a buying signal, you will jump in too early and they will avoid and /or deny. The investment of the solution at this point is always greater than they are willing to pay: Their response will be to “think it over.”

If, however, you can take your prospect through to the bottom, you will find they are more willing to do whatever it takes. Statically, 10% of all people you are presenting to are ready to take action. We call these “lay downs” or “blue birds.” Eighty percent of the people you are presenting to have some indicators, and about 10% will never buy.

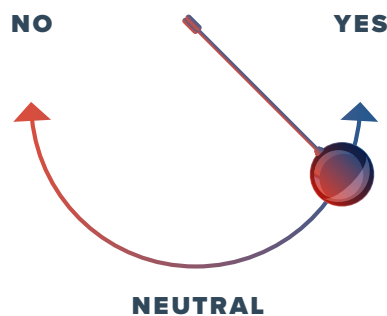
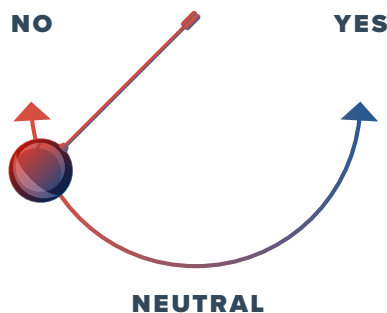
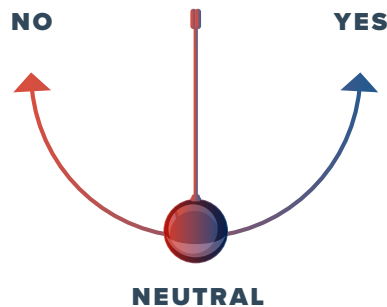
Your mission is to:

1. _____
2. _____
3. _____
4. _____
5. _____

PENDULUM THEORY

A body at rest tends to _____

A body in motion tends to _____



Always Remember -

Selling starts at _____

Selling stops when _____

STORY: DRUG ADDICT

Consider the plight of a drug addict. Early on, they are feeling OK and have not yet connected with the pain of their addiction. They are not ready to take action and change their life. It is not until they hit bottom. Along the way, the addict becomes aware they have a problem, and still they do not act until the pain is so intense they are faced with taking action or risk dying.

When the addict first realizes they have a problem, they are feeling discomfort. We call this an “Indicator.” This discomfort forces them to search for an answer. For example, they may come to you and say, “I am not feeling well. What do you think I should do?” We make a suggestion for them to get help. The addict is not ready yet. “I can quit anytime I want to!”

They jump to a state of avoidance or denial. The best example of avoidance is they admit they have problems, but they put off doing anything about them. John Belushi’s best friend Dan Akroyd confronted him about his drug problem. John agreed he had a problem, but wanted to wait two weeks in order to finish a movie shoot before entering the Betty Ford Clinic. One week later he was dead of an overdose. John was in a fatal state of avoidance.

Levels of Problems & Priorities



Charlie Says

THE OPTION TO DO NOTHING
IS ALWAYS AN OPTION!

KEY CONCEPT:

- ◆ Recognize when someone is hurting at the bottom of the scale, because if you can, you can move the deal along quicker and probably get a higher margin for that sale.
- ◆ Take those who are in discomfort and move them to the bottom of the scale.

QUESTIONS TO TAKE THEM TO THE BOTTOM OF THE SCALE:

- ◆ “Help me understand specifically. What is it about _____, that concerns you?”

Second level questions:

- ◆ “How long have you been living with this situation?”

Red Flag Answers:

- ◆ “How have you tried to improve this situation?”

Saying what you don’t want to hear

- ◆ “And that has worked to your level of satisfaction?”

Variations:

- ◆ “What happens if things do not change”?

Types of impact to discover:

- ◆ “How does it make you feel?”

At the end you should sum up the priorities and your observations, and ask the customer if she agrees with your evaluation. If you have been listening, there should be no discrepancy. You may want to ask “Do you agree with my observations of the problems you would like to solve?” For goal setters you might ask, “Would you agree that these are the opportunities you are seeking?”

POSITIONING THE AGREEMENT:

Do Not Solve the Problem. Let the Hurt Sink In!

REMEMBER THE PENDULUM THEORY

- ◆ “I’m not sure we’ll be able to help you...”
- ◆ “Those are difficult things to address...”
- ◆ “It makes sense you feel that way...lots of people I talk to are experiencing those same issues.”

MAKE THE PROSPECT DO THEIR WORK/ WRITE THEIR OWN PROPOSAL:

1. If you had a magic wand, _____?
2. Let’s say you rule the world, _____?
3. How do you want this situation resolved? _____?
4. Let’s pretend it was a perfect world _____?
5. What would your next step be if someone could do that for you?

QUICK HITTERS

1. Never leave a meeting feeling good.
2. The real issue is never at the surface.
3. Sell today educate tomorrow.
4. It is not what you know, but what you do not know that is most important.
5. The slower you go the faster they will decide.

KEY POINTS

1. Trust is established by asking not telling.
2. Never rescue a prospect, let them suffer.
3. Never get between your prospect and where you want them to end up.
4. The prospect hears his or her own voice most clearly.

HOMEWORK

1. Conduct a Discovery Interview.
2. Describe how you took a Prospective Customer from Level 1 to Level 3

Lesson Learned

CHAPTER 5

MANAGING INFORMATION

- **MANAGING AUTHORITY**
- **MANAGING MARGIN**
- **STRATEGIES FOR MANAGING INFORMATION**

Managing Information

The power to discover what you do not know in any given sales situation may make the difference between average success and high performance success. The Growth Dynamics sales process is based on gathering information in a comfortable, nurturing manner. Gathering the right information with regard to a prospects problems and priorities, their budget and who you determine has ultimate authority is more critical than just gathering any obvious information from a prospect or customer.

These tools are to be utilized to facilitate an efficient and effective discovery of what will or will not allow a sale to be successfully completed or the decision to move along for the right reasons. As with all Growth Dynamics concepts, practice and strategic application are crucial to the overall success of your implementing these tools.

Usually, the Business Development rep with the most information will communicate most effectively with their prospects. People seldom plan and think about the information they need until this fact hits them in the actual selling situation. Where do you get information? From anyone who has knowledge that will help. You can research facts and statistics, talk with your prospect or someone who has experience with your prospect in the past.

Sometimes your prospect will conceal their true interests. They could also be in a state of avoidance and denial in regarding the reality of the situation.

In the event your prospect shares information, it will typically only be partial information on an as-needed basis, because information is power.

Managing Authority

Remember back to the basics of Buyers Bus and Step 1:

- ◆ Buyers will leave out vital information.
- ◆ What does this look and sound like when trying to determine who really has the authority to make the ultimate decision?
- ◆ What separates the real decision makers from the people in the process that claim to have final authority?
- ◆ The people that can pretend to be the real decision makers only have real authority to say no, while the real decision makers own the responsibility of both no and yes.
- ◆ How do you work through the games and deception to get to the true decision maker?
- ◆ What are some of the dangers in negotiating this maze of misinformation?

Tactics:

Stroke them to the truth: Without being patronizing, give them credit for having gotten to this level of responsibility. Tell them you appreciate getting to talk to the decision maker so soon in the process and assure them you will make it easy for them to accomplish their mission.

- ◆ **Pile on the responsibility:** Give them credit for having so much responsibility and being able to make the decision without being questioned. By giving them all that responsibility, reality may be too much and they give up the name of who they answer to on these issues. Remember the strength of saying what you do not want to hear:
 - “You sign the purchase order/contract, correct?”
 - “You are the person that runs the show,” even if you know that isn’t true.
 - “You probably aren’t allowed to introduce me to the boss are you?”
Again by not forcing action you may get permission.
- ◆ **Off the record:** Again, trying to make it safe for them to be honest. This has to be timed correctly or it is too obvious. This tactic is more effective with High I and S profiles. It will not be effective with High D and C.
- ◆ **Review the roster:** “The last time your company made a decision like this, can you tell me who was involved?” If you know who the other potential team members are, you can ask why they aren’t involved and mentioned that you are surprised that is the situation.
- ◆ **Let’s pretend:** Take the process to the end with “let’s pretend that I’ve given you all that you are asking for, can you tell me what happens next?” You will hear something that exposes others in the process or that this person owns the decision. Keep your truth detection meter on at high level of sensitivity.

Managing Margin

EXERCISE: REDEFINING MARGIN

1. **Define margin in ordinary business terms:**

2. **Define the perfect scenario in selling regarding margin:**

3. **Talk about the struggles of managing margin in today's market place:**

There are a number of considerations to deal with such as :

- ◆ Competition
- ◆ Economy
- ◆ Availability Perceived “need”
- ◆ Volume of product or service sold
- ◆ Sales process effectiveness to manage margin

And the outcome usually means the sales person gives away margin or profit. How often do you maintain the margin at your optimum levels?

4. **Redefine Margin:**

There are really two prices the sales professional should be concerned about:

- ◆ The price the customer would like to pay
- ◆ The price the sales company wants to charge.

Margin can be redefined as the difference between these two points.

Managing Margin is the process of getting the prospect to move his or her purchase price up with the sales person moving down as little as possible.

DISCUSSION:

- ◆ What information is necessary to manage margin with this new definition? How do you typically gather this information?
- ◆ Is the prospect willing to share the truth about the budget they have for the product or service?
- ◆ What are the biggest obstacles to getting the truth from a prospect? What are your most common frustrations during this step of the sales process?
- ◆ When do many sales people talk about budgets? Describe the comfort level of both parties when discussing pricing or budgets?

Tactics for Determining Budgets:

BRACKETING:

- ◆ Surround the number by giving high and low limits and asking which end of the spectrum the buyer thinks they are closer to in their mind.
- ◆ “We’ve sold this widget at a range from \$150 to \$350 depending on the extras. Can you tell me which end of that spectrum you think you’re looking at? Can you tell me how close?”
- ◆ This may expose the range the prospect is expecting you to sell your product at.

“OFF THE RECORD:”

- ◆ Disarms the prospect and may create a false sense of security.
- ◆ By asking, “off the record, can you help me understand where you’d be comfortable on pricing?”

CHOKER THE BUYER:

- ◆ By suggesting a price that is extremely and possibly outrageously high, the buyer may be caught off guard and play his hand as he tells you how far out of line you are.
- ◆ Tell the buyer a price that is way high and you may hear, “What, that is twice what we have been paying.”

WORKING BACKWARDS:

- ◆ Tell the buyer that you know they can not share the budget and you would not expect them to share this sensitive information with you.
- ◆ By giving the buyer permission to withhold the price, many times your comfort with not knowing allows them to feel the need to help you.
- ◆ Remember, say what you do not want to hear.

Strategy A—Rescue (Confused-Deaf-Dumb)

Use this as a communication tool. Keep the lines of communication open, get customers/prospects to give you more information.

TACTICS:

1. **I have a problem**—I need your help—It's my fault. (I take full responsibility.)
2. **I am confused.**
3. **I am not sure I understand**

TACTICS ARE USED:

- ◆ Anytime a customer/prospect tells you two stories.
- ◆ When they tell you one thing, but the behavior suggests another reality.
- ◆ When a prospect/client contradicts themselves.
- ◆ When you want to confirm a key point (without looking like you are “licking your chops.”)

Buyer: “Here's my situation. Can you help me? “

Sales person: “I don't quite understand. Can you give me more details? “

4. **Could you repeat that? I didn't hear what you said while I was taking notes.**

Asking a prospect to repeat him or herself often gets much more information. Taking notes suggests you really value what the prospect is telling you.

5. **I don't feel comfortable with that.**

Buyer: “You can have the business, but you'll have to lower your price “

Salesperson: “Bill, I don't feel comfortable with that. Are there any other options?”

6. **Are you upset?**

When customer/buyer is emotionally out of control on the sales call.

“Mike, before we go any further, are you upset?

7. **I'm Surprised.**

“Bill, I was calling about the proposal I gave you. I hadn't heard from you so I got the feeling this isn't a good fit for you and you don't see yourself moving forward.” If the buyer corrects you, you respond with, “I'm surprised.”

Strategy B—Put “in the way” In the Way

Tactic is used to keep the pressure on the proper side of the transaction, the buyer’s side. By not fearing the “elephants in the room” you avoid being ambushed later in the sales cycle by asking for the deal breakers up front. This tactic relies heavily on trusting the Pendulum Theory and never getting between the buyer and where you want them to end up. This tactic can and should be repeated throughout the sales process as a litmus test of the validity of the agreements you are building.

Sarah, before we get too involved in this opportunity, there are a couple of things that might derail our good intentions. Can we talk about these now?

Jeff, you have had a long relationship with our competitor. Can you please help me understand how you are going to tell them you are switching your business over to my organization?

I am a little concerned with the fact that our pricing is higher than what you have been paying elsewhere. Can you help me understand how you will support this in front of your superiors?

There are often three or four of these issues that may need to be addressed. If you are thinking about an issue as the opportunity progresses, it may be best to put the “in the way” in the way as soon and as gently as possible. It is the prospect’s job to overcome stalls and objections. Do not assume that it will not be an issue just because it has not been mentioned.

Charlie Says

**NEVER LEAVE A SALES CALL FEELING GOOD.
IT’S NOT WHAT YOU KNOW, BUT WHAT YOU
DON’T KNOW THAT DEFEATS YOU IN SALES.**

Strategy C—Diminish and Deny(Sell to No)

Get your client to take action by gently taking away an offer. By using the Diminish and Deny tactic you avoid rescuing the prospect before they are committed to action, or at the very least making a decision. When the prospect hears him or herself confirm that there are problems and priorities that need addressing rather than having a salesperson tell them to be concerned, the prospect will accept responsibility for the condition. Avoid putting words in the prospect's mouth.

Instead, move away from the opportunity most sales people would jump on at first glimpse. Remember, the slower you go after the sale, the faster the buyer will take action. Say what you do not want to hear, but make the prospect repeat as often as necessary.

Use phrases like these when the prospect provides you an opening:

- ◆ Isn't that just normal in a business like this?
- ◆ The late deliveries probably aren't costing you much money.
- ◆ Your organization can absorb that cost in your pricing.
- ◆ The mistakes on the invoices aren't significant amounts.
- ◆ I am sure you have enough time to deal with those concerns.
- ◆ All your prospects can clearly see your competitive advantage.
- ◆ None of the customers that have defected were your top tier people.

Strategy D—Cushions

TACTIC:

Always cushion your responses to keep your client comfortable, ease tension and create rapport. Cushions serve as positive strokes. It indicates that the question, statement or resistance is important and has been heard. You can use Cushions when the time arises to confront difficult issues and circumstances. If you ask for permission you can often say anything to just about anyone. Use Cushions to secure permission and deliver the words or news that may be potentially upsetting or difficult to handle for the prospect. Always agree with your prospect, almost without any regard for his position or perspective. You can emotionally cushion him or her when you allow them the position they have chosen. Disagreeing or stating, “I have never heard that before” can alienate you from the prospect and dissolve trust and rapport you may have worked to establish. Cushioning allows you to do the difficult task of extracting the real information that may compel a prospect to become a customer.

Examples of Cushioning Statements:

- ◆ Oh, I'm glad you mentioned that.
- ◆ You have done your homework.
- ◆ That's a good question.
- ◆ Can I ask you something that may be uncomfortable to talk about?
- ◆ I'm afraid that my answer will upset you, what should I do?
- ◆ Can you tell me how to ask you about something that may be a problem?
- ◆ Makes sense.
- ◆ Good observation.
- ◆ I appreciate that.
- ◆ That's interesting, can you share with me why you asked that first?

Strategy E – Deflection

TACTIC:

Never answer questions. Always redirect the pressure by using Deflections to keep the prospect from cornering you. There is always a tremendous amount of pressure to provide an answer when the prospect appears interested by asking questions. Questions are a way for the prospect to drag you back onto the Buyer's Bus after you have worked so hard to maintain control of the sales call. Typically the real motivation for a prospect's interest lies two or three layers below the surface. By answering the first question a salesman may never find the nugget of truth that really matters. He may feel good about his product knowledge and service ethic, but financial success may elude him. The question is usually never as important as why the question was asked. Deflecting takes patience, timing and a strong understanding of Person/Performance. Deflecting can be the most abused tactic in the tool box, so practice in safe situations.

Examples:

- ◆ What were you hoping I would say?
- ◆ Let me see if I understand the question?
- ◆ Which means?
- ◆ And . . .
- ◆ Like...
- ◆ So what your telling me is ...
- ◆ Is there more . . .
- ◆ Between you and me ...
- ◆ I am feeling a lot of pressure right now.
- ◆ You are way ahead of me at this point.
- ◆ Lets' suppose . . . What then . . .
- ◆ If you were me, how would you handle this?
- ◆ What is your best case and worst case scenario?
- ◆ What's your real question?

Redirecting

- ◆ Cushion the question or statement with a stroke/compliment.
- ◆ Assure the customer/prospect that they are not alone in their concern.
- ◆ Ask a question that will:
 - Seek more information
 - Be more specific about their particular concern
 - Determine the motivation for the question.

QUICK HITTERS

1. When a prospect says money is no problem that usually means they have no money or they do not have the authority to make a final purchasing decision.
2. Never assume the prospect is telling you the truth about where they are and what they have regarding budgets.
3. People may not know what they will pay for a product or service, but they always know what they will not pay.
4. Never fight with the prospect. Use their information to corner them, but always nurture, nurture, nurture.
5. Do not lose track of the sale of the moment.

KEY POINTS

1. Margin grows in direct proportion to the emotional connection to the situation.
2. Prospects must have Problems and/or Priorities, Budget and Authority to be qualified for a final presentation.
3. Never give information without getting something in return. Sharing your pricing or fees requires a payment of a decision or information of equal or greater value.
4. Just because someone cannot say yes does not mean they are insignificant. They can significantly influence a decision positively or negatively.

HOMEWORK

1. Share how you determined budget using bracketing or “choking”.
2. Explain how you dealt with a buyer who did not have final authority.
3. Use one of the Strategies outlined in this section to deal with a prospective customer situation.

Lesson Learned

CHAPTER 6

MANAGING PRESENTATIONS, PROPOSALS & NEGOTIATION

Managing Presentations/Proposals:

While presentations and proposals are great ways to promote your offering, in most cases they are not properly utilized to close business. Too often presentations or proposals are delivered without the Buyer making any kind of commitment to buy. Salespeople who HOPE the Buyer will take the time to focus on their presentation or study their proposal to uncover all the reasons they must buy are WASTING THEIR TIME and resources. The “Why” and the “When” is almost always more important than the “What” so take control of the process by giving them the pen and having them write what the proposal should look like or what they want to see in a presentation.

DISCUSSION:

Why would a buyer request a proposal or presentation early on in the sales process? When has it happened to you and how did you handle it? Describe the circumstances when you heard “Think it over” after a presentation or proposal. Why do you think that happened? When asked to do a capability or product presentation in front of a large group, what should you require in advance to get the most benefit out of this type of presentation?

Occasionally a presentation or proposal is a prerequisite or qualification step that must be passed in order to proceed to the next step in the buying process, but they should NEVER be offered without a detailed understanding of the following:

- ◆ What issues (problems, pain or priorities) do you want to address?
- ◆ How will you determine if they were addressed successfully or not?
- ◆ Who will attend the presentation or review the proposal and what roll do they play in making the decision?
- ◆ Assuming we have magic dust, what happens next and how will you decide if it is a Yes or a No?

Give Them the Pen

Once you have agreed to a presentation or proposal, learn to stay in control:

- ◆ Present only to _____.
- ◆ Always trade a presentation/proposal for _____.

While presenting:

- ◆ Review-Recap-Remind _____.
- ◆ Remember to ask _____ since you agreed to present/propose a solution?
- ◆ Discuss the agenda including _____.
- ◆ Rehearse your presentation, but *do not memorize it*.
- ◆ Check vital signs often. (*"How are we doing, coach?"*)

Always close by giving them the pen and asking _____?

"Buying Signals"

A verbal or physical sign that the prospect is

Not necessarily a sign that the prospect is ready to be closed.

However, a "buying signal" is an opportunity to

You can “Give them the Pen” in response to a “buying signal” as shown in these scenarios:

Buying Signal	Give the Buyer the Pen
“That’s fantastic!”	“When you say fantastic, can you tell me what that means?”
“I really like that feature.”	“What specifically is it that you like?”
“When could I have delivery?”	“When would you prefer delivery?”
“What about service?”	“Good question. When you say service, what specific area should I address?”
“That higher volume output certainly would improve our productivity.”	“That’s good news. Specifically, how would your productivity improve?”
“The system would give us room for growth.”	“. . . which means . . .”
“Where would you suggest placing the new box folder?”	“Good question. Where do you feel it would be most convenient?”
“What about updates or system changes at a later date?”	“Glad you mentioned that. What would you like to know?”
“That’s impressive!”	“I can appreciate your enthusiasm. How would you use it in your business?”
“But it must be expensive?”	“If it were within the budget you gave me at the last meeting, would that be ok?”
“You’re a good salesperson!”	“Thank you. How do you see my role benefiting you on a long-term basis?”
“What should I do with my present situation?”	“Good question. Would you like me to list the options?”

Managing Resistance

Principles — Principals of managing resistance include:

Measure Vital Signs (0–10) — Keep track of how you are doing:

“Zero means you have no interest in the program whatsoever; you can’t see the value in it or you are not the type of person to invest in yourself. Ten means you’re ready to sign up now and want to get involved. Where are you?”

Do not allow 5 to be an answer since it is a “no decision” reply.

Prospect response is 1-4: Tell him or her you owe them an apology for wasting their time by missing so badly, and begin packing up to leave.

Prospect response is 6 or 7: Tell them that it appears that it might not be a good idea, ask if you should continue.

Prospect response is 8 or 9: Simply ask what it will take to get to 10

Prospect response is 10: Tell the prospect that things are never that easy, and use the three magic words, “are you sure”

Deflect resistance to your prospect so that he handles his own objection:

“You must be telling me that for a reason...which means...and...so what you’re telling me is that...”

“How would you like that taken care of or addressed?”

Revisit the Pendulum

Remember to never get between the prospect and where you want them to end up. Always stay on the negative side of the conversation. The moment you start selling the prospect starts leaving. Do not take the bait and begin a feature and benefit monologue when presented with a stall, objection or resistance. When you encounter these issues simply ask the prospect, “How can we get around that?”

Here are things you can say to a prospect:

- ◆ Off the record
- ◆ Let's pretend...let's suppose
- ◆ Fast Forward, Head Start
- ◆ Nine out of ten are a "no", are you the "one"?
- ◆ Sounds like we have trouble. Can we talk about it?
You go first.
- ◆ If you were me...what would you do?
- ◆ I'm sorry, it's me, I don't understand.
- ◆ Could you please elaborate or be more specific?
- ◆ I don't mind losing you...I just don't want to lose you for the wrong reasons.
- ◆ Let me tell you what I think you said.
- ◆ Can I tell you something without having you get upset with me? (gentle, gentle, gentle)

In the case of a partner or sales manager at the office:

- ◆ "What happened?" Let me ask you, what should I tell him?

Artificial Decision-Making

When the person you are meeting with has to go to a higher authority or a board of directors, say to him "If this decision were your decision alone, what would you be telling me?"

Never trust anyone with your business. But if there is no option, prepare your contact to be your inside salesperson. Ask "How are you going to handle the boss's questions"

Time Kills Deals — If people do not make a decision when all the facts are in front of them, then time tends to kill the deal. Probe into the delay by stating what you do not want to hear:

"Sounds like what you're really trying to tell me is 'it's over'."

- ◆ If they say "No", then ask, "What are you trying to tell me?"
- ◆ If they say, "Yes, it's over," then ask, "What could I have done differently? If you were me, where would you go from here?"

Sales/Consultant Hat — "Would it be all right if I take my sales hat off and put my business consultant's hat on?"

Clean Sheet of Paper — Fall on your sword. "Obviously I haven't done a good job. If we could start over, what would you have rather seen or heard?"

Lock Out the Competition — How are you going to have the competition come back? How are you going to handle this with the incumbent?

Never Close Twice — Use the three magic words: "Are you sure?"

QUICK HITTERS:

1. Say what you don't want to hear.
2. No is as bad as it gets.
3. Keep the pressure on the prospect.
4. You don't get paid to guess what will work.
5. Always sell with one hand on the door knob.

KEY POINTS:

1. Always trade a presentation/proposal for a decision.
2. Use a Buying Signal to reinforce the value of your proposal and cement it in the mind of the prospect.
3. You can't blow away a good prospect and you can't lose what you did not have.
4. When handling resistance—Never give up your position, stay tough, don't give up, probe to find their reasons and then ask what they would do to solve the issue.

Lesson Learned

Managing Negotiation

For many sales professionals, negotiation is often a unilateral process that typically means giving away precious margin and, worse yet, commission income. Buyers are never shy about asking if the last offer is your best offer, hoping that the salesperson's emotional involvement will kick in and lead to one last concession. Fear of losing a sale that appears to be so close can lead even the most experienced producer to give in and offer up a morsel to sweeten the deal.

Maintaining emotional control, holding your ground and never giving anything without getting something in return can make your spine stronger and your results that much more profitable. This last step in our process is where you get to prove to yourself how much you believe in the value you are delivering and to ask your prospect to share how much he or she has committed to doing business with you on your terms.

Make the last step as powerful as the steps that got you here.

Successful negotiations leads to:

EXERCISE 1: UNDERSTANDING THE PROSPECT'S GAME

What are the statements a prospect makes or questions they ask that let you know your sale is not yet completely closed?

1. _____
2. _____
3. _____
4. _____
5. _____

What are the ways you have typically dealt with these situations?

1. _____
2. _____
3. _____
4. _____
5. _____

What is your emotional reaction to these situations?

1. _____
2. _____
3. _____
4. _____
5. _____

TACTICS FOR HANDLING THE FINAL NEGOTIATION

Conditional Concession

Let's pretend I cannot do that, what happens next?

I'll have to ask my boss.

Uh-oh, I think we have a problem.

What will you tell your old supplier/provider?

EXERCISE 2: RECALL AND REPLAY

Take a few minutes to recall a sales situation where you had given in to the pressure created by wanting a sale too badly. Replay the scenario using the appropriate gambit to create an outcome that would have maintained your margin, stopped you from having to close a second time or just given you more control of the delivery process.

Situation: _____

Actual Outcome: _____

Desired Outcome: _____

Gambit: _____

QUICK HITTERS

1. You cannot lose what you did not have.
2. Always sell with one hand on the door knob.
3. No is as bad as it gets.
4. If you have time to come back, you have time to finish the deal today.
5. Selling is over when you say it is.

KEY POINTS

1. Always have an abundance mentality.
2. Keep Person v. Performance in order.
3. Your business decisions are always OK.
4. You must get something in return for everything you give.

HOMEWORK

1. Report back on how you delivered a presentation and checked vital signs.
2. Bring back an instance where you managed resistance by letting the buyer fix his or her problem.
3. Share a negotiation that you survived or lost. Replay the story.

Lesson Learned

TOOL BOX

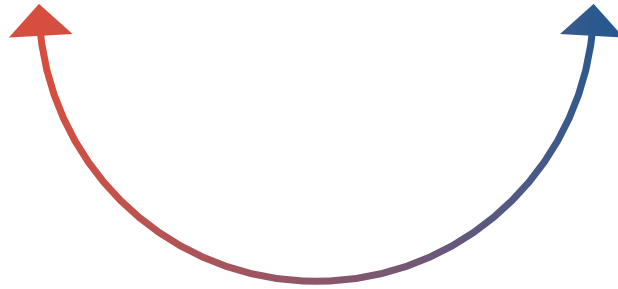
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13	57	25	17	65	90	22	70	30	58
77	33	73	45	93	38	78	2	42	86
41	69	85	29	5	98	50	62	54	10
63	7	79	39	15	76	48	12	16	96
75	47	27	59	31	100	24	36	56	68
3	43	23	19	71	4	52	40	32	60
83	11	91	35	87	72	28	80	8	84
55	95	51	99	67	20	88	44	92	64

97	21	37	9	61	14	74	26	6	94
89	49	1	53	81	34	82	46	66	18
13	57	25	17	65	90	22	70	30	58
77	33	73	45	93	38	78	2	42	86
41	69	85	29	5	98	50	62	54	10
63	7	79	39	15	76	48	12	16	96
75	47	27	59	31	100	24	36	56	68
3	43	23	19	71	4	52	40	32	60
83	11	91	35	87	72	28	80	8	84
55	95	51	99	67	20	88	44	92	64

NO

•

YES

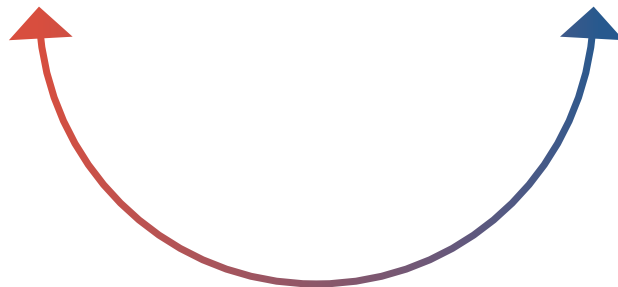


NEUTRAL

NO

•

YES



NEUTRAL

VERBAL BUSINESS CARD CONSTRUCTION

Industry/Product/Service/Line:

Feature

Benefit

Problem Solved

Frustrated

Tired of

Anxious

On Edge

Upset

Scared

Annoyed

Concerned

Worried

Bothered

Troubled

Feeling Lost

Trapped

Dissatisfied

Fed Up

Uncomfortable

Nervous

Afraid

Disappointed

Irritated

Aren't Convinced

Nagging Feeling

Aggravated

Unhappy

Not Confident

Losing Sleep

Can't Take It Anymore

PRE-CALL CHECKLIST

1) MANAGE BUYER/SELLER RELATIONSHIP:

Make sure prospects are more comfortable than you are.

Communicate to your prospects in a way similar to their style. Think DISC: Dominant, Influencer, Steady Relater or Cautious Thinker.

2) PERSONAL INVENTORY

Person vs. Performance. Make yourself bullet proof.

Pre-call plan objectives or joint call roles?

Hi, I'm {Name} with {Co.}. Are you familiar with the company? Would it make any sense if I told you what we do? Deliver Verbal Business Card.

3) MANAGE EXPECTATIONS:

Check time availability. Establish expectations.

Name each meeting. Fact-Finding, Decision Status

Each name should represent the right TAD (Tone-Agenda-Desired result)

We might not be a great fit. We might not be the cheapest.

4) MANAGE DISCOVERY:

Find issues, discomfort, priorities and reasons to take action.

Go to Rock Bottom. Hold their head underwater

What specifically concerns you?

How long have you been living with this?

What have you tried to make it better?

How is that working for you?

In round dollars, how much might that be costing you?

What happens if things don't change?

How does that make you feel?

Deflecting During Discovery:

What's on your mind?

What were you hoping I could do?

What are our options?

How can we work around that?

If you were me, what would you do?

Let's say I could do this, what next?

5) MANAGE INFORMATION:

Strategically confused/deaf/dumb

I don't understand. Tell me more about ____ . I'm not sure. Can you help me? My fault, I take full responsibility. I'm confused?

Diminish & Deny-

If client is positive, be inquisitive. If client is resistant ask them if it's over. Move them off a neutral position to close the sale.

That can't be that important can it?

Cushion - Good question! Makes sense.

Deflection - Can I ask you a question before I answer?

Suppose I said _____. What would you say?

I get the feeling _____.

Sounds like _____. Is that a fair statement?

6) MANAGE AUTHORITY/MARGIN:

What process does your company go through when making decisions?

Beside yourself who else is involved in the process?
You mean you don't get any help from anyone?

Getting to the higher authority: "Trust me enough to take me to your leader?" Promote them or deputize.

Fast Forward/Head Start: Suppose it was three months from now, what will we be talking about? How would it feel if you didn't have to wait 3 months for a solution?

Do you have an amount in mind you were hoping to invest?

Would you be comfortable giving me an idea or range?

7) MANAGE PRESENTATION/PROPOSAL

Give them the Pen not a step for new ideas.

Review expectations prior to presentation.

Trade the Presentation for a decision.

If you love it, what else will we have to talk about?

Take their pulse: On a scale of 1 to 10, 10 being a perfect solution 1 being no use at all, where are you?
No 5 allowed. What do you have to see or hear to get to 10? Don't accept maybe.

What do we do next?

Are you sure?

Deliberately give prospect a chance to back out. Bring up a compromise prospect agreed to earlier and then ask if that's not going to pop up as a deal killer later.

WORD GAMES

◆ And ?

◆ Hmmm

◆ Really???

◆ I'm surprised

◆ Tell me about that (TMAT)

◆ Not sure if it makes sense to

◆ This is probably crazy but _____

◆ Told you it was crazy.

◆ Don't suppose there's any way we could talk about _____?

◆ I'm a little uncomfortable asking this.

◆ This might be awkward, but _____ .

◆ My biggest fear is that

◆ Let's pretend _____

◆ If you could wave the Magic Wand _____

◆ I'll understand if _____.

◆ Would it be OK if _____?

◆ Can I ask for your help on _____?

◆ I'm stuck and might need your help on _____?

◆ I've been losing some sleep over _____

◆ You're probably going to want to shoot me, but _____

MEETING NOTES

ACCOUNT _____ DATE _____

What is their DISC profile and how should I act?

How are we on time?

What is the name of the meeting?

We might not have a good fit but...

VBC: We typically work best with...

Do I know pain, problems or priorities?

How long has it been going on?

It's not a big deal is it?

What does it mean in round dollars?

What if it doesn't change?

Does that really have any impact on you?

What are the "In the Ways"?

How can we work around that?

Sounds like this might never ever happen.

On a scale of 1 to 10, how are we doing?

What does a Home Run look like?

If we could do _____, what would come next?

If I gave you a Magic Pen what would it look like?

What do you think we should do next?

Never let your style stand in the way
of your success

Keep your emotions In check!

Act as if _____

What can we trade?

And...?

Really ...?

Good question...

Makes sense!

Let's pretend that

This might be a crazy idea ...

My biggest fear is

I'm not really comfortable with ...

Please forgive me, but ...

50 POWER WORDS & PHRASES

1. Really?
2. And?
3. Hmmm?
4. So ... ?
5. Time Out! Can you repeat that?
6. What did you just say?
7. What do you mean?
8. Which part of that should we talk about first?
9. Which part of this concerns (bothers, troubles) you the most?
10. If I said (told you) What would you say?
11. What would you say if I told you ?
12. Are you trying to tell me something, and I'm just not getting it?
13. Would you be surprised if I told you ?
14. What more can you tell me about that?
15. OK. What more should I know about that?
16. What do you think we should do about that?
17. How can we work around that?
18. Is there a different way to approach that?
19. I'm not sure. What do you think is the best answer?
20. What is the best case and worst case scenario?
21. Like ... ?
22. OK I'm stumped, what's the best answer?
23. If you waved the magic wand, what would it look like?
24. Where should we start?
25. Can you tell me if (do you think) this is a good idea or a bad idea?
26. May I ask ... ?
27. Is it OK if we talk about ... ?
28. Would I be right or wrong if I said ... ?
29. Am I completely missing the target if ... ?
30. Is there any way we could ... ?
31. Could you re-phrase that?
32. Can you help me understand?
33. I'm wondering what you would think about ... ?
34. But that's not really a big deal is it?
35. How important is that in the big scheme of things?
36. What would it mean to you if ... ?
37. Don't you think that if ?
38. I'm just wondering ...?
39. What if I were thinking something like ... ?
40. Does (would) it make any sense to (if) ... ?
41. What are the chances ... ?
42. I don't suppose that ... ?
43. Don't suppose there's any chance we could ... ?
44. Any reason that you ... ?
45. What if ... ?
46. It sounds like ...
47. It looks like ...
48. It feels like ...
49. Go on
50. Your on a roll, keep going about the ...

CONTINUED ON NEXT PAGE>>

50 POWER WORDS & PHRASES (continued)

QUESTIONABLE:

- ◆ Is what you're really saying ... ?? (Derogatory?)
- ◆ So what you're really saying is ? (Derogatory?)
- ◆ Does that really matter? (If they said it, it does)

OVERUSED:

- ◆ Which means ... ??
- ◆ Can you help me with that?

NEVER USE:

- ◆ With all due respect ...
- ◆ I don't want to waste your time but ...
- ◆ Are you kidding?
- ◆ Are you serious?
- ◆ Let me tell you something ...
- ◆ Can I be honest with you?
- ◆ I've never heard that before

ALLIGATOR MESSAGE

Hello Bob,

I hope you're OK.

I haven't heard from you in a while and thought that maybe one of the following things had happened:

- 1) You went on vacation to Florida and got eaten by an alligator
- 2) You've got that really nasty cold! that's going around.
- 3) You just got so busy that the _____ deal has fallen off your radar. (optional: ... and it will never, ever happen.)

You have always been really good about following up. Give me a shout to let me know what's happening. I'm guessing its number 3, but that's just a guess.

Thanks,

ALTERNATIVE PHRASES

When softly trying to kill the deal . . . "Usually when we get to this point it turns out that 9 out of 10 people aren't really going to buy so can you call or write to let me know if you are one of the 9 or if you are the 1 out of 10?"

When trying to get an answer I'm tough enough to take a "No" on this one; its just getting no answer at all that makes it tough"

FOLLOW UP REQUEST

To: _____

From: _____

Re: _____

Message:

PLEASE CHECK THE APPROPRIATE BOX BELOW, RETURN IT TO THE FAX NUMBER BELOW AND I WILL FOLLOW YOUR INSTRUCTIONS! THANKS FOR HELPING ME OUT!

I am not interested, stop trying.

I am interested, but the time is bad. Please call me on _____.

Saying no is too uncomfortable for me, but the answer is no thanks.

I like your stuff, but I am not the person you are looking for try, _____.

Take a hint and leave me alone.

I've lost your number, but want to talk to you about this idea. Call me now.

A sales person has to call me _____ times and you haven't hit that total yet.

Thanks for the effort. I've been too busy to respond, but please keep after me.

My vacation has gotten in the way of getting this done. I am back now.

I'd rather not do business with you or your company.

None of the above. The real answer is _____.

DAILY ACTION PLAN

Mandatory 1 Item for today		Date	Week #
Urgent:			
7am	Near Term Tasks:		
8am			
9am			
10am			
11am			
12pm			
1pm			
2pm			
3pm			
4pm			
5pm			
6pm			
Evening	Long Term Planning/Projects:		
Assign/Delegate:			
	Answers Needed/Open Items:		
Ideas:	Coaching Needed:		

Who has Personal Responsibility?

STRATEGIC INITIATIVES

	#1	#2	#3
Project			
Start Date			
Finish Date			
Baseline			
Brassring			
Game Plan			
Outside Resources Needed			
Biggest Obstacle/ITW's			
Desire 1-10			
% Chance it will Happen			

TRAINING SURVEY

Training Attended: _____ Dates: _____

Name (optional): _____

Facilitator: _____ Location: _____

Please select the appropriate response after each statement:

	1 - Strongly Disagree	2 - Disagree	3- No Opinion	4- Agree	5 - Strongly Agree
1. I enjoyed the workshop	1	2	3	4	5
2. My Expectations were met	1	2	3	4	5
3. I got some new ideas	1	2	3	4	5
4. I think I will be more effective	1	2	3	4	5
5. I think I will produce better results	1	2	3	4	5

Main Topics Covered:

Most effective topic? Why?:

Least effective topic? Why?:

Which subjects were the most helpful for your job? Can you implement immediately?

Other comments or suggestions?

Topics for future programs where I would like more info or follow up:

HOW TO DEVELOP COMMITMENT

How To Develop Commitment

High-Performance Sales Program
Growth Dynamics



Notes:

How to Develop Commitment

- Tools
- Time
- Risk
- Failure
- Change



Notes:

The Elements of Success

- The ability to stay motivated
- Your level of commitment
- Your desire to set goals
- Your own self-esteem
- Training



Notes:

HOW TO DEVELOP COMMITMENT

Why Salespeople Fail To Get Commitments from their Prospects

- You haven't made a total commitment to your career
- You haven't committed to setting goals.
- You haven't committed to reaching the goals you have set for yourself.
- You haven't committed to yourself.
- You haven't put together a support group.
- You haven't committed to doing whatever it takes to get the job done.

Growth
DYNAMICS

Notes:

Who Am I?

The purpose of these exercises is to aid you in drawing together information about yourself. You will use this information in goal setting and planning.

1. In what you are doing now, what is giving you?
 - a) The greatest sense of accomplishment?
 - b) The least sense of accomplishment?

Growth
DYNAMICS

Notes:

Who Am I?

2. What are your personal strengths?
3. What areas need development?
4. Many people have a "secret project" or a very private plan for sometime in life. What is your "real aim" in life?

Growth
DYNAMICS

Notes:

HOW TO DEVELOP COMMITMENT

Who Am I?

5. Many of us would like to have the freedom to do the things we want to do when we want to do them. What would you do if you had?
- One Hour.
 - One Day.
 - One Week.
 - One Year.

Growth
DYNAMICS

Notes:

Who Am I?

6. Who am I?
7. A statue is built in your honor. What would you want to list on the plaque as the major accomplishments of your life?

Growth
DYNAMICS

Notes:

Who Am I?

- As a result of reviewing what I've written, I feel the areas that motivate me are:
- List as many areas as you like in the notes.

Growth
DYNAMICS

Notes:

HOW TO DEVELOP COMMITMENT

A Ten Year Project

- Project yourself into the future ten years. How old will you be? What will your life be like? How will your personal, family and career circumstances have changed? Of course, this is a highly imaginative projection, but attempt to be as realistic and objective as you can.

Growth
DYNAMICS

Notes:

A Ten Year Project

- In completing this projection you will be bothered by 2 questions repeatedly:
 - Should I describe my future the way I want it to be?
 - Should I describe my future the way I really think it will be?
- You will probably allow both factors to enter into your answers. Such a solution is both natural and desirable. This projection is for your benefit. No one will see this projection other than yourself, unless you wish to share it.

Growth
DYNAMICS

Notes:

A Ten Year Project

1. In 10 years my age will be__
2. My occupation will be__
3. My specific responsibilities are__
4. My approximate income is__
5. My most important personal possessions are__

Growth
DYNAMICS

Notes:

HOW TO DEVELOP COMMITMENT

A Ten Year Project

6. My family responsibilities in 10 years are__
7. Of my experiences in the last few years, the most pleasurable were
8. Of my experiences in the last few years, the ones that gave me the greatest sense of accomplishment were
9. In the last few years, several dramatic events have happened in my business and/or community which have interested me.

Growth
DYNAMICS

Notes:

A Ten Year Project

9. In the last few years, several dramatic events have happened in my business and/or community which have interested me. Make a highlights list including description or how I was involved in these events.
10. In reviewing my '10-year Projection,' the most important observations I made were:

Growth
DYNAMICS

Notes:

10 Steps for Converting Your Dreams Into Reality

1. Dream
2. Break dreams into goals
3. Set a timetable
4. Determine the tools needed
5. Do your financial homework
6. Is my program realistic?
7. Write your cookbook recipe?
8. Is it realist?
9. Follow through daily?
10. Review your cookbook daily

Growth
DYNAMICS

Notes:

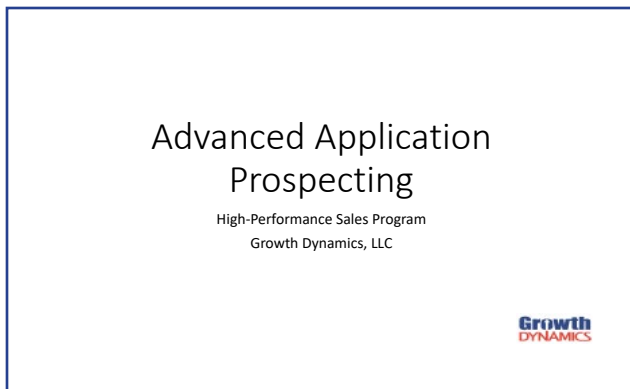
I WILL HAVE THE FOLLOWING IN ONE YEAR

	Description	COST - OR-	Required Deposit	Investment Required/ YR	Monthly Investment (#3/12)
Goal A					
Goal B					
Goal C					
Goal D					

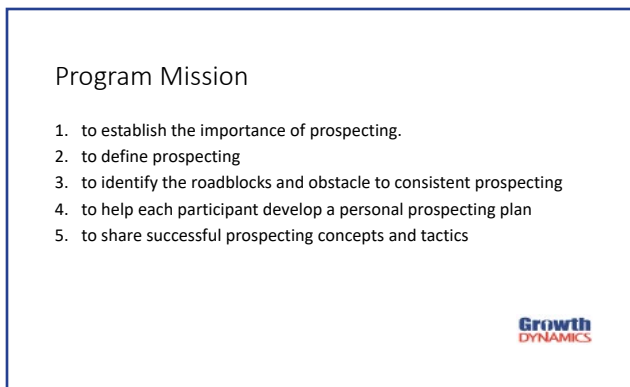
PERSONAL BEHAVIOR PLANNER

Expenses	Monthly	Weekly	Daily
1. Rent/Mortgage			
2. Telephone			
3. Utilities			
4. Vehicle			
5. Groceries			
6. Clothing			
7. Meals/Travel/Entertainment			
8. Medical			
9. Insurance			
10. Loan payments			
11. Payments to savings			
12. IRA/Pension			
13. Contributions			
14. Credit Cards		Monthly/by 4 1/3:	Weekly/ by # of working days
15. Charity			
16. Misc.			
17. Total Fixed Expenses			
18. Goal 4A			
19. Goal 4B			
20. Goal 4C			
21. Goal 4D			
22. Total Goal cost			
23. 17+22			
What it costs me to get up each working day:			

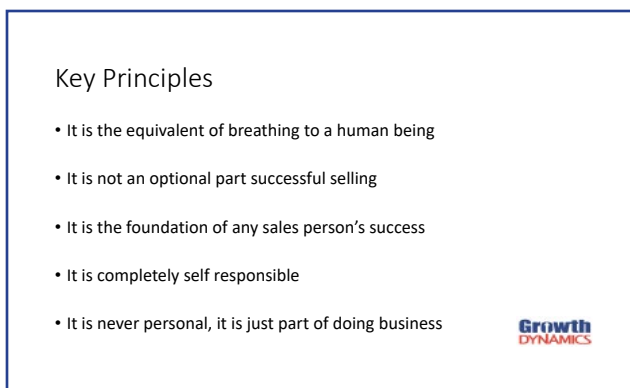
ADVANCED APPLICATION PROSPECTING



Notes:



Notes:



Notes:

ADVANCED APPLICATION PROSPECTING

Definition of Prospecting: any behavior that proactively involves putting yourself in front of any person or persons that will lead you to a qualified, final decision maker.

- Cold calling, walk ins or on the phone
- Networking
- Asking for referrals or introductions
- Pursuing add on business at existing or former customers or clients
- Following up leads (bingo generations, inbound calls, trade show inquiries)
- Targeted mailings that are followed up
- Did we miss anything? _____

**Growth
DYNAMICS**

Notes:

But it is not these activities...

- going to trade shows (unless you have done what?)
- staring at the phone
- blanket mailing and waiting for responses
- doing prospect or market research
- getting ready (reading more product literature, preparing your briefcase, loading samples)
- pointless follow up on DOA's

**Growth
DYNAMICS**

Notes:

Obstacles to Consistent Prospecting:

- Fear
- Getting out of your comfort zone
- Delivery of existing sales
- Procrastination
- Lack of commitment
- Not knowing how much prospecting is necessary
- Lack of clear goals.
- "Stuff"

**Growth
DYNAMICS**

Notes:

ADVANCED APPLICATION PROSPECTING

Current State Assessment

- | | | | |
|--|-----------|------------------------|-----------|
| • Commitment to prospecting | 1 2 3 4 5 | • Starting at the top | 1 2 3 4 5 |
| • Knowing your numbers | 1 2 3 4 5 | • No option thinking | 1 2 3 4 5 |
| • Consistent behavior | 1 2 3 4 5 | • Referral generation | 1 2 3 4 5 |
| • New prospect activity | 1 2 3 4 5 | • Alignment with goals | 1 2 3 4 5 |
| • Adding on to existing or re-opening dormant accounts | 1 2 3 4 5 | | |

SCORE _____

TOTAL



Notes:

Prospecting Tactics and Strategies

- Maintain strong Person v Performance concepts
 - Do not take rejection personally.
 - Maintain an abundance mentality (Act As If).
 - Think like a CEO, not a sales person.
- Generate opportunities from better starting points
 - Cold calls 1-3% success rate
 - Leads 10-15% success rate
 - Referrals 50-60% success rate
 - Introductions 75-85% success rate



Notes:

Prospecting Tactics and Strategies

- Practice selling to NO and using Verbal Business Card concepts
 - Stay in the right place on the pendulum.
 - Use emotional connections to generate interest.
 - Avoid doing what everyone else is doing.
 - Focus on the sale of the moment, not the final outcome.
- Maintain systems and times for prospecting
 - Use a data base or card system to organize your prospects.
 - Focus on tasks not time in committing to prospecting.
 - Plant your feet to make prospecting a NO OPTION BEHAVIOR!
 - Schedule your prospecting as an appointment, never leave it chance or as something to do when you have extra time.
 - Vary the times you set aside, not all prospects are available at the same times.



Notes:

ADVANCED APPLICATION PROSPECTING

Prospecting Tactics and Strategies

- Plan your calls
 - Know your customer.
 - Have a specific outcome targeted for every call.
 - Know who you are looking for at every account.
 - Understand how your product or service can make them money.
- Sell from the top down as often as possible
 - The boss always makes the best referrals.
 - Shorten your selling cycle by getting to the ultimate decision maker early.
 - This is where business decisions are made.
 - Your value at this level leads to longer lasting relationships.



Notes:

Prospecting Tactics and Strategies

- Use service calls as sales opportunity generators
 - You are already there; don't waste the moment.
 - Adding on takes 1/10th the energy to successfully sell as opposed to new or cold opportunities.
 - Trust is already established and gives you a running start.
- Networking events must be goal focused rather than chance outcomes
 - Always have targeted people to meet.
 - Avoid your competitor's co-workers, they do not buy.
 - Set appointments for follow up, do not just collect cards.
 - Have a set outcome for number of prospects you will meet. Never attend on hope.



Notes:

Prospecting Tactics and Strategies

- Embrace the Gate Keeper
 - Attitude is everything. If you believe they are a problem they will be a problem.
- Problem. Learn how to engage them to your benefit.
 - Practice pattern interrupt. They are prepared for you so you must be prepared for them. Do not get caught behind the standard questions.
 - Do not lie, but understand manipulation is permitted.
 - Say what you do not want to hear.
- Understand how to coordinate marketing with prospecting
 - Marketing is important, but you still have to do your job.
 - Timing can be everything.
 - Just as all sales attempts are not guaranteed successful, all marketing is not guaranteed to provide opportunities. Never be a victim of marketing.



Notes:

ADVANCED APPLICATION PROSPECTING

Additional thoughts

- Prospecting is like buying life insurance: nobody likes doing it, but everyone is glad they did when the payoff arrives.
- The best way to predict the future is to create it. Prospecting in a consistent and disciplined manner gives you the power to create your future success.
- There are no guarantees in life or prospecting except that if you do not prospect your life is guaranteed to be run by someone else.



Notes:

Additional thoughts

- If you are too busy to prospect you are too busy to grow your business.
- You can never force a prospect to buy, but no prospect can ever force you to stop prospecting.
- If you never fill the top of your sales funnel, what drips out of the bottom of that funnel will never be what you want. Focus on the top of the funnel first.



Notes:

Quick Hitters

- Prospecting is buying insurance for your financial success.
- Never wait to feel good to prospect. Prospecting will make you feel good.
- You can't make anyone buy, but then again, no one can make you stop prospecting.
- You have two essential jobs: prospecting and gathering decisions.



Notes:

ADVANCED APPLICATION PROSPECTING

Lessons Learned

1. _____
2. _____
3. _____
4. _____

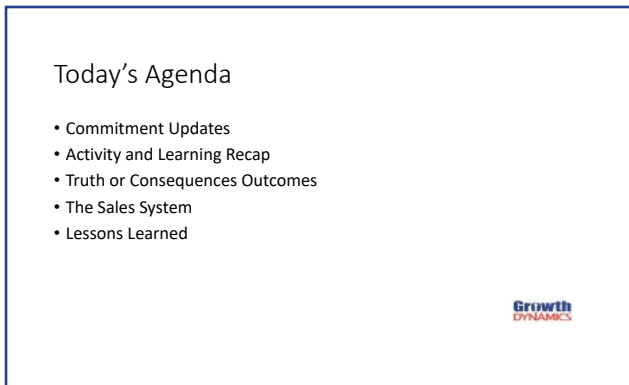
Growth
DYNAMICS

Notes:

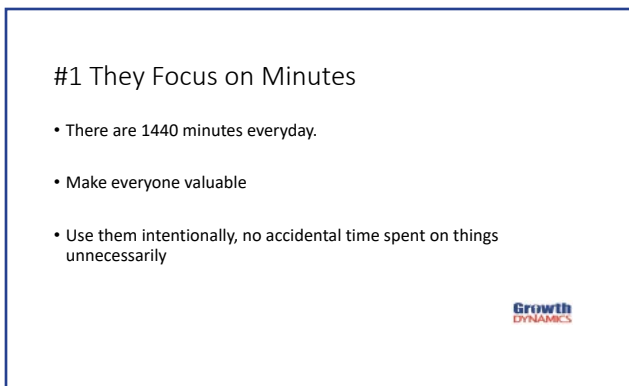
15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE



Notes:



Notes:



Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

#2 They Set Daily Priorities

- Have one major task or target accomplishment each day, and commit to spending as much as 2 hours on each morning.
- When you have no priorities everything is a priority.
- Commit to starting more than finishing.

Growth
DYNAMICS

Notes:

#3 They Don't Use To Do Lists

- Schedule everything you need to get done.
- Lists get lost.
- Get a calendar and use a calendar.

Growth
DYNAMICS

Notes:

#4 They Beat Procrastination With Time Travel

- Don't count on the future to allow you the same opportunities to get things done as the present does.
- Wear a pair of Nikes; JUST DO IT
- Force the time to be your ally not a pressure cooker.

Growth
DYNAMICS

Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

#5 They Make It Home For Dinner

- Nothing is really more important than your life and your family.
- The world won't end if you leave some things undone.
- Work on things in time blocks rather than working as long as it can take.

Growth
DYNAMICS

Notes:

#6 They Use A Notebook

- The dullest pencil has a better memory than the sharpest mind.
- Release your mind from having to remember everything that you need to get done.
- Coordinate the notebook with your calendar.

Growth
DYNAMICS

Notes:

#7 They Only Check Email 3x A Day

- Email is a time vacuum. Turn it off until work needs to be done.
- Learn to manage your anxiety of needing to "be available."
- Only access email for a set period of time. Make it a work project and follow those rules of scheduling time and duration.

Growth
DYNAMICS

Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

#8 They Avoid Meetings At All Costs

- No meetings without agendas and homework.
- Meetings are only for decisions. Use email for updates and sharing information.
- Schedule all meeting with time and duration and train everyone to stick to this

Growth
DYNAMICS

Notes:

#9 They Say “NO” To Almost Everything

- Their priorities are the keeper of the castle.
- If it doesn't fit your goals, you got to say NO.
- You can't expect anyone else to be responsible for your success.

Growth
DYNAMICS

Notes:

#10 They Subscribe to Perato's Law

- Determine what the 20% is that makes you most of your success and focus on those activities.
- Don't believe all opportunities are good opportunities.
- Don't add another can of water to your orange juice.

Growth
DYNAMICS

Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

#11 They Delegate and Outsource Liberally

- Do not live as a jack of all trades and a master of none.
- Engage others to utilize their unique ability to allow you to maximize yours.
- Develop trust in others and learn to embrace the differences.

Growth
DYNAMICS

Notes:

#12 They Have Work Themes For Work Days

- Think like strategically like “naming the meeting.”
- Become aware of your energy patterns.
- Look for consistency by creating a rhythm, an attitude and an environment for the theme.

Growth
DYNAMICS

Notes:

#13 They Only Touch Things Once

- They live by the “Four D’s of Productivity.” Do it, delay it, delegate it, destroy it.
- Learn to Manage Your Monkeys. If you touch it you own it.
- Operate with the 5 Second Rule. If you touch it decide what to do with it in 5 seconds or less.

Growth
DYNAMICS

Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

#14 They Have a Consistent Morning Ritual

- Success is a pattern. Make your morning part of the pattern.
- Use your morning as an awakening not a hysterical exercise.
- Allow your body, brain and spirit to engage and embrace the world.

Growth
DYNAMICS

Notes:

#15 They Focus On Energy Instead of Time

- Fuel your engine correctly each day.
- Conserve your energy for the really important things you have to do.
- Don't live life trying to be a hero or a martyr.

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DYNAMICS

Notes:

Wrap Up and Homework

- Finish Up Truth or Consequences pursuits
- Commit to tracking 2 of the Productivity Habits
- Create an initiative of your own
- Go make money

Growth
DYNAMICS

Notes:

15 SECRETS OF HIGHLY PRODUCTIVE PEOPLE

Lessons Learned

- 1 _____
- 2 _____
- 3 _____

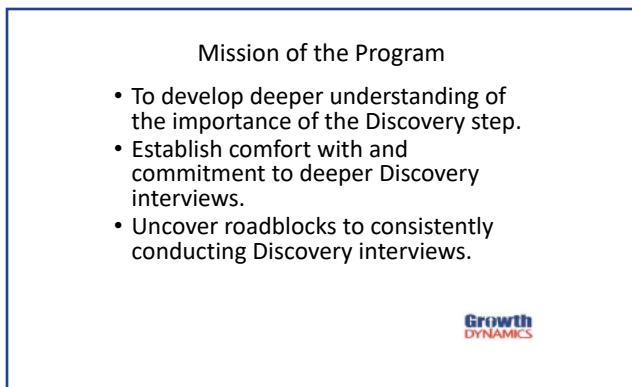
Growth
DYNAMICS

Notes:

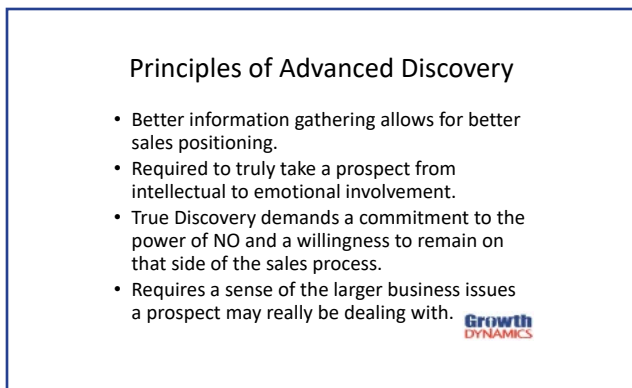
ADVANCED APPLICATION DISCOVERY



Notes:



Notes:



Notes:

ADVANCED APPLICATION DISCOVERY

Obstacles to Successful Discovery

- Failing to nurture while questioning or using inappropriate tonality
- Confusing an intellectual problem or pain with the real personal or emotional condition
- Getting emotionally involved
- Rushing through the process
- Not connecting a value or impact to condition



Notes:

Obstacles to Successful Discovery

- Failing to finish the entire interview
- Rescuing the prospect before getting a commitment
- Not asking the prospect what solution they believe will work
- Fear
 - Rejection
 - Failure
 - Being identified as a salesperson
 - Not having all the answers while in front of the room



Notes:

Basic Concept Review

Problems as a decline in:

- Revenue
- Market share
- Margin or profit
- Stock price or value
- Customer retention or satisfaction
- Employee turnover
- Quality of product, service, materials
- Employee satisfaction
- Efficiency
- Competition

Priorities as an increase in:

- Costs
- Labor
- Turnover
- Product rework
- Project delays
- Lost customers
- Missed deadlines
- Inventory
- Employee conflict



Notes:

ADVANCED APPLICATION DISCOVERY

Basic Concept Review

Three Levels of Problems & Priorities

- Level 1 – Acknowledgement of problems and priorities.
- Level 2 - You make the connection of the problems to the impact on the business bottom line.
- Level 3 -The overall personal, emotional impacts the business problems are having on the individuals involved in the decision process.



Notes:

The Discovery Interview Questions

- What issue are we here to discuss?
- How long has this been a problem?
- What have you tried to make this go away?
- How well has that worked?
- What impact is this condition having on your business?
- How does this make you feel?
- Let's pretend you can create the perfect solution; what would that look like?



Notes:

Making It Work

- Cushions are the anesthesia that allows you to get the whole interview finished.
- Master the use of these vitally important phrases.
- Respond in a flat, but nurturing tone, repeating what the prospect said. Do not paraphrase, if at all possible
- Understand business beyond the application of the product or service. This will get you to a higher level of decision maker to sell to.
- Practice the tactics often. Be aware of DISC realities when interviewing.
- The prospect rarely shoots the messenger, so don't be afraid to pursue tough issues that you may encounter.
- Unless you can emotionally connect the prospect with one of THEIR problems or priorities, you most likely will encounter tougher pricing and margin issues.



Notes:

ADVANCED APPLICATION DISCOVERY

Key Points

1. The discovery of real problems and priorities creates real urgency.
2. Get to the bottom of the interview that is where the money really exists.
3. Do not get emotionally involved with the prospect. Listen to everything but pay attention to the right things.
4. Allow the prospect to write their own prescription. No more guessing



Notes:

Quick Hitters

- Persistence is during the call, not after.
- Use product knowledge as a safety net.
- Nurture. nurture, nurture!
- Conduct the interview in your style, but conduct the interview consistent with the process.



Notes:

Lessons Learned

1. _____
2. _____
3. _____
4. _____



Notes:

ACTIVE LISTENING WORKSHOP

WORKSHOP GOAL:

to understand what is meant by the term Active Listening and to develop the skills and disciplines necessary to become a competent Active Listener.

Active Listening is _____. The Active Listener _____ from _____ and tries to see the prospect's _____, paying attention to not only _____, but to the prospect's _____, _____ and _____.

Accomplished Active Listeners listen _____ the word for _____ and _____. Just as importantly Active Listeners listen _____ the words and for _____ since some prospects reveal much more by what they do not say.

HOW TO SEE WHAT A PROSPECT IT SAYING

1. _____
2. _____
3. _____
4. _____
5. _____

TAKE TIME FOR THE LISTENING SKILLS ASSESSMENT

Respond honestly, these are your answers, and see what areas you might need to improve on to become a better Active Listener.

HOW TO BECOME AN ACTIVE LISTENER

Step 1. Concentrate

a.

b.

c.

Step 2. Acknowledge _____

a.

b.

c.

Step 3. Research _____

_____, _____, _____

a.

b.

c.

Step 4. Sense _____

a. _____

1.

2.

3.

4.

5.

6.

7.

Positive Change

Negative Change

b. Listen _____

- | | |
|----------|----------|
| 1. _____ | 2. _____ |
| 3. _____ | 4. _____ |
| 5. _____ | 6. _____ |
| 7. _____ | |

-
- | | |
|----------|----------|
| 1. _____ | 2. _____ |
| 3. _____ | 4. _____ |
| 5. _____ | 6. _____ |
| 7. _____ | 8. _____ |

ACTIVE LISTENING TO REVEAL AND UNDERSTAND PROBLEMS/PRIORITIES

A basic human need is to be _____. You must develop skills to actively communicate that you _____ the prospect.

The tools are the Three P's; _____, _____ & _____.

a.

b.

c.

ACTIVE LISTENING SUMMARY

Use active listening skills to create _____, _____, _____ and _____.

Use the tactics with finesse so that you do not sound _____.

Phrases to use when you want to verify what you have heard:

- | | |
|-----------|-----------|
| 1. _____ | 2. _____ |
| 3. _____ | 4. _____ |
| 5. _____ | 6. _____ |
| 7. _____ | 8. _____ |
| 9. _____ | 10. _____ |
| 11. _____ | 12. _____ |

SALES PROFESSIONALISM DEFINITIONS, ATTITUDE, ACTIONS

Sales Professionalism Definitions, Attitude, Actions

High-Performance Sales Program
Growth Dynamics LLC



Notes:

Goals and Objectives

- To create an awareness of personal professionalism.
- To define the attitude of professionalism.
- To provide ideas on how to provide high level results as a professional salesperson.



Notes:

What Makes a Great Secretary as Opposed to a Good Secretary

Take pride in their work	Personal commitment
Reach out for responsibility	Anticipate and take initiative
Do whatever it takes	Get involved beyond his/her role
Make things easier for others	Eager to learn about others
Actively listen	Represent those they serve
Team Players	Trustworthy and loyal
Honest	Open to constructive criticism
Care	



Notes:

SALES PROFESSIONALISM

DEFINITIONS, ATTITUDE, ACTIONS

The World Is Now Completely Commoditized

What is to 'Commoditize'?

Commoditize refers to a process in which goods or services become relatively indistinguishable from competing offerings over time. Generally speaking, commoditized products within specific categories are so similar to one another that the only distinguishing feature is pricing. Commoditization runs the gamut across consumer goods, ranging from computer keyboards to software programs managing complex processes such as [supply chain management](#) and business accounting



Notes:

The Exception In The Commoditized World Is...

The **Professional People** That:

- Make the sales call
- Answer the phone
- Deliver the products
- Service the problems



Notes:

Definitions of Professionalism

- Professional character, spirit or methods
- The skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well.
- The standing, practice or methods of a professional, as distinguished from an amateur.



Notes:

SALES PROFESSIONALISM DEFINITIONS, ATTITUDE, ACTIONS

Synonyms for Professionalism

- Civility
- Acumen
- Competence
- sophistication,
- Expertise
- Dedication
- Steadiness,
- Thoroughness
- Reliability
- Respectability
- Willingness



Notes:

Attitude of Professionalism

Being a professional is neither about money nor about professional fulfillment. Both of these are consequences of an unqualified dedication to excellence in serving your clients and their needs.

David H. Maister, True Professionalism



Notes:

Roadblocks to Professionalism

- A non-supportive attitude
- A lack of commitment to yourself
- An inability to empathize
- A lack of emotional intelligence
- A lack of self-responsibility



Notes:

SALES PROFESSIONALISM

DEFINITIONS, ATTITUDE, ACTIONS

Professionalism Means...

You have true relentless

- CONVICTION in what you do,
- COMMITMENT to getting it done
- BELIEF that it will happen!



Notes:

Characteristics of Top 7% Professionals

- | | |
|---------------------------------|-----------------------------------|
| 1. View life as a challenge | 2. Committed/focused |
| 3. In control | 4. Manages stress |
| 5. Have high values | 6. Sense of humor |
| 7. Values non-job relationships | 8. Gets proper nutrition |
| 9. Exercises regularly | 10. Gets adequate sleep |
| 11. Highly creative | 12. Gets regular health care |
| 13. Takes calculated risks | 14. Enjoys time off and vacations |

How many of these are you currently describe you?



Notes:

Personal Presence for Professionals

- **Overall first impression:** what is the feeling that you create in your prospect/client gets when they first meet you?
- **Dress/appearance:** do you look "the part" in how you dress and present yourself physically?
- **Relationship:** are you aware of how and if you have created a positive relationship early with your prospects and clients?



Notes:

SALES PROFESSIONALISM

DEFINITIONS, ATTITUDE, ACTIONS

Personal Presence for Professionals

- **Sincerity:** do you appear truly interested in your customer's business and success?
- **Attitude:** what is the attitude that you convey? Is it aloof or engaged? Arrogant or accepting?
- **Responsibility:** are you known for owning your mistakes or offering up excuses when things don't go right?



Notes:

Personal Presence for Professionals

- **Organization:** are your thoughts, calls and meetings organized?
- **Spontaneity:** can you handle a curveball, or do you stumble and stutter when things don't go as planned?
- **Questions:** are your questions appropriate, or are they too predictable? Do you sound like a sales guy or a like a diagnostician?



Notes:

Personal Presence for Professionals

- **Composure:** do you present yourself as relaxed and confident, or do you sound and look nervous and timid?
- **Maturity:** are you behaving like an adult consistently or are you occasionally inappropriate with your reactions, responses, comments and language?
- **Resilience:** can you thrive under pressure or do you shrink and get overwhelmed? Do you recover quickly from disappointment or do you dwell on the bad stuff?



Notes:

SALES PROFESSIONALISM DEFINITIONS, ATTITUDE, ACTIONS

Unprofessional Behaviors

- | | |
|-------------------------------|---------------------------------|
| Not listening to clients | Misspelling customer's name |
| Sharing your problems | Attacking the Mother Ship |
| Arguing with customers | Making impossible promises |
| Dressing like an amateur | Old sales guy routine |
| Arriving too late/overstaying | Missing/cancelling appointments |
| Using inappropriate language | Talking about other people |

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Notes:

Professionalism and Time Management

- A true professional understands that time can't be managed; he or she can only manage to use the time available most effectively. These habits help achieve maximum efficiency.
- Utilize diagnostic tracking
- Don't major in the minors
- Don't waste downtime
- It is OK to say NO
- Schedule your priorities
- Plan weekly, not weakly

Growth
DYNAMICS

Notes:



Growth
DYNAMICS

Notes:

SALES PROFESSIONALISM DEFINITIONS, ATTITUDE, ACTIONS

A Little Professionalism Humor

https://www.youtube.com/watch?v=-y_IHhshQcg

**Growth
DYNAMICS**

Notes:

Final Thought on Professionalism

The professional has learned that success, like happiness, comes as a by-product of work. The professional concentrates on the work and allows the rewards to come or not come, whatever they like.

Steven Pressfield,

The War of Art: Breakthrough The Blocks & Win Your Inner Creative Battles.

**Growth
DYNAMICS**

Notes:

Lessons Learned

**Growth
DYNAMICS**

Notes:

GUTS FOR GROWTH

Guts for Growth

High-Performance Sales Program
Growth Dynamics



Notes:

Today's Agenda

- Commitment Updates
- Activity and Learning Recap
- Any Homework updates?
- Guts for Growth
- Lessons Learned



Notes:

Guts for Growth Goals & Objectives

- Establish areas for Guts & Growth
- Develop the fortitude to produce positive *behavioral changes*
- Learn to balance Activity, Beliefs and Skills
- Establish a highly productive routine to grow
- Enhance Guts by separating your Person / Performance
- Keep your head about you when everyone else is losing theirs
- Commit to positive action even when all seems lost at that moment
- Learn how to rejection-proof your self worth



Notes:

GUTS FOR GROWTH

Guts for Growth Principles

- You do not learn by getting a yes, you learn by getting NO
- All the world is a stage and all the people players on it
- Never take performance defeats *personally*
- Keep *activity consistent* when the results are not there
- Believe in activity
- Avoid *repeating* and reliving past failures
- YOU are NOT your performance
- The person is a champion regardless of the performance
- Take *personal responsibility* for your success or failure
- No one can make you feel inferior unless you let them

Growth
DYNAMICS

Notes:

Guts for Growth Definition & Exercise

Think about these two scenarios:

1. I'm on a Roll!
I'm on Fire, I can't lose !
2. Everything I touch turns to crap
Everything is toxic and I'm on a bad streak

Recall some of those times when you felt HOT or Desperate

Growth
DYNAMICS

Notes:

Guts for Growth Obstacles

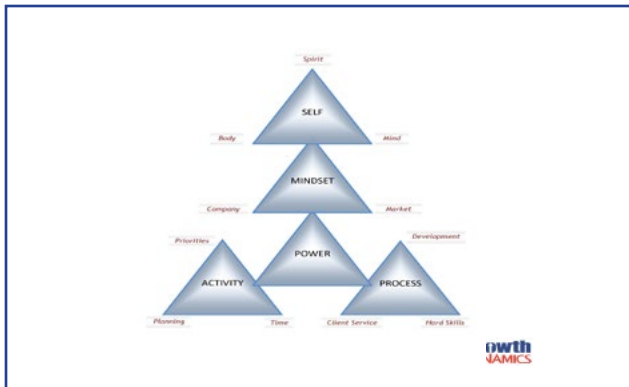
Fear of:

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Growth
DYNAMICS

Notes:

GUTS FOR GROWTH



Notes:

Guts for Growth

The 4 Dangerous Beliefs

Drives everything: how you feel inside about yourself, your company, and your profession. Your belief system has a significant impact on your attitude.

"Whether you think you can or can't, you are right."

Identify 4 Common Beliefs that are holding you back:

- Need Prospects to be your friends
- Emotional Swings
- Buyer Empathy
- Head trash – about yourself or sales

Growth DYNAMICS

Notes:

Guts for Growth - Beliefs

Belief #1 – Need Prospects to be your Friend

Avoiding?	You do:
•Ask tough questions	•Try to get personal needs met on sales calls
•Get prospects to say "No"	•Accept put-offs and excuses
•Confront prospects when necessary	•Feel it's more important to be liked than paid
•Live by SW3 (Some will, some won't, so what!)	•Care about what others may say, think or do
•Push people to make decisions	

Growth DYNAMICS

Notes:

GUTS FOR GROWTH

Guts for Growth - Beliefs

Belief #1 – Need Prospects to be your Friend

Counter Programming

- You can't lose what you never had
- No is as bad as it gets
- You miss 100% of the shots you never take
- Nothing bad can happen in a conversation about business
- Things are never as good or bad as they seem at the moment
- The future is now
- Persistence is on the call, not after the call
- Never leave a meeting feeling good
- Never leave a call without a return appointment
- Never do anything until you know the next step
- Feel the fear and do it anyway
- Make payroll every Friday



Notes:

Guts for Growth - Beliefs

Belief #2 – Emotional Swings

You do:

- Constantly worry about the economy
- Blow situations out of proportion
- Over-commit and over-promise
- Act great in training, but poor on the actual sales call
- Take customer comments personally
- Show desperation on sales calls
- Panic when customers show resistance
- Show manic prospecting behavior
- Feel like they are being attacked when asked a question
- Give up at the first sign of problems
- Internalize and collect stamps
- Constantly relive past events
- Act inconsistent with their activity and sales objectives



Notes:

Guts for Growth - Beliefs

Belief #2 – Emotional Swings

Counter Programming

- Sales calls are not life and death situations
- Selling is hysterical activity on the way to the grave
- It's OK to fail
- The worst you will do is the best they will ever see
- No good or bad news—just information
- Make it a game
- Don't think on sales calls
- Practice-Drill-Rehearse sales techniques
- Focus on the prospect at all times
- You can't lose what you never had
- You can't blow away a good prospect
- You can't control others, only your attitude and behavior



Notes:

GUTS FOR GROWTH

Guts for Growth - Beliefs

Belief #3 – Buyer Empathy

Do Personally

- Shop for the lowest price
- Get three bids from contractors
- Always have to check with others before they invest
- Have to see something several times before they buy

Do Professionally

- Have deals that look promising then turn cold
- Miss their window of opportunity to close
- Spend a lot of time chasing people for decisions
- Frequently lose control of the sale process
- Don't discuss rules of engagement
- Don't hold prospects accountable



Notes:

Guts for Growth - Beliefs

Belief #3 – Buyer Empathy

Counter Programming

- Only decision-makers can help others make decisions
- My time is worth something
- I buy from people I trust
- There is a difference between value and price
- Never do anything unless you know the next step

Performance Enhancers

- Dream Board
- Goals
- Focus on the sale of the moment
- Visual Pipeline Reviews



Notes:

Guts for Growth - Beliefs

Belief #4 – Head Trash

You Believe:

- I have to call on a purchasing agent
- I can't call on the president
- I can't close on the first call
- My prospects will only buy if I have the lowest price
- It's OK for people to think it over
- No one is buying in this economy
- Don't talk to strangers
- Most prospects are truthful
- I don't deserve to win
- \$ 40,000 is a big income
- That's impossible



Notes:

GUTS FOR GROWTH

Guts for Growth - Beliefs Belief #4 – Head Trash

Counter Programming

- Never take anything at face value
- How do we get around that?
- What are you hoping I would say?
- You are better than that!
- Let's say you could, how would you do it?
- Anything you can conceive and believe you can achieve

Performance Enhancers

- Stay actively engaged in productive sales activity
- Visualization
- Accountability
- Positive Peer Pressure



Notes:

Guts for Growth Person vs. Performance Review

Performance: Do not confuse your self-worth with your performance in a particular role, such as a sales person.

1. Champion
2. Defeated
3. Fence Sitter

Principle: If you want to improve your performance (as a sales person) then improve your self-esteem!

How a Champion Responds:

- "I am financially independent and do not need the business".
- "I am assertive, not aggressive."



Notes:

Lessons Learned

1. _____
2. _____
3. _____
4. _____



Notes:

NEGOTIATION

“Once upon a time there was a bear who was hungry and a man who was cold, so they decided to negotiate in a neutral cave. After several hours, a settlement was reached. When they emerged, the man had a fur coat and the bear was no longer hungry.”

Therein lies the biggest fallacy of negotiation; that each person can get what they want. In business it is just as hard to determine whether the outcome of a negotiation favors one party or the other. In a successful negotiation both parties gain, but more often than not one party wins more than the other.

In this section we will explore why some salespeople win the negotiation game on a consistent basis and why others are defeated; and why those that are defeated on a consistent basis make substantially larger concessions than necessary while champions do not.

Let's have a working definition of negotiation:

Two parties having a discussion, each reserving the right to veto.

Negotiation plays a subtle part of our business lives every day. We bargain for high stakes. Capable people are told precisely what to do while others are treated as thinking human beings. Some shudder with fear at the sight of authority while others hold their head high and demand respect and responsibility.

Some salespeople get goals accomplished through persuasion, loyalty and reason while others must use force, pressure and intimidation. Negotiation takes place whenever ideas are exchanged for the purpose of influencing behavior.

NEGOTIATING SKILLS ANALYSIS

Rate yourself 1 (Low) to 5 (High) as to how you see yourself. Be honest.					
1. I am able to secure more information from my counterpart than they receive from me	1	2	3	4	5
2. Upon presenting my offer, I hold firm and do not easily concede.	1	2	3	4	5
3. I am good at learning what is really important to my counterpart.	1	2	3	4	5
4. I always listen to what my counterpart is saying and I am NOT thinking about what I am going to say	1	2	3	4	5
5. I am good at not speaking during silent periods just to fill the silence.	1	2	3	4	5
6. I never allow myself to be intimidated by a counterpart	1	2	3	4	5
7. I am good at keeping my emotions out of the negotiating process and do not take my counterpart's responses personally	1	2	3	4	5
8. During a meeting, I am successful at controlling the discussion and do not get side-tracked	1	2	3	4	5
9. After closing a negotiation, there is never any confusion as to what all parties agreed to, no surprises.	1	2	3	4	5
10. I know exactly what things I can give away that have value to my counterpart, but are of little or no cost to my company.	1	2	3	4	5
11. I rarely respond to questions without pausing to think and plan my response	1	2	3	4	5
12. I am very aware of my body language during negotiations and what it is saying to the counterpart.	1	2	3	4	5
13. When a counterpart asks for something or makes an offer, I never take or accept the first offer	1	2	3	4	5
14. During critical conversations, I always repeat back to my counterpart exactly what they said to ensure a clear understanding by all parties	1	2	3	4	5
15. I often plant my feet and choose not to discount my offer or concede important points	1	2	3	4	5
16. When someone personally attacks me, I have the ability to remain calm and cope with it. I never take it personally.	1	2	3	4	5
17. I am always successful at negotiating for a better outcome than expected	1	2	3	4	5
18. I have a unique ability to get the negotiation process moving again when it seems to have stalled	1	2	3	4	5
19. I am good at knowing when to ask for assistance from others to get the negotiations done.	1	2	3	4	5
20. My counterpart always speaks more than I do	1	2	3	4	5
Total Score:					
I would rate my negotiation abilities	1	2	3	4	5

NEGOTIATING SKILLS ANALYSIS

Circle Your Rating

Champion Negotiator 90-100

You should be teaching the course.

Promising Negotiator 80-90

You have a lot going for you but need to improve your negotiating strategies.

Top 20% of all champions negotiate at this level.

Typical Negotiator 70-80

You are probably winging it and are just getting by. You are performing at a level that is equal with 80% of managers.

Beginning Negotiator Below 70

You have yet to learn any negotiating strategies. Stick with us and together we will learn the strategies of a Champion Negotiator.

Seven Conceptual Principles of a Champion Negotiator

PRINCIPLE 1: HANDLE YOUR BUSINESS ISSUES UNEMOTIONALLY.

When your personal feelings interfere in business, they cause frustration, cloud your judgement, and lead to failure.

If you are in business to achieve some kind of emotional gain, you will be defeated in your negotiations on many occasions. If you make your team, clients or other businesspeople your audience, you give them power and they can control you by withholding their applause.

PRINCIPLE 2: AVOID BECOMING A CASUALTY IN BUSINESS

Most people who negotiate poor outcomes and are taken advantage of in business situations set themselves up to be used.

If you ask people, they will be quick to point out how other people were at fault and took advantage and did not play by the rules. Let's review the rules:

Rule #1. There are no rules.

Rule #2. Every person has a different set of rules.

Rule #3. Rules are subject to change.

Rule #4. You have to take care of yourself.

The bottom line is that you gave people an advantage or opening and they took it. You were hoping they would be looking out for your best interest as well as their own. No one gets paid enough to do that. Other people are not ruthless villains. They are simply in business to survive and prosper. If you expect others to look after your needs, you will only be hurt and disappointed. You will find sinister motives where none exist and confuse the situation even further.

I was in a partnership with a certain businessperson, “Lee.” I approached another man, “Mike,” about doing a business deal. Mike was enthused until he found out who my current partner was. At the very mention of Lee’s name his face turned red. Mike let me know that my partner and he had a difference of opinion over a contract seven years ago. He vowed never to do business again with Lee. Mike told me my partner was evil, heartless, dishonest and a terrible person. As I listened to the description, I had no idea who Mike was talking about. After two years together, I had never seen this monster. I asked him what happened. He recalled the experience like it was yesterday. It seems he and Lee had made a business arrangement for services, and Mike wanted out of the agreement.

My partner chose not to allow it and when Mike would not follow through with his agreement Lee used legal means to enforce the contract. Mike had made this a personal issue and he missed a profitable opportunity because of it.

This may sound cold and heartless, but your feelings do not matter in business. If you make them matter, then you will pay for it in your negotiations.

PRINCIPLE 3: NEGOTIATING WITH PEOPLE IS “MESSY.”

Human behavior tends to be unpredictable and it is difficult to have the same set of rules for dealing with each individual people or managing every interpersonal situation. You must be prepared with principles and skills to deal with a wide variety of people and situations. Most sales programs paint for you a picture that if you follow a checklist your job can be neat and tidy. This is not the case. You must develop the skill of finding a way to put square pegs in round holes.

PRINCIPLE 4: THE WORST YOU WILL DO IS THE BEST THEY WILL EVER SEE.

Considering we cannot count on people or situations making adjustments. The only thing you can control is your behavior and your ability to deal with these challenges. Many of these depend on “common sense” strategies and are already known to you. The chances are you have neglected to use them because you are not aware of how important they are or because you have lacked faith in yourself. Risk is part of the job description and rarely do you have all the facts and hidden agendas on the table. In these instances, you must rely on yourself for your decisions.

PRINCIPLE 5: IT IS WHAT IT IS!

In any negotiation you face, you must deal with the reality of the situation - not what should have been or could have been or what you wish it would be. Your job is-to deal with the real issue at hand and not to make it more or less than what it is. Things are never as good or as bad as they seem at the moment. Your responsibility is to have the courage to understand the truth of your and others’ position. If you do not understand something, assume it has not been properly explained.

Pursuing the truth gives you direction, shapes your method and leads you to a correct decision. As you search, do not blame or attack others. You will only create resistance instead of cooperation. Gather your facts and observe any discrepancies. Ask others to help you make sense of them. Lead from curiosity, not from mistrust.

PRINCIPLE 6: WORRY ABOUT WHAT YOU CAN CONTROL

Be aware of the difference between a problem and a predicament. A problem can be traced to a cause and, once found and eliminated, the problem goes away. A predicament is a situation that exists with no specific solution. You have to accept it, cope with it or veto it.

PRINCIPLE 7: NEVER ALLOW YOURSELF TO BE A HOSTAGE.

Know when to walk away. Don't walk away just to avoid painful situations, but walk away from negotiations that are pointless, futile, draining and unproductive:

- ◆ Walk away when you realize you do not belong.
- ◆ Walk away when the other person refuses to hear you.
- ◆ Walk away when you are being provoked into a fight.
- ◆ Walk away when the other person is out of control.
- ◆ Walk away when you are being lied to.

Walk away as soon as it makes no sense to be there.

Six Steps to Being a Champion at Negotiation

1. Recognize that everything is negotiable. Champions know where to pick their spots. There is nothing set in granite: not prices, timetables, compensation, terms, investment, personnel, etc. "This is the way we have always done it" is no longer an acceptable option. On the other side, remember the other party has the same rights, including the right to walk away and not negotiate. You can damage relationships by always having to negotiate every detail. A business associate of mine and I were discussing a recent conversation he had. He was discussing the possibility of using his service with a representative of a company who had a need for his service. The situation seemed like the perfect fit for both parties, but the deal fell apart. I asked what went wrong and he said the other party was more interested in using moves on me to get an unreasonable price and terms and then being able to go back to the office and brag to his associates that he got the better of me in the negotiations than working out an acceptable outcome.
2. Negotiate like there is a tomorrow. You can only take so many withdrawals without making any deposits. Find out your partner's priorities and objectives and have a vested business interest in helping your companion meet these - not at the expense of your priorities and objectives and not because you have a high need for approval, but because it is profitable for your business, especially if you ever have to negotiate with your party again.
3. Champions aim high, but resist being a pig. You are better than you think. You deserve more than you are asking for. Results are always more than expected if we expect more. Champions have high aspirations. Champions also have a sense about when enough is enough. You damage the relationship by insulting your counterpart's intelligence or making them angry or defensive by crossing the line by asking for too much. There is an old Wall Street saying that goes like this "Bulls make it, bears make it, pigs get slaughtered! Don't be a pig - learn when to quit while you're ahead."

1. Have a firm foundation of principles and process. Preparation proceeds power. If you know the strategies and tactics outlined in this program, you will always be aware of what is going on in a negotiation. It's like a game of chess - you make a move based on your counterpart's. If you know all the moves, this gives you a distinct advantage and allows you to be able to maintain a balance in the negotiation and keep your head on straight.
2. You are either furthering your own agenda or theirs - you pick! Plan ahead and do your homework. Champion negotiators understand knowledge is power. The more inside information you have, the stronger your position and confidence level. If you wait until you enter into the negotiation to do your preparation, you will be like a ship out at sea without a sail and a rudder. You will move with your counterpart but without direction.
3. Negotiate with your eyes, as well as your ears. Your responsibility is to gather information, not dispense it in a negotiation. Champions listen so they can read between the lines of what's being said. They watch for signals in body language and tone as well as the words. People are very protective of their positions and will send you subtle signals intentionally and unintentionally. You must have your antenna up to receive these signals. Champions practice non-judgmental listening. That is, when we are gathering information, we accept other's views, priorities and fears. It includes looking at the world from their perspective knowing you have the right to not agree. For this exercise, the champion sets aside their opinions, judgments and excuses in order to gain the edge of understanding another point of view.

Principles of Time

1. 80/20-80% of concessions are made in the last 20% of the time allotted.
2. In purchasing, a quick decision is usually advantageous to the person making the offer.
3. Patience-Except when lines in the sand approach (deadlines), something is happening. It's your responsibility to find out what is happening and why.
4. There is always a line in the sand (deadlines), believe it or not.
5. Knowing my client's timetable is vital information. If you have a line in the sand, do not reveal it to your counterpart unless it is advantageous to your negotiating position to do so.
6. Create artificial lines in the sand when possible. Keep your counterpart on schedule.
7. Don't allow announcements to be made too early.
8. If you have a final offer, wait until the eleventh hour.

Interest vs. Position

Consider the story of two men quarreling in an office. One wants the window open and the other wants it closed. They bicker back and forth about how much to leave it open: a crack, halfway, three quarters of the way. No solution seems to satisfy them both.

Enter the manager. She asks one why he wants the window open:

“To get some fresh air.” She asks the other why he wants it closed. “To avoid the draft.” After thinking a minute, she opens wide a window in the next room, bringing in fresh air without a draft.

For a wise solution reconcile interests, not positions. You should never take a personal position on anything during the negotiations) You should never attack anyone’s position because people will fight to the death to defend their positions even if they are not correct or in their best interest if you attack. Our manager story is typical of many negotiations. Since the parties appear to be in a conflict of positions, and since their goal is to agree on a position, they naturally tend to think and talk about positions. And in the process often reach an impasse.

The manager could not have invented the solution she did if she had focused only on the two men’s stated positions of wanting the window open or closed. Instead she looked to their underlying interests of fresh air and no draft. The difference between the position and the interest is crucial.

19 Offensive Strategies for Champion Negotiators & Evasive Maneuvers

1. THE FLINCH

Champions have a habit of flinching. The flinch is communicated by making a sour look or a remark of disbelief any time your counterpart mentions the investment or terms of the negotiations.

Evasive Maneuvers: When your counterpart flinches at your terms call it on them.

You: “The investment for this product is \$6,500

Counterpart: “Are you kidding, \$6,500?”

You (matter-of-factly, with a smile on your face): “What were you hoping I would say?”

Hold your ground and put them on the defensive. The best defense is a good offense. Do not give in until you have a solid understanding of why the person flinched. Defeated negotiators tend to give up too much, too soon.

2. TAKE AWAY

Champions keep their edge because in their mind they always have the ability to take their offer away.

For example, one manager in our program was complaining how her team for a special project was not meeting deadlines and not sending in their updates. She was calling them asking how she could help and encourage them on. They kept saying “we’re getting there,” yet the results were unacceptable.

We had her call a meeting and open with the following:

“Based on our missed deadlines and updates, I get the feeling that the group has decided this project has no purpose or reason. You hate it and you hate me for putting you on this team. I am here to give you your full release from this project. There will be no negative repercussions. It’s over. I will get a new team. No hard feelings.”

Amazing as it may sound, no one wanted off the team. However, now all the real issues came out on the table. With this new information and plan, the group put the pressure back on themselves and the results followed. The best way to get on with it, is to get it over with.

Evasive Maneuvers: When someone takes it to over, your move is to again call the game, their bluff and turn the tables on them.

Counterpart: “Bill, it looks like we are finished!”

You: “Which means?”

Counterpart: “Which means we cannot come to an agreement.”

You: “Sounds like you have decided to stop negotiating and that we will never come to an agreement.”

Counterpart: “I did not say never.”

You: “My fault. I did not understand. What did you say?”

Don’t be a beggar. You need people, just not the one in front of you. If other people are interested in your proposal or you can find options elsewhere and still meet your objectives, let them walk. If you beg them to stay at the table your position will be weakened.

3. OPTIONS

Champions understand the power of having options. Options force your counterpart to sell you and justify everything, and in many instances give away more than they had anticipated.

Sometimes just the knowledge that you have other options is enough to force concessions.

Evasive Maneuvers: Do your homework-know the options and how you stack up. Bring up the options before they do. You are saying to them, “Hit me with your best shot.” They thought this was their ace in the hole and you took it away from them. Now they are deflated. Many people will tell you their option is just to get rid of you. They have no intention of working with you, even if concessions are met. Do nothing unless you know the next step.

4. CONTROL THE PAPER

Champions control the paper. Whenever you reach an agreement with anyone, you should be the one to put it in writing. When you are the one to write the deal points, you can tie down all the loose ends that surround the issues that were agreed upon.

One of the business owners participating in our training program made an agreement with a large bank and its 50 branches to install alarm systems. He controlled the paper, and, in the agreement, he added an automatic two-year renewal unless he was given 60 days written notice before the first anniversary date. They signed the agreement. The business owner had invested a lot of money doing the installations and was doing a great job of service for the bank. Eleven months into the first year the bank changed hands and the business owner was told to have his alarms out in 30 days. Thanks to our business owner controlling the paper, the bank was not in the power position they thought. The bank had renewed automatically for two years. They worked out a much more equitable agreement.

Evasive Maneuvers: Never feel pressure to sign anything! Remember you can always veto the deal. If you do not agree with how your counterpart has tied up the loose ends and written agreement, you should immediately write back explaining how you feel the issues should be handled. If you do not have a sense of urgency with your response, you will lose tremendous power when you finally sit down to do the paperwork.

5. LOW-HIGH BALLING

This move is where someone makes an absurd offer either high or low. Low balling can be effective because it tends to lower a counterpart's aspiration. Highballing, depending on your counterpart's priorities can get you more than you expected and / or leave room for additional concessions if needed to get the deal done.

Evasive Maneuvers: If someone low balls you,

1. Be shocked (flinch).
2. Walk away. Do not counter. Act insulted.
3. Counter back with your offer or position.
4. Counter back 20-30% higher than your offer or position. Tell your counterpart that you made a mistake ("my fault") about the offer. This counters the ridiculous with the ridiculous (have a smile)
5. Put it in their world: "If you were me, how would you respond to an offer like that?"
6. "I'm confused because . . ." (repeat to them the facts you know from your homework). Struggle with "something is not right."
7. "I'm uncomfortable with that offer. Can you help?"
8. "Is this your final offer or ultimatum?"

If someone highballs you:

1. Do your homework to see if the offer is competitive or reasonable.
2. Use information to demonstrate with a competitive analysis that the offer is unreasonable.
3. Get specific and ask for a breakdown of each component of the offer.

Be careful not to defend your position or offer. Find out why they asked the question. You might use a Cushion such as "That's a good question. Why do you ask?"

6. NIBBLE

This tactic comes into play after you have come to an initial agreement. After you have reached what your counterpart thinks is an agreement, you place a condition on the final arrangement. The condition is an extra or addition.

Example: "I will take your offer of \$15,000 if I can get the funds in 30 days vs. 60 days."

Evasive Maneuvers: Call them on this gently. Do not be over enthusiastic to cut the deal at this point. Remember, it's not over till the fat lady sings!

Try this: "Let's suppose I cannot do that. Is this a deal buster?"

-OR

Struggle with, "I don't know. This is really tough. I have to check with the accounting department to get you 25% in 30 days, 25% in 45 days and the balance in 60 days.

Assuming I can get the accounting department to go along with me. Can you live with that?"

Do not give up something major without getting something in return.

7. FUNNY MONEY

This principle involves breaking dollars and cents into such small amounts that your counterpart doesn't realize he or she is dealing with large sums of money. This serves as a focus deflector. People have a lot of internal scripting and messages about lots of topics, especially money.

When I bought my first house my agent kept me focused on the monthly payment vs. the total investment over 30 years with interest. My \$75,000 townhouse over 30 years with interest would cost me \$215,000. That was unacceptable. But \$700 a month was an amount I could get comfortable with. Reduce to ridiculous.

◆ Example: \$500 product with a life of 5 years= \$100 per year

◆ = \$2 per week

◆ = 29 cents per day

Evasive Maneuvers: Do your homework and invest time and energy working out the total price figure. Many people try to get you to deal in the monthly payment and not the total price when they are negotiating. Ask for details before you make the deal. Be willing to walk away if your counterpart is not willing to provide full disclosure of all terms.

8. THIS IS NON-NEGOTIABLE

Sometimes you have a counterpart who will tell you an issue is non-negotiable. People will say this for several reasons. First, it shows they have strong convictions about the issue. Second, it tends to intimidate your counterpart into lowering their expectations puts them on the defensive. Third, it forces your counterpart to reevaluate his or her position. Fourth, many times the counterpart will back off and move to safer ground.

Evasive Maneuvers: If it is not in your best interest, walk away. Let them know if the issue can be discussed you would be interested. Time has a way of softening people, especially if they get no other bites.

If it is a good deal, then take it. Do not let your pride get in the way of an important deal. Investing too much is relative to your return on investment or other predicaments. Get a third party to reason with them or soften them up.

9. SPLIT THE DIFFERENCE

When two parties are still apart on an issue and the negotiation seems to be at a stalemate, one can offer to split the difference with the other. The rule of thumb in this situation is to let your counterpart offer to split the difference. If you offer to split the difference, your counterpart knows you are willing to lower your aspirations. Put it back on them: “We are only \$200 apart. What should we do?”

Evasive Maneuvers: Keep it in their court. Let them make the suggestion - “I’m not sure. What do you think?” Remember, you win by keeping the ball in their court. If you need a marker or if you are ahead on the scoreboard, don’t spike them. Go ahead and offer to split the difference and look like a hero.

10. WITHDRAWN OFFER

There are times when it is in your best interest to withdraw your initial offer. Champions use this when they feel they are being taken advantage of or being put into a situation where they can only lose. Talk it over, go for the no. The worst they can say is no. They don’t say, “The answer is no and where do you live? I’m coming after your family.” This is the take-away.

Evasive Maneuvers: If someone withdraws their offer and you have no interest in the offer, then let it go. If that is not the case, your move is to fall on the sword - “My fault. I take full responsibility for not getting back to you and you have every right to take this offer elsewhere. I’m not sure that would be in either of our best interests. Are you willing to put the offer back on the table if I agree to give you a decision?”

11. GET A MARKER FOR EVERYTHING

With the “getting a marker” tactic, you make a big issue of something that you really do not care much about. In a psychological negotiation, you can actually get credit for this. You make an arrangement. You are told the time frame for delivery is ninety days. Although the time frame is not that important to you, you make it a big issue in hopes that the person will defend their position and make other concessions. You can even tell them with that time frame you may have to go in another direction.

Evasive Maneuvers: If you are being dumped on you must give them a flush. “Sounds like you have reconsidered. Do you not want to do the deal because of the time frame?”

Note: If you have a skeleton in your closet, it's time to let them out early if your time for delivery has been questioned before the deal. Head your trouble spots off early at the pass. People will find out and, most of the time if you will bring it up early, it will go away and you will find it's not as big of a deal as you thought.

12. DO BETTER THAN THAT

The idea behind this is simple. When someone makes you an offer that you think could be improved, you simply respond, “Do better than that.” Once you make the remark, pause and let your counterpart make the next response.

Henry Kissinger was putting on the pressure. It is reported that on one occasion his chief of staff wrote a report on an aspect of foreign policy. When the chief handed in the report, Kissinger responded, “Is this your best work?” The chief thought for a moment and stated, “I think I can do better.” So Kissinger gave him the report back. Two weeks later, the chief turned in the revised report.

Kissinger kept it for a week and sent it back to him with a note attached saying, “Are you sure this is your best work?” Recognizing something must be missing, the chief once again rewrote the report. This time he personally handed it to his boss and said, “Mr. Kissinger, this is my best work.” Hearing that, Kissinger replied, “Then, this time I will read your report.”

Evasive Maneuvers: First, no mind reading. You can ask your counterpart, “If my offer is unacceptable, what do you consider acceptable?” The reason for asking this question is that you do not want to give away anything you do not have to. Many times, people will apply the pressure just to get you to reconsider your offer. In fact, some people apply pressure on every first offer.

13. DELAYED REWARD

This is better referred to as the “You will get your reward in heaven” tactic. The way it works is to tell someone that if they meet your request, you will reward them with something at some later date.

Example: A printing salesperson in one of our training programs described this situation: I once made a call on an experienced printing buyer. When I reviewed the job, he wanted me to bid, he made a point of telling me how much printing he was going to be doing down the road. Naturally, when I bid the job, I gave him a fair price because of the future business. When I called him back with my number, the buyer said he really wanted to use me, but the bid was higher than he had anticipated. He said, “If you can reduce your price \$500 more on this job, I will give you all my future work.” Hence, I would be getting my reward in heaven.

Evasive Maneuvers: Our experience has led us to believe that you seldom, if ever, get the reward. Unfortunately, many people live on hopes and wishes instead of reality and fall for this move.

Option one would be to be up front and tell your counterpart that your company is not able to discount a job on the promise of future business and that bids are handled on a per-job basis.

A second line of defense that may be effective is to fight fire with fire. Tell your counterpart that you are unable to discount the first job but, if he gives you this job, you will work on discounting an- other job in the future.

Another option is to use the company policy to discount first time jobs. Champions have been burned by this too many times. Please, spare yourself the frustration of not getting the reward.

14. DOUBLE TEAM

This is known as the good cop/bad cop strategy, which is very similar to the higher authority, but is much more specific. In the double team, one person pretends to be on your side and appears to help you make the deal. But every time you strike a deal, the good guy marches off to the bad guy for final approval. Naturally, the bad guy will renegotiate the deal you have worked out with the good guy. Any time you get into this scenario, you can end up with devastating consequences if you do not expose the game.

Evasive Maneuvers: Call the game. “Bill, I am uncomfortable with the good cop/bad cop move going on here. Can we just talk straight?”

15. IT’S THE END OF THE WORLD AS WE KNOW IT!

This tactic involves pushing your counterpart right up to the edge of some terrible outcome, then threatening to push. Usually both sides have a great deal to lose if the negotiations fail and a great deal to win if they succeed.

Lee Iacocca, as chairman of Chrysler Corporation, used this tactic when he was negotiating with the auto unions. Iacocca’s goal was to have the unions accept a package at \$17 per hour. The union would not settle for any less than \$20 per hour. One bitter night, Iacocca addressed the union negotiating committee. “It was one of the shortest speeches I have ever given,” he recalls. “You’ve got until morning to make a decision. If you don’t help me out, I’m going to blow your brains out. I’ll declare bankruptcy in the morning, and you’ll be out of work. You’ve got eight hours to make up your minds. It’s up to you.” The workers did concede.

Evasive Maneuvers:

1. When someone becomes a terrorist, you have three choices.
1. If you believe your counterpart has the power to back up his or her threat, you can walk away and accept the consequences.
2. You can give in and try to negotiate other points.
3. You can give your counterpart the appearance of giving in and concede in hopes of renegotiating the major issues.

16. FLATTERY WILL GET YOU EVERYWHERE!

One effective way to gain an advantage is to use flattery or humor. This works because when humor is used effectively, it has the impact of relaxing the negotiation parties. When flattery is used, it has the impact of motivating the other to respond. Many people are so stroked deprived, they will take them in exchange for compensation.

The president of a nonprofit organization called me and asked me to speak at an upcoming meeting. Her opening comment was, "Now, I do not have a budget to pay you. But we need a great speaker and you are the best I have ever heard. I'm sure there would be some back-end business for one as talented as you." How could you say no to that?

Evasive Maneuvers: Never take strokes. Always give them back. "I appreciate your comments. I have a lot of respect for you and your organization." Or, "Let me see if I understand ... " or "Here's my problem . . . The Accounting Department is a bear. What if they say I need to get compensated, what would we do then?"

Once you set the flattery aside, you can get back to negotiations. Another option is to get creative and negotiate a barter or something other than cash. In this case we settled for an advertisement in their fundraising program.

17. DRAWING A LINE IN THE SAND

Most negotiations will be finalized in the last 20% of the time available. Limits are set by either party in just about every form you can conceive. Limits are set on price, either high or low, limits on time, limits on geography or communication. It is important to know if someone draws a line in the sand, you do not have to be held hostage. You must always have options. Stay in your adult mode and ask questions. Seek information on all lines your counterpart may draw.

On the other hand, it is a good idea to have your own clear agenda of where you are going to draw lines in the sand. Knowing where to pick your spots is crucial and can serve as your objectives. People hate to make decisions. You must trap them into being decisive.

Evasive Maneuvers: First, do not get defensive. Second, head them off at the pass, "So, let me make sure I understand. If I do not decide now, it's over forever and there will be no more discussion?"

If they waiver, it's a bluff; if they remain committed, you know where they stand. Third, ask questions to help you understand why the time limit is imposed. It's OK to tell your counterpart you are uncomfortable with this pressure. Fourth, you can go on the offensive and tell your counterpart his request is unacceptable and that you are insulted and hurt. Fifth, you can ignore the line in the sand.

18. DUMB AND DUMBER

Faith accompli is a principle coined by Gerard I. Nierenberg. It has a lot in common with playing dumb. There are times when it is in your best interest to go ahead and do something, without first negotiating it. Then, when you get caught, you fall on the sword and put the pressure on your counterpart to rescue you. "I'm sorry. I did not understand. I'm confused. My fault. I don't know what I am going to do. I guess it's over. You should be upset. You probably want to let me have it. It will never happen again!" this, you say, "I did not think so," and go to your next move.

You can use third parties or higher authority. Tell them that their offer sounds reasonable, but you need your wife or board or president to come over and review the offer.

19. HOME FIELD ADVANTAGE

Anytime you can get your counterpart to leave his or her office to negotiate with you on your home field you gain a significant edge. The reason this works so well is that it takes time and effort to come to your location. This effort helps raise their commitment level. Your comfort level is high and you know where everything is. Also, there is a behind the scenes psychological advantage you take. However, Dick Schlosberg, publisher and CEO of the Los Angeles Times, reminds us when negotiating with our personnel, there could be exceptions.

Always see people in their office, not yours. When somebody asks, “Can I see you?” you say, “Sure, I’ll be right over.” There are two benefits. First, you get out from behind your desk and walk the office halls, and secondly, you can always leave when you want to. You are seen by others which is always good for morale and you usually learn at least one new thing every time you’re around the office floor.

Evasive Maneuvers: First, as always, you can walk away and not play. Second, you can move to a neutral location. Third, you can reverse them to suggest they meet at your location. Fourth, sometimes you can seek out those that can give you information about a previous negotiation with your counterpart.

Sources

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TERRITORY MANAGEMENT

Territory Management

High-Performance Sales Program
Advanced Application



Notes:

Program Mission

- To develop a deeper understanding of the importance of effectively managing a sales territory
- Establish tactics for better territory coverage and management
- Discover areas where the participant may be losing opportunities
- Allow each participant to discover ways to more effectively develop their sales territory



Notes:

Principles of Territory Management

- Better planning creates more effective activity
- Required to truly take ownership of your sales career
- Demands effective utilization of all the Dynamics for Growth sales process components
- Truly effective territory management calls for big picture business thinking
- Requires a commitment to work a plan rather than react to the phone or inbound request



Notes:

TERRITORY MANAGEMENT

Obstacles to Successful Territory Management:

- Failing to commit to taking full responsibility for your success
- Confusing persistent follow up with effective territory management
- Getting emotionally involved
- Replacing the plan with the seemingly urgent
- Not connecting a value to your time and activity
- Failing to connect personal goals to your sales success
 - Fear
 - Rejection
 - Failure
 - Losing an opportunity
 - _____

Growth
DYNAMICS

Notes:

Basic Concepts of Territory Management

- You run your personal sales company
- Activity is the insurance premium you pay for sales success
- If you don't know where you are going, any road will take you there
- Time is the only asset you can never recover
- You are either working your plan or becoming part of someone else's
- Not all accounts are equal
- Not all accounts want to see you as much as you might think
- There is no extra pay for being Superman
- You and the company are on the same team, stop fighting with them
- Covering a territory is not to be confused with developing a territory

Growth
DYNAMICS

Notes:

Basic Concepts Cost Analysis Exercise

Step 1: Evaluate how well you are currently managing your sales territory. Circle all that apply to your method of managing.

Territory management, what is that?	Aren't there 24 hours in a days and 7 days a week for a reason?
I never know what will happen and can't imagine that anyone does in the sales profession.	I can't call on everyone I should when the warehouse keeps messing my customers' orders up.
My customers have told me when to show up, and prospecting gets what is left each week	Every account has potential so they all deserve the same treatment.
How can I manage a territory when I am so busy running materials to all my customers that have emergencies?	Stopping by to talk about other stuff is just as important as a sales call.
Everyone knows what we sell so they can call when they want something.	If I don't jump when they call I might lose the business.

Notes:

TERRITORY MANAGEMENT

Basic Concepts Cost Analysis Exercise

Step 2: Calculate your hourly wage by taking the average number hours you each week. Multiply that number by 52 minus the number of weeks you take off for any reason. Divide your total compensation by the number of hours you calculated you are working each year.

- Hours worked per week: (A) _____
- Weeks worked per year: 52 – (weeks off from work) = (B) _____
- Annual number of hours worked: (A multiplied by B) = (C) _____
- Total annual compensation package: (D) \$ _____ per year
- Hourly Wage: (D divided by C) = (E) \$ _____ per hour

Growth
DYNAMICS

Notes:

Basic Concepts Cost Analysis Exercise

Step 3: Calculate the cost of an ineffectively managed territory

- Take your hourly wage (E) x number of items checked in step 1.
- X weeks of work after step 1 x number of items checked in step 1 x weeks of work.
- Wages lost through ineffective territory management: \$ _____
- When you look at the total amount of lost wages/commissions what is your immediate reaction?
- What would you do, personally, with that income if you could capture it with more effective territory management?

Growth
DYNAMICS

Notes:

Four Areas to Focus On for A Well Managed Territory

- Goals
 - Personal
 - Financial Goals
 - Company
 - Financial Goals
 - Account Maintenance
 - Growth Goals
 - Financial Goals
 - Long/Short Term Goals
 - Expense Management

Growth
DYNAMICS

Notes:

TERRITORY MANAGEMENT

Four Areas to Focus On for A Well Managed Territory

- Time
 - Time spent with each account
 - Managing your process
 - Time spent on the job
 - Face time vs Phone time vs Email
 - Administrative Time

Growth
DYNAMICS

Notes:

Four Areas to Focus On for A Well Managed Territory

- People: Clients/Prospects/Team
 - Evaluating potential for each
 - Prime targets for acquisition (offensive action)
 - Protecting your business (defensive action)
 - Cross selling potential
 - Team integration

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DYNAMICS

Notes:

Four Areas to Focus On for A Well Managed Territory

- Products
 - Growth Potential
 - Package Selling
 - PK personal strengths and weakness (comfort zone)
 - Market strengths
 - Time sensitive products

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DYNAMICS

Notes:

TERRITORY MANAGEMENT

Key Points

- Effective territory management is acting self responsibly.
- Planning pays off at a 10-to-1 ratio for every hour invested in planning your work.
- There will always be interruptions but managing them is the key.
- Create goals annually, break them down quarterly, be accountable monthly, plan weekly and act daily.



Notes:

Quick Hitters

- If you aren't working your plan you are part of someone else's.
- Efficiency and effectiveness are not exclusive of each other.
- You are the president of your own company.
- Everyone gets the same amount of time. How you use it makes the difference.



Notes:

Wrap-Up

- Name three things you learned about territory management
- Name 1 action item you will implement in the next 48 hours
- Trap: I will use this method to hold myself accountable to do the above.

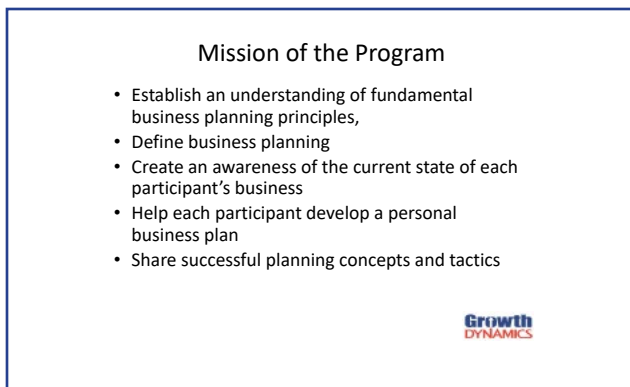


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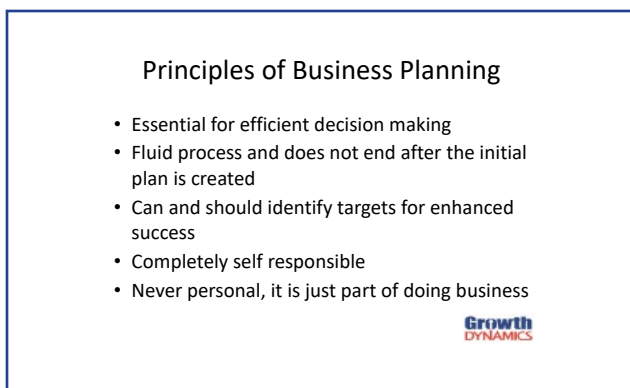
ADVANCED APPLICATION BUSINESS PLANNING



Notes:



Notes:



Notes:

ADVANCED APPLICATION BUSINESS PLANNING

Definition of Planning

- The activities of gathering data and knowledge about a business or business segment for the purpose of designing a more effective approach to sales and marketing behaviors



Notes:

Definition of Planning

Those activities may include:

- Looking at historical data such as sales reports and calendars
- Setting goals or defining success
- Interviewing management, prospects, customers or vendors
- Reviewing data and reports from outside or governmental agencies
- Measuring actual results to projected results
- Making decisions about where, when and how to approach a marketplace
- Using tools to create action plans from the data analysis, reports and calendars



Notes:

Definition of Planning

Business planning is not:

- Reacting to in-bound calls or leads
- Setting a weekly calendar or call rotation
- Reacting to a slow month or quarter
- Setting a sales goal



Notes:

ADVANCED APPLICATION BUSINESS PLANNING

Obstacles to Doing Business Planning

- Fear
- Getting out of your comfort zone
- Too busy with existing sales and service issues
- Procrastination
- Lack of commitment
- Not knowing how much planning is necessary



Notes:

Additional thoughts regarding the power of Business Planning:

- Business Planning is like buying life insurance: nobody likes doing it, but everyone is glad they did when the payoff arrives.
- The best way to predict the future is to create it. Business Planning in a consistent and disciplined manner gives you the power to create your future success.
- There are no guarantees in life or business except that if you do not plan your life is guaranteed to be run by someone else.
- If you are too busy to plan, you are too busy to grow your business.



Notes:

Developing a Personal Business Plan

- Growing your business is like building a house. To successfully complete the project, you need to have a plan. To plan successfully you need to know certain things.



Notes:

ADVANCED APPLICATION BUSINESS PLANNING

Group Discussion

- Suppose someone hires you to build them a house. The homeowners just give you a contract, tell you where the lot is and when they want to move into the home. You might not be faulted for not wanting the contract. Why might that be the case?



Notes:

Group Discussion

- What decisions do have to make before starting the project? What information do you need before starting? What questions do you have for the homeowner?
- How does the home building story relate to the concept of Business Planning?



Notes:

Exercises

- Review SWOT Analysis for Business Planning and Goal Setting



Notes:

ADVANCED APPLICATION BUSINESS PLANNING

Personal Business Plan

- After reviewing your Product Market Matrix and Exploded Cells, what have you learned about your existing business operation?
- What markets and products need the most significant attention or changes?
- What positive patterns become apparent in your Matrix?
- What negative patterns become apparent in your Matrix?

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Notes:

Personal Business Plan

- As a result of creating and reviewing your Matrix and Exploded Cells, I will address the following areas to create a more consistent, profitable business:
 - Tactics
 - Behavior
 - Attitude
- In the next 90 days, the three best outcomes I can expect from addressing the above are:

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Notes:

Lessons Learned

1. _____
2. _____
3. _____
4. _____

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Notes:

SWOT

What is SWOT:

A study undertaken by an organization or individual to identify its internal strengths and weaknesses, as well as its external opportunities and threats.

Develop strength and weakness strategies as a reaction to opportunities and threats. Strength can be leveraged to better pursue opportunities or avoid threats, while weaknesses need to be minimized to capture more opportunities and keep threats from becoming a problem.

Review the conversation pieces below. How would you cushion them and use what has been presented through this program in the approach?

STRENGTHS

- ◆ What are we doing better than the competition?
- ◆ Why do you think some people buy more from us than others?
- ◆ Lets say our business with you went up 25% next year. What did we do?

WEAKNESS

- ◆ What do you wish we would do differently?
- ◆ What should we quit doing or avoid doing?
- ◆ Is there anyone out there we should think of hiring? Why (listen carefully here?)

OPPORTUNITIES

- ◆ What changes in the market worries you the most?
- ◆ What changes are you contemplating in your business?
- ◆ Are there any new products/mfgs/ect. Out there that are on your radar?

THREATS

- ◆ What is the competition doing that we should be doing?
- ◆ What would we have to do to lose you as a client?
- ◆ Do you see any trends developing out there?
- ◆ Are there any new regulations/policies/initiatives coming that we can talk about?

PERSONAL SWOT ANALYSIS WORKSHEET

For instructions on using Personal SWOT Analysis, visit www.mindtools.com/personalswot.

STRENGTHS What do you do well? What unique resources can you draw on? What do others see as your strengths?	WEAKNESSES What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
OPPORTUNITIES What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	THREATS What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?

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LIFE SCRIPTS ADVANCED APPLICATION

PROGRAM MISSION:

- ◆ Develop a deeper understanding regarding the importance of life experiences
- ◆ Establish a basic knowledge of Parent/Adult/Child connection to adult behavior
- ◆ Uncover secrets of individual motivation and possible origins
- ◆ To have some fun

PRINCIPLES OF LIFE SCRIPTS:

- ◆ Better self understanding allows for better self management
- ◆ The more aware you are of your scripting the more aware you will be of the scripting of those around you
- ◆ Creates a deeper sense of personal understanding and acceptance of your individual perspective related to the adult world
- ◆ The more aware you are of your scripting the more you will understand the need to take responsibility for accepting or changing those scripts
- ◆ To understand the uniqueness of each person's script and our natural tendency to make value judgments on those scripts

OBSTACLES TO LIFE SCRIPT MANAGEMENT:

- ◆ Failing to take responsibility for knowing your scripts and their value
- ◆ Confusing life scripts with unchangeable behaviors
- ◆ Getting too emotionally involved to understand script reality
- ◆ Resignation and/or assuming the role of a victim
- ◆ Lack of goals to create outcomes that support script change

FOUNDATION:

Life Scripts are a subset of the core Transactional Analysis theory done by Eric Berne which introduced the concept of Parent/Adult/Child ego states. Each ego state has a set of thoughts, behaviors and feelings that we use to interact with one another in all phases of daily living. The Life Scripts we work with were given to us through both conscious and subconscious messages and teachings between the time we were born through the age of six.

13 QUESTIONS TO EXPOSE YOUR LIFE SCRIPTS

1. What words or phrases would you have on the front of a T-Shirt that you had made for yourself to wear?

Analysis:

2. What words or phrases would you have on the back of that T-Shirt?

Analysis:

3. What message would you have written on your tombstone?

Analysis:

4. What message would your loved ones have written on your tombstone?

Analysis:

5. Write this equation: Life equals _____ and write eight answers below.

_____	_____
_____	_____
_____	_____
_____	_____

Analysis:

6. Identify your favorite comic strip character and explain why.

Analysis:

7. Identify your favorite book, favorite character in that book and explain why

Analysis:

8. What is your favorite fairy tale and why?

Analysis:

9. You are having a play written about your life. Act 1 covers from Birth until you start going to school, Act 2 is about all of your school years, Act 3 takes us from graduation to today, and Act 4 will be about from today on. What will be the title of Act 4?

Analysis:

10. When your mother was angry at you, what did she say or yell at or to you?

Analysis:

11. Men: what two characteristics do you remember most or remember hearing about the most relative to your Grandfather on your Mother's side? Women: what two characteristics do you remember most or remember hearing about the most relative to your Grandmother on your Father's side?

Analysis:

12. Finish this sentence: If only _____

Analysis:

13. If you had a lottery ticket or “get out of jail free card” that allowed you to change anything in your life, at what point would you have used it, or at what point would you use it?

Analysis:

ADDITIONAL EXERCISE FOR LIFE SCRIPT UNDERSTANDING:

Create an EgoGram to depict your P-A-C relationship by drawing three circles stacked snowman style. The top circle is your Parent, the middle is your Adult and the bottom is your Child. Indicate the dominance of each Ego State by drawing the circles in sizes that correlate to the way you see each of those three characteristics of your Ego.

Lessons Learned:

Commitment:

NEURO LINGUISTIC PROGRAMMING ADVANCED APPLICATION

PROGRAM MISSION:

- ◆ Define Neuro Linguistic Programming (NLP)
- ◆ Provide the participants another tool to enhance sales performance
- ◆ Help each participant develop a personal awareness of their personal programming
- ◆ Develop specific skills and tactics

PRINCIPLES OF NEURO LINGUISTIC PROGRAMMING:

Each human being has their own programming

- ◆ NLP can be a significant enhancement to successful selling
- ◆ NLP is the foundation of personal comfort
- ◆ The tactics are specific learned skills and practices
- ◆ NLP is never personal; it is just part of doing business

Definition of Neuro Linguistic Programming: the science of subconscious communication.

THE AREAS OF APPLICATION MAY INCLUDE:

- ◆ Mirroring
- ◆ Matching
- ◆ Communication modalities
- ◆ Physiology

OBSTACLES TO APPLYING NEURO LINGUISTIC PROGRAMMING SKILLS:

- ◆ Fear of getting caught
- ◆ Getting out of your comfort zone
- ◆ Being too emotionally involved in a sales call
- ◆ Lack of commitment to practice the skills
- ◆ _____

ADDITIONAL THOUGHTS REGARDING NEURO LINGUISTIC PROGRAMMING:

- ◆ NLP can be the invisible difference between winning and losing a sale
- ◆ NLP is the best way to gain control of another person
- ◆ There are no guarantees in life or in the application of NLP except that if you do not attempt to use it, you will never know if it can enhance your personal results
- ◆ If you are too emotionally involved while selling, you are too emotionally involved to find the opportunity to apply NLP principles
- ◆ NLP can never force a prospect to buy, but NLP will never cost you a sale
- ◆ NLP establishes rapport. Most business development practices only create a bonding between people

DEVELOPING PERSONAL NLP AWARENESS

Group Discussion:

Consider the following: You know people that communicating with is either very comfortable or very uncomfortable. Let's take some time and talk about what creates the differences in communicating with these different people. What impressions do you think you are creating with those people?

Can you think of a Seinfeld episode that offers some insight into these same types of situations?

What do the words bonding and rapport mean to you?

What are some typical subjects that people bond over?

What is the difference between bonding and rapport?

Which is more important for creating a successful sales outcome?

Who do people most like to do business with?

Who do people like most?

In what areas can you be more like someone?

Words: _____

Tonality: _____

Physiology: _____

What style does a prospect get?

Whatever style they want most to feel comfortable enough to make a decision!

Exercise 1: Current State Assessment. Identifying your Dominant Modality

The best way to learn about others is to first understand yourself and how you operate. Check off all that best describe you.

VISUAL TYPES

I like to use a white board or flip chart when available.

I prefer to see the “big picture” before listening to the details or carrying out an action.

When given a choice, I prefer visuals.

I sometimes forget to share my internal picture of how I visualize a completed project.

I like to read and see something rather than listen to someone explain the details.

If not given a picture, I will make one up in my head or on paper.

I need a visual order. I prefer to see things organized, neat and tidy.

When getting directions, I want to see a map or have one drawn for me. I typically look for landmarks to guide me.

I like to explain a situation by giving or drawing someone a picture of it.

I prefer to learn how to work on a computer by watching someone first.

AUDITORY TYPES

I process information best by hearing details and statistics.

I listen and remember the details of what someone tells me.

I think hearing a clear, organized format is more important than visuals.

I want to hear how to work on the computer by listening to someone explain the steps and how-tos.

I may repeat to myself out loud what has just been said.

While trying to listen I am distracted by background noise like a ringing telephone or a radio playing.

When getting direction I prefer to hear how to get there. I want to hear Street names and distances. I may plot out that information on a map.

I am a good organizer of facts, details and data.

I retain information better by hearing myself say it out loud.

I can easily be irritated by someone that does not have a pleasant voice.

TALLY HOW MANY YOU HAVE CHECKED FOR EACH MODALITY:

_____ **VISUAL** _____ **AUDITORY**

KINESTHETIC TYPES

I prefer to learn on a computer by doing it, then when I get stuck I will ask questions or look up the answer.

While listening to others I often multi-task.

I have a tendency to go off on tangents and can struggle to stick to the main point.

My role is to massage data and look at it in many different ways.

I find many times, that as soon as a fact is stated it goes in one ear and out the other. I listen more for the feeling behind the message.

I enjoy asking questions.

I may ask questions before a speaker even begins to present his or her major points or issues.

When getting directions, I want to be pointed in the right direction and find the place sooner or later. I am frequently in trouble with others that do not want to drive around while I am getting a sense of where to go.

I am a doer.

I like to discuss a half-formed idea until it feels workable.

TALLY HOW MANY YOU HAVE CHECKED FOR EACH MODALITY

(include visual and auditory from previous page):

_____ **VISUAL** _____ **AUDITORY** _____ **KINESTHETIC**

Your highest total indicates your dominant modality. All people utilize some of all three modalities, but you will operate most comfortably in your most dominant modality.

SKILLS DEVELOPMENT:

1. Learn to **MIRROR** your prospect's and customer's posture.
2. Learn to **MATCH** your prospect's and customer's voice.
3. Learn to **DISCOVER** your prospect's and customer's modality preference.
4. Learn to **DELIVER** your presentation so it connects to the modality of your prospects and customers.

DEFINE MIRRORING:

Application Exercise:

Observe the interaction of the two people in front of the room as they discuss the agreed upon topic in the two different scenarios.

Scenario 1:

Scenario 2:

Lessons learned from this exercise:

Define Matching:

Application Exercise:

Observe the interaction of the two people in front of the room as they discuss the agreed upon topic in the two different scenarios.

Scenario 1:

Scenario 2:

Lessons learned from this exercise:

Discover the Modality of Prospect or Customer

Observable Indicators Exercise:

Working with a partner, have each person recall the following and write a brief description:

Favorite vacation experience:

What they like best about where they currently live:

A fond childhood memory:

How they decided to buy the last car they purchased:

What are the common characteristics you can pick out of your partner's descriptions? What words do they choose?
What senses do they connect to these situations?

Collecting the Learning

VISUALS TEND TO:

Speak _____

Reference _____

Can display the trait _____

Say goodbye with phrases like _____

Use words like _____

AUDITORY PEOPLE TEND TO:

Speak _____

Reference _____

Can display the trait _____

Say goodbye with phrases like _____

Use words like _____

KINESTHETICS TEND TO:

Speak _____

Reference _____

Can display the trait _____

Say goodbye with phrases like _____

Use words like _____

Exercise: Write the want ad:

Selling a new home to a visual:

Share a travel story about the seashore to an auditory:

Relate a holiday at home with a kinesthetic:

Bonus Exercise: Cover all the bases

Ask a prospect to give you the information about what solution they are after and you have not been able to determine a dominant modality.

Lessons Learned: Top three take away ideas from today's session

1. _____
2. _____
3. _____

CALL RELUCTANCE AND HOW TO OVERCOME IT

Call Reluctance and How to Overcome It

High-Performance Sales Program
Advanced Application

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Notes:

Today's Agenda

- Commitment Updates
- Activity and Learning Recap
- Call Reluctance
- Sales Thought for Today
- Our Next Meeting
- Lessons Learned

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Notes:

What Is Call Reluctance

Sales call reluctance consists of all the thoughts, feelings and “avoidance” behaviors that conspire to keep otherwise, talented, motivated, potential high-level sales people from ever earning what they are worth.

G Dudley and S. Goodson; *The Psychology of Sales Reluctance*

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Notes:

CALL RELUCTANCE AND HOW TO OVERCOME IT

Critical Statistics

80% of first year sales professionals fail because they don't have enough prospects. Why is that occurring despite support, training, attractive commissions and marketing? Simple: call reluctance.

40% of experienced sales professionals report going through periods of such serious call reluctance that they are not certain they should stay in sales.

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Notes:

The Areas of Call Reluctance

What are the most common areas where call reluctance can affect salespeople?

- | | |
|----------------------|-----------------|
| 1. Role Rejection | 2. Telephobia |
| 3. Over preparation | 4. Doomsayer |
| 5. Referral Aversion | 6. Stage Fright |

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DYNAMICS

Notes:

The Voices of Call Reluctance

What are some of the subconscious messages that create call reluctance?

- | | |
|----------------------|--------------------------|
| 1. Fear of Rejection | 2. Pre-judging potential |
| 3. Price rejection | 4. Complacency |
| 5. Friends/customers | 6. Feeling greedy |

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DYNAMICS

Notes:

CALL RELUCTANCE AND HOW TO OVERCOME IT

What Is The Impact

How often do you think you are affected by call reluctance?

How long does it take you get past its grip?

What is call reluctance costing you?

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Notes:

Call Reluctance Remedies

- *Act As If*
- *Practice Your Call*
- *TTD Management*
- *Believe in F.E.A.R.: False Evidence Appearing Real*

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Notes:

Call Reluctance Remedies

- *Filter through the Worry Manager*
- *Journal*
- *Be mindful for what you are grateful*
- *Know your numbers*

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Notes:

CALL RELUCTANCE AND HOW TO OVERCOME IT

Call Reluctance Remedies

- *Keep your goals in front of you at all times*
- *Recall your past successes*
- *Schedule the activity*
- *Set activity goals not results goals*

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Notes:

Sales Thought for the Day

Top salespeople understand they must learn to feel comfortable doing the uncomfortable. Tim Sales

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Notes:

Lessons Learned

- 1 _____
- 2 _____
- 3 _____

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Notes:

21 CORE COMPETENCIES OF SUCCESSFUL SALESPEOPLE

1. Has Written Goals	2. Follows Written Goals Plan
<ul style="list-style-type: none"> • Clear. • Specific. • Realistic/attainable. • Measurable. • Compelling. • Is committed to them. • Has internalized them. 	<ul style="list-style-type: none"> • Knows what must be done and why. • Has developed action plans. • Follows action plan. • Has determined possible obstacles. • Has a plan to deal with the obstacles. • Has check points. • Debriefs daily.
3. Has Positive Attitude	4. Takes Responsibility
<ul style="list-style-type: none"> • About self. • About company. • About marketplace. • About learning. • About growing. • About value of what they have to offer. • About value of what company has to offer. 	<ul style="list-style-type: none"> • Doesn't externalize (doesn't blame others, company, prospect, their past, etc.). • Knows it's up to them. • Knows the only things they can control are their activity and behavior. • It's OK to fail. • Doesn't play psychological games like: if it weren't for you, ain't it awful, yes but, kick me etc... • Does the behavior they need to do at the appropriate times. • Learns from inappropriate behavior. • Accepts challenges. • Doesn't rationalize
5. Strong Self Confidence	6. Supportive Beliefs
<ul style="list-style-type: none"> • High self-image. • Is not affected by what others think. • Understands that getting a "no" is a good thing. • Doesn't take a "no" as failure. • Learns from each behavior they perform. • Realizes that there is a lot to learn and it's ok not to be perfect. • Understands that "role" failure is a way to grow and does not affect how they should feel about themselves. 	<ul style="list-style-type: none"> • OK to hear "no". • OK to "fail." • OK not to get approval. • OK if I upset someone. • Calls at the right levels. • Knows she/he has "rights". • Has a self-image of 10 (on a scale of 1-10).

7. Controls Emotions <ul style="list-style-type: none"> • Is not lost for words. • Doesn't take things personally. • Knows what to say or do at the appropriate time. • Is a "third party" at the event. • Is prepared for whatever the prospect does. • Doesn't panic. • Doesn't become excitable. • Doesn't strategize "on the fly." • Stays in the moment. • Doesn't over-analyze. 	8. Doesn't Need Approval <ul style="list-style-type: none"> • Will ask the tough questions. • Will go for "no." • Will bring things to closure. • Won't accept "wishy washy" statements. • Will confront. • Gets good "up-front contracts." • Gets "personal needs" met outside sales. • Deals with stalls and put-offs.
9. Recovers From Rejection <ul style="list-style-type: none"> • Doesn't affect their self-image. • OK with "no." • Understands that they aren't being rejected personally. • Willing to put themselves in "high risk" scenarios. • Puts last episode quickly behind them. • Probes for alternatives. • Offers options. 	10. Comfortable Talking About Money <ul style="list-style-type: none"> • Able to bring it up in interview. • Brings it up at the proper time. • Knows what prospect will invest before they present solution. • Knows and believes how important margins and profitability are for an account.
11. Supportive Buy Cycle <ul style="list-style-type: none"> • Makes quick decisions about personal purchases when they find what they want. • Establishes goals for what they want. • Doesn't care much about price when they buy. • For a major purchase (other than a car) they usually shop only one store. • A major purchase is usually over \$1,000. • Usually doesn't do research for a major purchase. • A major purchase usually takes less than a day. 	12. Consistent, Effective Prospecting <ul style="list-style-type: none"> • Knows how many calls they have to make daily. • Makes the agreed upon calls. • Is on track with number of calls. • Debriefs calls daily. • Learns "lessons" from each call. • Is proactive at getting referrals (has a plan).
13. Reaches Decision Maker <ul style="list-style-type: none"> • Goes for the top. • Gets past gatekeeper. • Able to talk the decision maker's language. • Is comfortable talking to tough decision-makers. • Is not intimidated by them. • Gets their attention. • Get appointments. 	14. Effective Listening/Questioning <ul style="list-style-type: none"> • Helps prospect do the talking. • Knows what questions to ask. • Asks lots of "How" and "Why" questions. • Knows why they are asking them. • Knows the "pains" your company can solve. • Doesn't get emotionally involved.

15. Early Bonding & Rapport <ul style="list-style-type: none"> • Helps prospect to relax. • Gains comfort level. • They are relaxed themselves. • Knows when they don't have rapport. • Shares with prospects when they sense that they might be uncomfortable. • Deals with problems up-front. • Establishes good "up-front contracts." • Displays sincerity, believability, warmth and trust. 	16. Uncovering Actual Budgets <ul style="list-style-type: none"> • Is able to establish what prospect has in the budget. • Helps prospect discover what they are willing to invest. • Is able to help prospect quantify their "pains". • Helps prospect find the money if they don't have it. • Helps prospect gain conviction that they must spend it or close the file. • Is creative in helping prospect overcome their concerns about investing what it will take. • Is firm when it comes to money. • Sells vs. Negotiating.
17. Discovering Why Prospects Buy <ul style="list-style-type: none"> • Has taken the company's capabilities and translated this information to questions that will elicit pain. • They understand their prospects' business and the related pains. • Has internalized the "pain finding" questions. • Has internalized the "pain funnel" questions. • Helps prospect discover their own "pain." • Is not afraid to ask the tough questions. • Doesn't solve problems before their time. • Helps prospect to "own" their pain. • Gets 3rd or 4th degree pain. • Makes sure there are compelling reasons to buy. • Gets prospect to quantify the pain. • Will attempt to "close the file" if there is no pain. • Gets to the business results and personal wins of the prospect. • Doesn't do "dog and pony shows." 	18. Qualifies Proposals & Quotes <ul style="list-style-type: none"> • Knows when to bail out. • Gets to all the key players. • Knows decision criteria. • Helps influence decision criteria. • Knows where he/she stands all the way. • Understands what it costs to play in the game. • Asks the "right questions" before they complete the quote. • Is willing to walk away. • Knows decision making process. • Knows for sure how well bases are covered with each buying influence. • Knows the time line for decision. • Knows the probability of sale. • Knows the probability of your company getting the deal. • Knows how they stand against the competition. • Has inside "white knights" (coaches, champions) in all their accounts. • Always knows what will happen next. • Good "up-front" contracts. • Deals with potential concerns, apprehensions and potential risks prospect may have. • Has qualified for money. • Doesn't have "happy ears."

19. Gets Commitments and Decisions	20. Strong Desire for Success
<ul style="list-style-type: none"> • Makes quick decisions about personal purchases when they find what they want. • Establishes goals for what they want. • Doesn't care much about price when they buy. • For a major purchase (other than a car) they usually shop only one store. • A major purchase is usually over \$1,000. • Usually doesn't do research for a major purchase. • A major purchase usually takes less than a day. 	<ul style="list-style-type: none"> • Knows how many calls they have to make daily. • Makes the agreed upon calls. • Is on track with number of calls. • Debriefs calls daily. • Learns "lessons" from each call. • Is proactive at getting referrals (has a plan).
21. Commitment - Doing What It Takes for Success	
<ul style="list-style-type: none"> • Is a winner. • Does what non-winners won't do. • Is willing to risk. • Will put themselves in "high risk" situations • Willing to force a "no" from the prospect. • Unconditional even if: afraid, uncomfortable, or in disagreement over goal. 	

SALES STATISTICS



Notes:



Notes:



Notes:

SALES STATISTICS

Sales Statistics

25% make a second attempt and stop.

12% make three attempts and stop.



Notes:

Sales Statistics

Only 10% of sales people make more than three attempts.



Notes:

Sales Statistics

2% of sales are made on the first contact.

3% of sales are made on the second attempt.

5% are made on the third attempt.



Notes:

SALES STATISTICS

Sales Statistics

10% of sales are made on the fourth attempt.

80% of sales are closed on the fifth through the twelfth call.



Notes:

Sales Statistics

I share these because this is where you must be aware of how you spend your time, how you open an opportunity and what it means to be committed to sales success. These are the statistics that your typical competitor works to create.

What statistic do you find most interesting?

What statistic do you find most challenging to believe?

How do you balance all you have to do with these statistics?

How can you outperform these statistics?



Notes:

Lessons Learned

• 1 _____

• 2 _____

• 3 _____

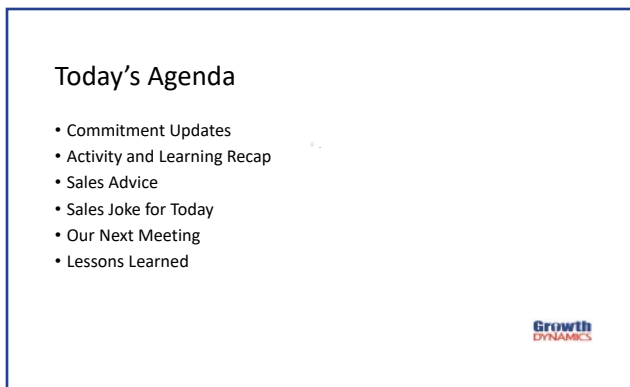


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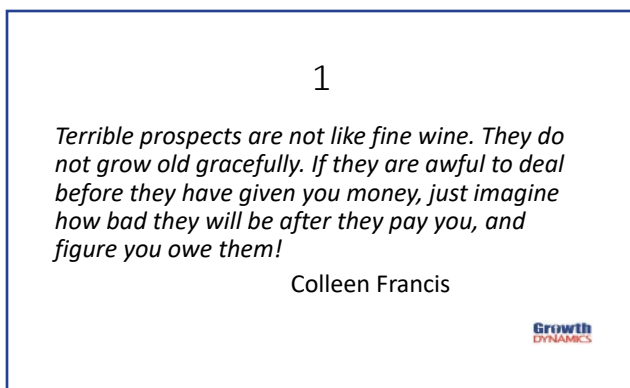
BEST SALES ADVICE EVER!



Notes:



Notes:



Notes:

BEST SALES ADVICE EVER!

2

Interest is driven by the search for advantage, choice is driven by fear.

Tim Searcy, CEO

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Notes:

3

You don't have to present anything. If they like you, and you ask the right questions and thoroughly qualify, the presentation will be unnecessary.

Dave Kurlan

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Notes:

4

Desire without discipline leads to disillusionment and disappointment.

Tom Hopkins

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Notes:

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5

*If you cannot be with your reps, make sure they
can answer these 3 questions on the opportunity:
Why should your prospect buy any thing?
Why from you?
Why should he buy now?*

Rizan Flenner

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Notes:

6

Be accountable to the plan, not the results.

Shawn Karol Sandy

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Notes:

7

**Don't let people pay you in compliments
or promises.**

Nancy Bleeke

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Notes:

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8

Never sell your integrity for any price or any client of yours. Always stay true to who you are and build on your strengths.

Alen Mayer

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Notes:

Sales Joke for the Day

Sales manager addressing an under performing sales force at the start of a new month:

“We are going to have a sales contest this month. The winners will get to enter next month’s contest.”

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Notes:

Lessons Learned

- 1 _____
- 2 _____
- 3 _____

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Notes:

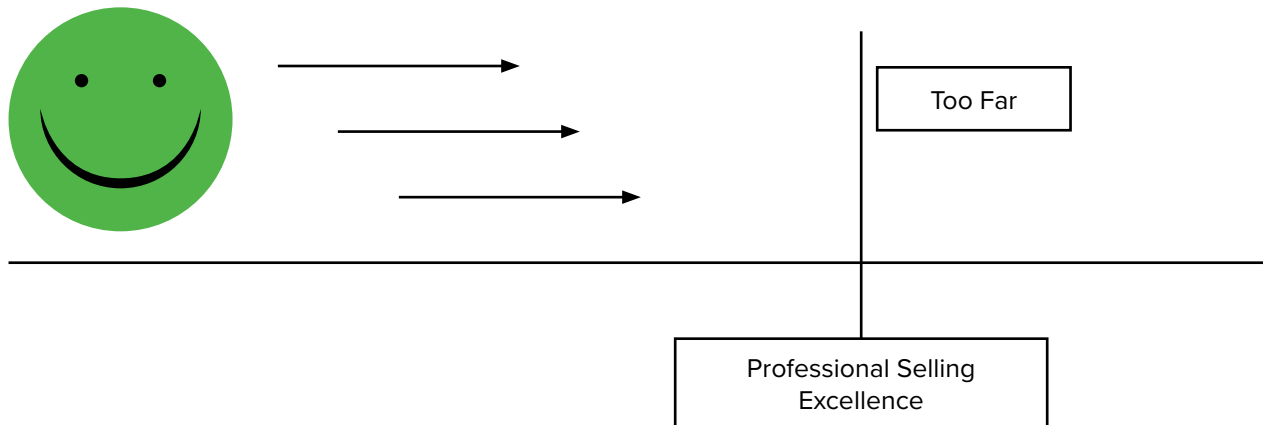
THE MAGIC OF GOING TOO FAR

Is it generally negative or positive to go TOO FAR?

When have you gone TOO FAR and what was the impact?

What are the risks of going TOO FAR?

Your personal biggest fear of going TOO FAR is?



100 Point Week Daily Activity System - Week


ACTIVITY		DATES				
Calls - GOAL 20 PER DAY (Defined as an attempt to reach prospect for initial or follow up conversation)						
RESULTS	(PT)					
Prospect / Client Contact (Someone other than decision maker)	1					
Decision Maker Contact	2					
1 point per 4 calls per day	1					
Set New Sales Appointment	2					
Prospect agrees to next step	2					
Prospect Meeting - Individual	4					
Decision Meeting for a Yes or No	5					
Forcing a decision to a "No/Not Now" (Includes "not to pursue" decision)	2					
Closed Sale for 1 participant	10					
Prospect Meeting - Group	8					
Closed Sale for a group of 3 or more	20					
Asked and Got a referral	2					
DAILY TOTAL						

EMOTIONAL AWARENESS

Emotional Awareness

Applied to internal communication and everywhere else


High-Performance Sales Program
Growth Dynamics, LLC



Notes:

What is Emotional Intelligence?


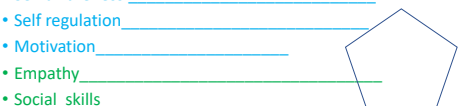
The intelligent use of emotions; you intentionally make your emotions work for you by using them to guide your behavior and thinking in ways that enhance your results. Dr. Hendrie wiesinger, phd, using emotional intelligence at work



Notes:

Emotional Intelligence Components

- Self awareness _____
- Self regulation _____
- Motivation _____
- Empathy _____
- Social skills _____



Notes:

EMOTIONAL AWARENESS

Your Most Important Customer
The people you work with everyday

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Notes:

When We Are at Our Best, We Are

Take a minute and write down 5 words/phrases that describe when you are most effective

1. _____
2. _____
3. _____
4. _____
5. _____

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Notes:

When We Are at Our Worst, We Are

Take a minute and write down 5 words/phrases that describe when you are least effective

1. _____
2. _____
3. _____
4. _____
5. _____

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Notes:

EMOTIONAL AWARENESS

What Assumptions Do You Make When

- You Begin an interaction with another teammate?
- You Drop into just chat?
- You Have an urgent customer situation, and you need help?
- A customer tells you that the person on the inside wasn't that helpful?
- The other person isn't all warm and fuzzy or attentive to what you want?

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Notes:

What Kind of Thoughts Start?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

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Notes:

Who Are You Typically Focused On?

This is the most important component of developing strong Emotional intelligence!

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Notes:

EMOTIONAL AWARENESS

Take this evaluation to see how aware you are of your emotions:

Score how soon you are aware of the follow (1 = immediately, 5= days later or never)

- Recognizing the emotions you experience ____
- The need to relax and release tension ____
- How agitated you have become ____
- The need to do something about the stress ____
- The need to communicate empathy ____
- That others don't share your ideas/goals ____
- The need to gain others' commitment ____
- How positive or negative you are being ____
- The need to change course ____
- The need to show a sense of humor ____

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Notes:

Self Awareness

- Needing Approval: "Everyone I work with must approve of me at all times."
- Making Mistakes: "I must prove thoroughly competent, adequate, and achieving at all times."
- Changing Others: "I have an obligation to change others who act unfairly or obnoxiously."
- Catastrophize: "When I get very frustrated, treated unfairly or rejected, I have to view things as awful, terrible, horrible and catastrophic."

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Notes:

Self Awareness

- Others Cause Misery: "My emotional misery comes from external pressures that I have little ability to change."
- Worry, Fret, and Fear: "If something seems dangerous or fearsome, I must preoccupy myself with."
- Avoidance: "It's easier to avoid facing difficulties and self-responsibilities than to do something about them."
- The Past: "My past remains all-important, and because something once strongly influenced my life, it has to keep determining my feelings and behavior today."

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Notes:

EMOTIONAL AWARENESS

Self Awareness

- The Past: "My past remains all-important, and because something once strongly influenced my life, it has to keep determining my feelings and behavior today."
- Competition: "My worth can be measured by competitive situations."
- Source of Problems: "The people and conditions in my life are the source of my problems."
- Negativity: "Certain occurrences or events are negative by nature."

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Notes:

Self Regulation

- Review the list above and recall an example of when you have let one or two of those thoughts take too much control of you.
- What has happened when you found yourself in that situation?
- How did that scenario play out for you and for the other party?

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Notes:

Self Regulation

- For managing yourself try these behaviors
 - Monitor your actions
 - Observe the impact of your actions
 - Create an awareness of the different ways people might respond to your actions
 - Think clearly and stay focused
 - Stay composed in difficult situations
 - Control impulsiveness ***
 - Be where your feet are

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Notes:

EMOTIONAL AWARENESS

Self Regulation

Controlling impulsive reactions; follow these suggestions

1. separate the issue involved from the people problems
2. use distraction or time outs to keep your cool
3. de-escalate when others get emotional
4. solve underlying problems by being supportive, analytical and using your listening skills

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Notes:

Self Regulation Rule

When the reaction to a situation is inconsistent with the circumstance there is something going on in the background that you are not aware of that is affecting the other person.

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Notes:

Self Regulation and Criticism

- Criticism is a constant challenge for all stressful human interaction. You must understand the emotional situation you are in to give and receive criticism effectively.
- A lack of discipline in this area can create unintended outcomes and may severely affect the ability of two people or teams to act positively.
- Managing all aspects of criticism requires a release of your ego and a full understanding of person v performance concepts.

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Notes:

EMOTIONAL AWARENESS

Tips for Managing Criticism

- Make sure time and place are appropriate
- Always protect the other person's self esteem, focus on actions not the person
- Emphasize improvement
- Show concern
- Manage your own emotions
- Look for solutions
- End on a positive note

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Notes:

Empathy

The ability to understand the emotional makeup of other people and how your words and actions affect others.

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Notes:

EQ Role Play Scenarios

- For each of these role plays we will be in teams of three; one person is the driver, one is the reactor and one is the emotional coach.
- The driver instigates the situation and is to receive "in the ear" support from the coach.
- The reactor is to behave in the manner described in the situation card.
- Each person will get a chance to play all three roles.

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Notes:

EMOTIONAL AWARENESS

QUICK HITTERS

- Remember Stephen Covey; seek first to understand then be understood.
- You aren't the center of the universe.
- Everyone acts for positive intent.
- Are they doing it to you or doing it for you?
- Optimists outsell pessimists by as much as 25%

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Notes:

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