

# USING EMOTIONAL INTELLIGENCE IN SALES

## SUPPLEMENTARY WORKBOOK

UNLOCKING THE SECRETS OF YOUR SUBCONSCIOUS



**DR. M. PAULA DAOUST**  
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# **Using Emotional Intelligence In Sales**

**Seminar Series Workbook**

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**Written by two leading experts, both with over 30 years of success as either an emotional intelligence coach or as a mentor and talented entrepreneur.**



Dr. M. Paula Daoust has a doctorate in Behavior Psychology and is an expert in helping people find and maintain their peak performance. She is also a certified hypnotherapist and seamlessly blends these tools into her coaching to help people easily achieve lasting change. Over a period of 25 years, she has taught hundreds of master-level students how to be more persuasive and influential, and how to successfully manage conflict.

Dr. M. Paula Daoust is the expert other leaders look to for help in finding their peak performance. She has taught workshops and spoken at events all over North

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Michael Eichten, CLU, ChFC, joined Blue Cross Blue Shield of Kansas in April 2014, as the Senior Director of Sales. This role followed fifteen years as a successful entrepreneur and more than forty years dedicated to the sales profession. As a lifelong student of the profession, Mike is an inspirational leader who has guided countless sales professions in developing their skills and talents. While sorting through the clutter to find the best route to success, “Excellence not average” is his motto.

As a salesperson, sales manager, entrepreneur, and coach, Mike has inspired individuals to identify their strengths and discover effective ways to satisfy their deepest desires. Over the past 40 years, Mike has taught hundreds of salespeople how to be more productive and persuasive, and how to utilize the tools of influence ethically.





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## Overview

### Why this book?

What is the difference between a good salesperson and a leader?

Why do some excel in their chosen profession, while others seem to barely get by?

Is the true difference based on nature or is it nurture?

The truth is that the answer to these questions might surprise you. Based on years of experience and research, we can confirm that the differences are not nearly as great as you might think! Both the good salesperson and the leader rely on integrity, confidence, purpose, and persuasion. All of these are aspects of high emotional intelligence and all are learned behaviors and therefore can be developed. There are tricks of the trade and techniques any salesperson can learn.

*Long-term success is always going to come down to whether the buyer trusts you personally and believes that your follow-through will be reliable.*

However, for long-term success it is always going to come down to whether the buyer trusts you personally and believes that your follow-through will be reliable. Depending on tricks and techniques alone might get you the initial sale but you won't have a happy customer and, more importantly, your customer might not ever buy from you again.

*Depending on tricks and techniques alone might get you the initial sale but you won't have a happy customer and, more importantly, your customer might not ever buy from you again.*

Using emotional intelligence to build lasting relationships with your customers is the difference between excelling and getting by and you can develop your emotional intelligence! Practicing the exercises in this supplementary workbook will help you develop or fine-tune those skills most critical to trustbuilding with your customers.

## How to use this book

This workbook was designed to be a supplement to the book *Emotional Intelligence in Sales*. Each chapter of this workbook will begin with a short story that will set up the content of the chapter. With each chapter, we will follow Adrian's journey from frustration to success. Following Adrian's story, there will be a brief overview consisting of a series of bullet points that summarize the topic. For a more complete understanding of the concepts, you will want to read the actual book.

Following each overview there will be exercises that will make the concepts come alive. These exercises will give you an opportunity to practice important tools or to think more deeply about critical concepts. This combination of practice and self-reflection will guide you to a better understanding of yourself and prepare you to take the steps that will lead to your increased success.

Each chapter is independent of the other chapters so it is not necessary to work through the chapters in sequence. You can feel free to move around and work on those skills which you feel you need to develop or those you feel most comfortable using.

## What to expect

I wish it could be so, but just reading a book will not magically create the change you want. Increased success will only be achieved through doing the work to learn new skills and to understand yourself better.

That's what this supplementary workbook provides for you. Some of these exercises might be challenging for you but stay the course. If you stick with it, you will see the changes you want and selling will not only be easier, but you will also enjoy your efforts! Selling can become a natural, easy activity. Just imagine what difference that could make in your work, for your finances, and for your family. Improving your selling skills is a direct line to an improved quality of life so let's get started!

## Session 1

### Introduction

*Soar to new heights as you learn to nurture nature's gifts and move beyond the traditional linear sales model. Learn new techniques that compliment traditional selling strategies. Fully utilize emotional intelligence in selling and unlock the secrets of your subconscious.*

#### Adrian's Story

"What's up with Adrian, he was so successful in his first few years," Avery said.

"I wonder if he is having relationship issues, I heard his wife took a job in another city," Tom responded.

"Maybe he's just burned out and not putting in the same hours he used to," mused Mia.

Sitting alone and unnoticed at his desk, in quiet desperation, Adrian heard this entire conversation between his co-workers. He would have preferred not to have overheard but the cubicles in the office are small and it was almost impossible not to hear conversations between desks. Obviously, his coworkers thought he was out in the field.

"One thing we all know for sure is that Adrian knows his stuff and proves it every time he is called on to demonstrate a skill during our practice sessions," said Tom.

Adrian had enjoyed success right out of the gate, winning top honors in his rookie year. The next three years he continued the pattern and remained at the top of the leaderboard. Over the years, his sales were consistently in the company's top three and he had started to take his selling ability for granted.

However, this year something was different. He had agreed to transfer to a new territory and was finding it a challenge to close sales and retain key accounts. He was also feeling disconnected with his customers. This was the first time in his long career that selling was hard. "Why have I fallen off the leaderboard? Why does this year seem so tiring? I've never been afraid of



hard work and I enjoyed plenty of success in the past,” Adrian wondered. As the year progressed, Adrian thought about how difficult it had become to develop strong relationships, open new opportunities, and retain top accounts. Doubting himself, he began wondering if it had been a mistake to agree to the transfer. With this change, he had expected that there would be even more opportunities than in the territory he had been working for years.

What he had failed to account for were the hidden challenges that would come with a new territory. Deep down, Adrian had believed that selling, service, and retention should be easier than ever. Especially with the skills he had learned in the classroom and the valuable experience he had gained over the course of his career. After all, Adrian wasn’t a recent college graduate nor the rookie he once was. He now had many years of business and sales experience which he should be able to lean on as a resource.

Adrian’s frustration was growing, and he was even beginning to question whether it might be time to retire or try something else. Swallowing his pride and searching for answers, he had conversations with family, friends, and peers. “Perhaps I need more time in the classroom to brush up on product knowledge and practice my sales skills,” he thought. Clients didn’t seem to follow his lead anymore or seem to respect his extensive knowledge of the industry. Adrian also wondered whether the new territory was the problem. Maybe it was not as good as he once thought. Perhaps the problem was simply that customers in this territory were not ready to buy from an older salesperson who, coincidentally, also had a slight accent that was not common to the area.

While family, friends, and peers meant well, they were unable to offer any meaningful advice to help Adrian find the answers which he needed so desperately. What he kept hearing from them were excuses and false truths. Finally, Adrian decided to reach out to Leo who was the manager responsible for training him when he first started out in the business. In Adrian’s mind nobody else seemed to care or had been able to provide any useful answers. The conversation with Leo did not answer all of Adrian’s questions or solve the problem right away. It did, however, set the wheels in motion for him to discover that there is more to selling than product knowledge and following a well-rehearsed linear sales track.

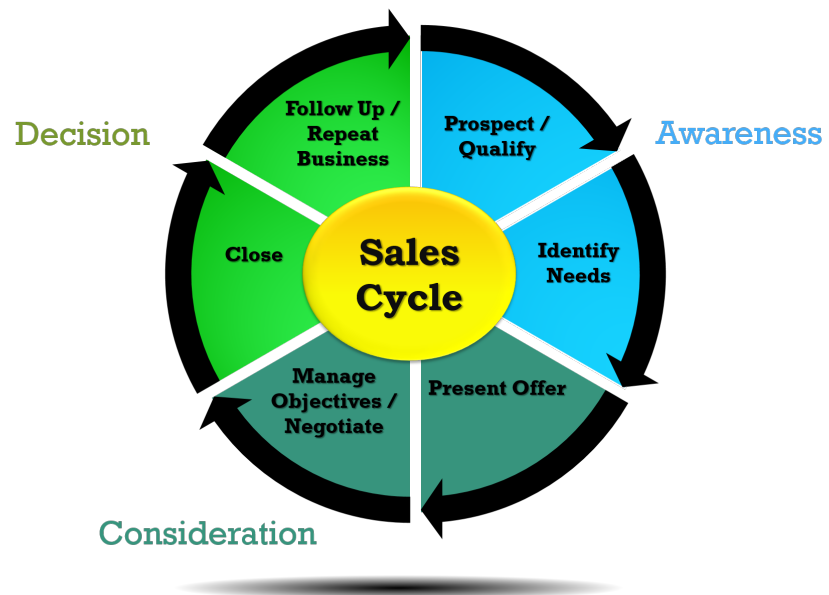
In the weeks that followed the conversation with Leo, Adrian began a program of independent study. He read the latest books and listened to podcasts and a variety of TED Talks. What he learned was that the sales system he had worked so hard to perfect remained valid but that it was

simply not enough. Adrian slowly regained his confidence as he discovered the importance of identifying and connecting with the customer on a much deeper, emotional level.

Selling requires so much more than is offered by the traditional sales system. Discussing what he was learning with Leo, Adrian came to understand that selling was both an emotional and an analytical event. To be successful, he needed to tap the power of the whole brain. This meant that he needed to present a solid, rational case for his product while at the same time appealing to the customer's emotions.

## Overview

- Do great salespeople come into the world that way (nature) or rather, are great salespeople developed over time (nurture)?
- Leaders successful selling rely on the same things: integrity, confidence, purpose, and persuasion. All of these are aspects of high emotional intelligence and are learned behaviors that can be developed.



- The traditional foundation skills of prospecting, qualifying, presenting, handling objections, and closing a sale are essential but they are just the price of admission. They are necessary but not sufficient!
- Tips and techniques are useful, but long-term success in sales depends on building trust with your customer. The difference between excelling and getting by will depend on creating lasting relationships with your customers through emotional intelligence.
- You are selling yourself, not your product. And you are ALWAYS selling!
- Emotional intelligence involves the awareness of your emotions and the ability to control and express them so that they help you achieve your desired outcomes.
- Integrity, confidence, purpose, and persuasion are all aspects of emotional intelligence and are learned behaviors that can be developed.
- Selling can be hard and the stress of repeatedly being told “no” or “not interested” contributes to high burnout in the profession. Increases in these emotional intelligence skills will translate to higher personal confidence, less stress, more loyalty from your customers and much more success in the sales arena. Instead of burning out, high emotional intelligence can fire you up!
- People don’t buy with their logical, rational brain. Buying is an emotional event. If you want to be successful, you need to understand how to appeal to the heart.

## Application

1. Adrian experienced frustration, self-doubt, and found selling to be hard. Have you ever experienced any of Adrian's frustrations when you have engaged in selling a product, idea, or service? If yes, how did you overcome those feelings?

2. What strategies have you used to improve your success in selling?

3. What would your world look like if, while you slept, you magically became a master salesperson? What would that mean for your career, your finances, your relationships, and your quality of life?

4. What are you willing to do to make that dream of being a master salesperson a reality?

5. Based on your observations and/or experience, why is mastering the basic traditional model alone ineffective today?

6. Rate yourself on how well you do with each of the following stages of the selling process.

5 = Master; 4 = Good; 3 = Okay; 2 = Could Improve; 1 = Struggling

Selling Stage	Rating
Prospect / Qualifying	
Identifying Needs	
Presenting Offer	
Managing Objectives / Negotiating	
Closing	
Following Up / Creating Repeat Business	

If you scored yourself a four or five on any stage of the selling cycle, describe what you do well in that stage. If you scored yourself below a four, describe what you believe is holding you back or that you would like to improve.

Stage	What I do well:

Stage	What is holding me back:

7. In which of these phases do you believe that more reliance on emotional intelligence skills would make the biggest difference? Why do you think so?

8. List five skills needed to be a good salesperson. Rate yourself on each of the five skills and explain why you gave yourself that score.

5 = I am a master at this skill!; 4 = I'm really good at this; 3 = I do alright;  
2 = I struggle with this skill; 1 = This skill needs improvement.

Skill	Score	Why I gave myself this score.
1.		
2.		
3.		
4.		
5.		



## Session 2

# The New Selling Landscape

*When following the traditional six step selling cycle, there are eleven mistakes to avoid. You can master the use of your emotional intelligence as you learn to identify the way in which buyer's behavior has and has not changed over time, and what that means for the new sales model.*

### Adrian's Story

Adrian sank lower into his chair as he heard the names of the July sales leaders. He remembered that it wasn't that long ago when, year after year, he was atop the leaderboard. He thought to himself that selling was once both easy and fun. Today, on the other hand, prospects seemed to have all the answers before the conversation even started or Adrian had been able to gather the facts from them. Why had it become so difficult when once it was so easy and natural?

Not so long ago the sales process seemed to flow much easier for Adrian. He had a gift for quickly identifying the customer's needs. With just a few well directed questions, listening attentively, gaining agreement and then matching solutions to meet those needs, closing the sale was almost automatic.

Adrian knew his product inside and out, easily explaining features and benefits, and then asking for the order. Sure, prospects would frequently have objections and stalls such as "I need to discuss this with purchasing." This was common but, with a little persistence, objections were easy to overcome. "For some reason, prospects now seem to know what I plan to say before the words even come out of my mouth," Adrian thought to himself. "In fact, they tend to initiate the conversation with demands for unreasonable concessions and it doesn't seem like our price is ever low enough."

"Where do my prospects get all their information?" Adrian asked himself. Longing to compete with the newer, less experienced, salespeople in the office, Adrian decided it was time to have a heart to heart talk with his sales manager, Rhea. All his independent study and the conversation with Leo had taught him that the sales environment had changed since he got started in the business. He now had a lot of new ideas, but he was going to need some help in putting them into action.

“Rhea, can you spare a few minutes?”

“Sure Adrian, what’s up?” she responded.

“I’m embarrassed to say Rhea, but I’m getting tired of failing and the harder I try, the worse it gets. Have I lost my touch?” asked Adrian. “For some reason, it seems like buyers are different and selling has become challenging, despite my over 20 years of success with our company. You know that I’ve been the top salesperson in this region for years, but now I find myself being outsold by new salespeople with nowhere near the experience I have. Why, I’ve forgotten more than most of them have learned!”

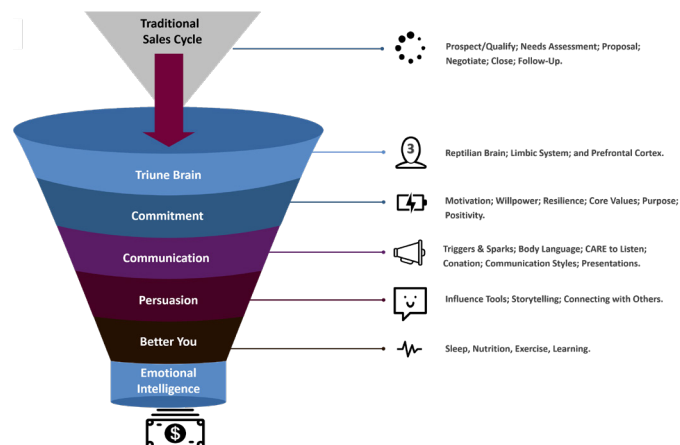
“Adrian, I’m so glad you decided to open up and talk. The truth is, I’ve wanted to have this conversation and have just been waiting for an opening,” Rhea said. She continued to explain, “I thought your pride might be an issue and you might not be open to learning some new truths about the sales process. Especially when that information is coming from someone that doesn’t have near the knowledge and experience that you do. I’ve noticed that you appear increasingly uncomfortable during our weekly sales meetings and somewhat disengaged.”

“Rest assured, you haven’t lost it, even more importantly, the skills you have developed over the years remain valid, they simply are not enough. Buyers have not changed; however, the environment certainly has. In order to adapt and get back on the right track, you will need to begin using the whole brain and learn new methods of connecting with buyers. Assuming you are serious about regaining top form, I am more than willing to invest the time needed to teach you how to sell using some brain science. Let’s look at our calendars and get started right away. How does 10:00am next Tuesday look?”

## Overview

- It’s not the customer that has changed. It’s the environment in which the customer and the salesperson are interacting that has changed.
- The customer still wants to be respected, to have a positive relationship with the salesperson, to receive value for their purchase, and for the purchase process to be easy.

- As a salesperson, you are no longer competing only within a local market. Depending on your product, you might be competing with companies anywhere in the world.
- Easy access to information via the internet has changed the buyer's behavior in the following ways:
  - The buyer is often comparing many products for features, pricing, and customer satisfaction.
  - With many marketing channels, all competing for the buyer's attention, the buyer's tolerance and persistence is reduced.
  - The seller has a limited opportunity to catch the buyer's attention before the buyer moves on to consider the next product.
  - With so many options, the recency effect, which is the tendency to remember the most recent information, can bias the buyer's perception of value and their interest in a product.
  - Good customer service is no longer a differentiator, it is now the price of admission. The customer has easy access to customer reviews and they now just expect good service.
  - With so much choice available there is a risk that the customer will be overwhelmed and simply not make a choice.
  - The buyer is often more educated about the product than in the past and will be impatient with a salesperson who insists on providing a scripted sales pitch.
  - To be recognized as knowledgeable, the salesperson must now go beyond the information the customer already has and demonstrate a much deeper knowledge of their product, the industry, and their competitors' products.



- Mistakes to avoid in the digital era would include:
  1. Lack of preparation.
  2. Not being passionate about your product.
  3. Talking more than you are listening or a failure to ask the right questions.
  4. Being negative.
  5. Not respecting the customer's time.
  6. Choosing the wrong words.
  7. Lack of professionalism.
  8. Failure to establish rapport.
  9. Talking to the wrong person. Not knowing who is the “decider.”
  10. Failing to keep the pipeline filled with opportunities.
  11. Focusing on closing instead of helping.
- To be consistently successful in this new era, the salesperson needs to deliver the right information in the shortest amount of time.
- Once a customer has bought your product, their experience with both the sales process and the product must be more than satisfactory. Their experience needs to be stellar so that they choose to advocate for your product and your organization.
- To achieve stellar success in selling, there are *nine* emotional intelligence skills that need to be added to the traditional six-phase selling cycle. These include:
  1. Using motivation and willpower to energize themselves and to inspire their customer.
  2. Rebounding from setbacks and managing stress.
  3. Aligning their core values with their work to create a clear sense of purpose
  4. Using self-care to ensure that they are at their peak performance.
  5. Using behavioral conditioning to ensure that they use the words that advance their goals instead of hampering them.
  6. Using non-verbal language in a way that improves credibility and builds trust
  7. Applying the principles of influence and avoiding counter-productive persuasion conversations.
  8. Adjusting their problem-solving approach, communication style, and employing storytelling to super-charge presentations and demos.
  9. Building authentic relationships that connect with customers.

## Application

1. Specifically, how have you seen the buying environment change and, from your perspective, how has that impacted today's customers?

2. Review the changes in buyer behavior on page 13. Which of these changes are true for your buying behavior?

As a result of any of these changes, has your satisfaction with your purchases improved? If so, why? If not, why not?

3. Good service is now the price of admission. It used to be that customers in a restaurant purchased a meal as described on the menu. Now, people frequently ask for substitutions, additions, or omission of items. This is an example of the change in customer's expectations of the vendor. What changes in customer expectations have you observed?

4. Review the list of "eleven mistakes to avoid." Identify the three mistakes that you believe are most problematic and explain why you think so.

Mistake	Why I chose it as most problematic.
1.	
2.	
3.	

5. Choose three of the "eleven mistakes to avoid" that might be causing a problem for you or that you want to ensure they don't become a problem. Identify one or two actions you can take to avoid these mistakes.

Mistakes I need to avoid	Actions I can take to avoid the mistake.
1.	
2.	
3.	

### Mistakes to Avoid

1. Lack of preparation.
2. Not being passionate about your product.
3. Talking more than you are listening or a failure to ask the right questions.
4. Being negative.
5. Not respecting the customer's time.
6. Choosing the wrong words.
7. Lack of professionalism.
8. Failure to establish rapport.
9. Talking to the wrong person. Not knowing who is the "decider."
10. Failing to keep the pipeline filled with opportunities.
11. Focusing on closing instead of helping.



6. From the list of nine emotional intelligence skills that a salesperson needs to have, choose three skills that would be a priority for you as you work through this program. Explain why you chose the three that you did.

Emotional Intelligence skills I most want to develop	Why I chose the skill.
1.	
2.	
3.	

## Session 3

# A Whole Brain Model

*Learn the secrets of Whole Brain Selling as you explore how the Triune Brain thinks, behaves, and works. Most salespeople rely too heavily by using a logical approach (prefrontal cortex), while ignoring the power and influence of the automatic responses of the reptilian brain (survival) and the limbic system (emotional brain).*

### Adrian's Story

“Adrian, do you enjoy working with one arm tied behind your back?” Rhea asked.

Adrian felt immediately defensive at this strange question, “Of course not,” he responded. “What on earth are you suggesting?”

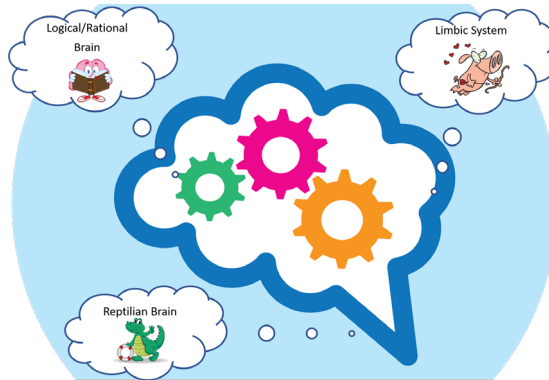
“You, like most salespeople, are trying to sell with only one part of your brain, with maybe a nod to a second part. You have three brains which are working quietly together, but we tend to believe that our conscious brain, the part of the brain which streams our internal conversation, is our only brain. However, you will have the power to make critical adjustments once you understand the three brains, how they interact with each other, and how they can work both for and against your goals. If you want to make a breakthrough change in your selling results, you need to begin with understanding your three brains. Interested in learning?” Rhea asked.

“I guess so. When I was growing up, I heard that we only use 10% of our brains. I don’t think that’s true but maybe I shouldn’t be so skeptical,” Adrian responded.

## Overview

- You have three brains, not one, and each have a different function.
- The oldest part of the brain is the **reptilian** brain. It is referred to as the reptilian brain because it functions in the same way across all species, including reptiles.

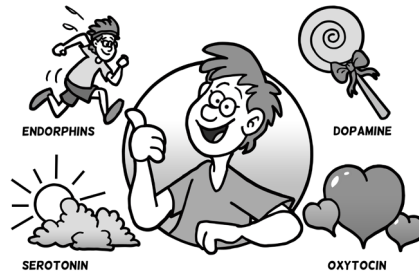
- Survival is the responsibility of the reptilian brain. Behaviors that support survival are associated with this part of the brain. These behaviors include aggression, dominance, search for a mate, sex, rigidity, obsessiveness, compulsiveness, fear, submission, status-seeking, power and greed.



- The reptilian brain is constantly scanning all incoming stimuli for potential threats to survival. It automatically judges stimuli as safe or threatening.
- An unfamiliar stimulus is relegated to the suspicious category and when threat is detected - real or perceived - the reptilian brain triggers the amygdala to set off the stress response, also known as fight-or-flight.
- The Reticular Activating System (RAS), part of the reptilian brain, is constantly filtering out stimuli that it deems unnecessary to the current context. The result of this filtering by the RAS is that the thinking brain, our prefrontal cortex, does not have access to all the available stimuli, but it doesn't know what information is missing.
- The reptilian brain does not use language and is unable to learn from mistakes.
- Since the reptilian brain is suspicious of anything unfamiliar, your customer is going to resist buying if your product is too new. To deal with this you can associate your product with something with which your customer is familiar.
- The reptilian brain is sensitive to opportunities for gaining or losing power. Survival is enhanced when you can control your environment. Any product that enhances a sense of control is going to be attractive to the reptilian brain.
- With more money comes increased access to essential resources. Any product that suggests, even indirectly, that it will improve your life, or conversely that the lack of the product will worsen your life, will get the reptilian brain's attention.

- This also works in reverse. Any indication that something will worsen quality life will be vigorously resisted.
- Loss aversion is an aspect of the power and control concept. It has been demonstrated that we will put more effort into protecting and keeping what we already have than to acquire an equivalent gain.
- A basic need is to eat, and this is an important goal for the reptilian brain. Eating a meal with a customer does two highly related things. First, you become temporarily associated with satisfying a basic survival need. Second, eating with someone is a bonding experience. Oxytocin, the “love” neurotransmitter is produced when you eat with a person. This oxytocin builds a sense of connection and trust.
- Anything that promises to enhance your health or attractiveness as a mate is going to get the reptilian brain’s attention.
- The reptilian brain is selfish in its orientation. It is most concerned with its own survival and the survival of those who carry its genes. High status in the tribe contributes to safety and for this reason, the reptilian brain cares whether others value and respect it. The salesperson can get the attention of a customer by acknowledging their expertise or offering legitimate compliments.
- There is no way to know what your customer’s RAS is filtering and for that reason, you need to put your message in front of your customer in as many ways as possible - visual, auditory, kinesthetic, olfactory, and gustatory (VAK-OG).
- The **limbic** system, also known as the emotional brain, is responsible for feelings and both long-term memories and working memory.
- Habits, patterns, preferences, and values are all stored in the limbic system.
- The limbic system drives us to seek out pleasant events and to avoid painful events.
- Neurotransmitters, of which the most commonly known are dopamine, oxytocin, serotonin, and endorphins (DOSE), reward us when we indulge in desires by flooding our bodies with these feel-good chemicals.

- Cortisol does the opposite of DOSE. It puts our system on high alert, preparing us to either fight or run from dangerous or unpleasant stimuli.
- We are biased toward recalling negative events more easily and more frequently.
- The limbic system operates subconsciously using pictures and visual symbols.
- Together, the reptilian brain and the limbic system are responsible for 95% of your decisions.
- Our rational thought is overpowered by habits, preferences, values, and heuristics stored in the emotional brain.
- The emotional brain is constantly scanning incoming stimuli for similarities to previous patterns.
- Habits are automatic responses. Repeating the same steps creates a pathway in the brain for the electrical current associated with thinking. The more often the pathway is used, the stronger the connections. As it is strengthened, alternative behavior patterns become less likely.
- Heuristics are simple strategies we use to make decisions quickly. We acquire heuristics throughout our life span and these “rules-of-thumb” and strategies allow us to move efficiently through the myriad of daily decisions.
- We may believe that we are making decisions based on logical, rational criteria, but our heuristics, values, habits, preferences, and emotions influence our conscious thinking. We are usually unaware that this is happening.
- Data, graphs, and logical arguments have their place in the sales process, but they will not be enough.
- Many neurotransmitters are influencing both your own and your customer’s behavior but the best known are Dopamine, Oxytocin, Serotonin and Endorphins (DOSE).
- Dopamine is sometimes referred to as the “more-ish” neurotransmitter because we always want more of it.



- Hearing your name, someone smiling at you, or receiving a compliment will all result in a surge of dopamine.
- Another way to facilitate a surge of dopamine is to achieve a goal. The simple act of checking off boxes on a checklist will be responded to as goal achievement.
- Oxytocin has been dubbed the “love hormone” because we feel connected to others when it is present.
- Oxytocin is released when we are being helpful or being helped. Small gifts, providing a meal, or solving a problem will increase oxytocin in both parties involved.
- This increased connection will lead to loyalty toward you and your company.
- Serotonin is known for calming the body and the mind. It regulates sleep, eases depression, and reduces anxiety. It is sometimes referred to as the "happy hormone."
- Gratefulness exercises, getting more sunshine, engaging in physical exercise, smiling, and meditating all increase serotonin.
- Smiling at a customer and talking positively can increase serotonin in your customer.
- The “runner’s high” is what endorphins are best known for. They are also nature’s natural pain killer and when present, enhance pleasure and heighten the effect of the other neurotransmitters.

- Visualization is a good tool for increasing endorphins, as are volunteering and donating to others.
- The **prefrontal cortex (PFC)**, also known as the executive function, is responsible for reasoning, language, abstract thought, and planning. This part of the brain anticipates consequences, moderates social behavior, makes decisions, set goals, and differentiates between conflicting thoughts.
- Less than 5% of our decisions are made by the PFC. The reptilian brain affects what information is provided to the PFC, which then affects the criteria the PFC uses for decision-making.
- Most decisions are made by the reptilian and emotional brains working together. Your PFC then provides a host of rational reasons why the choice made was really the right choice.
- Breathing deeply slows down the heart rate and this allows the brain to lower beta waves which then improves your focus and calms any stress. Furthermore, breathing slowly gets more oxygen to the brain and oxygen provides the energy the brain uses to think.
- Increasing customer's thinking power can be done through the use of mirroring to slow down their breathing. You can do this by slowing your own breathing, make eye contact, and smiling. Without being conscious of it, subtle changes in our own behavior can create similar changes in others.
- Your PFC wants to provide a rational argument to your customers why they should buy your product. And your customers think that they want this rational argument in order to make an informed decision.
- The traditional sales cycle reinforces this thinking. It begins by asking you to collect enough information about the problem your customer wants to solve. With this information, you then create a pitch that demonstrates those features and benefits of your product which will solve your customer's problem. The theory is that, if you do this, the customer will buy. This approach is a necessary, but insufficient strategy for selling.



## Application

1. Pause for one minute. What do you notice that you didn't notice when you were busy reading the overview? What do you hear, smell, see, and feel that you were not aware of before?

2. Copy and paste the following url address into your browser then watch the video: <https://www.youtube.com/embed/vJG698U2Mvo>.  
What did you discover?

3. Show this same video to five or more friends or family members that have not seen the video before. What happened?

4. How might the reticular activating system be affecting your customers?

5. The reptilian brain will resist the unfamiliar. How can you associate your product with something that is familiar to your customer? Are there analogies you can make or can you compare it to another more familiar product the customer might have used in the past?

6. It's easy to list the features of a product but, to appeal to the reptilian brain, you must identify benefits. List the features of your product and then add the benefit of that product in terms of power, control, increased access to resources, quality of life, etc.

Feature	Benefit

7. Marketers have historically used loss aversion to their advantage. Instead of saying something costs \$X, they will explain how buying their product will save \$X. The corollary of this is that if the customer does not buy the product, they will miss out on a savings! Fear of missing out (FOMO) is a real thing. When there is a legitimate savings, or the client will truly miss an opportunity, using loss aversion to influence your customer is an ethical and effective strategy. How can you use loss aversion to better position your product.

8. For each of the DOSE components, identify specific actions you can take to increase them in your customer.

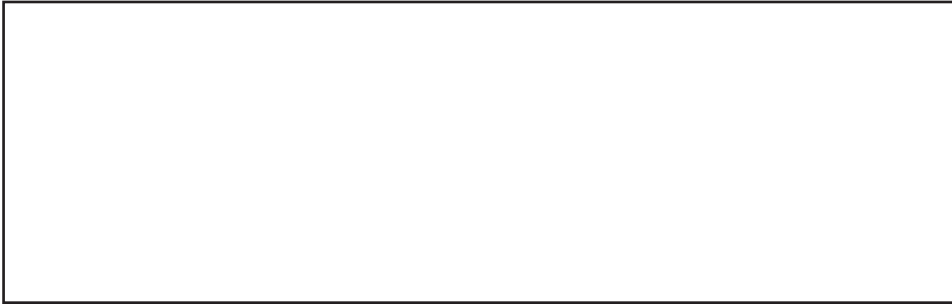
Neurotransmitter	Specific actions I can take to increase this neurotransmitter in my customer.
Dopamine	
Oxytocin	
Serotonin	
Endorphins	

9. Review your list of actions you might take and create a short checklist for yourself that you can review prior to meeting with a customer.

My Pre-meeting DOSE Checklist	
During this meeting, I will...	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

10. Mirroring another person creates a subconscious connection by activating both parties mirroring neurons.

- Copy and paste the following url address into your browser:  
<https://www.youtube.com/embed/-9uHBEGpJm4>.
- After watching this video, what caught your attention:



11. Practice using mirroring and matching.

- Choose someone to practice mirroring with. It could be a family member, a friend, or a stranger out in public. Do NOT tell them what you are doing.
- When the other party moves, imitate the movement. the imitation does not have to be exact, just an approximation. For example, if the other person scratches his head, you might simply smooth out your hair.
- Follow the other party's movements, imitating at least five movements.
- Initiate a movement on your own and watch whether they follow your movement with a similar movement of their own.
- If the other person did not follow your movement, continue imitating theirs for another five movements then try again.
- When the other person does follow your movement, you will have created and unconscious synchrony and you have the most valuable rapport, which is critical to the sales process.
- How might you use this in your next meeting with a customer?



12. Similar to mirroring movement, you can mirror the other party's breathing. Once you have created a match, you can then slow your own breathing. When you do this, you can see an increased sense of calm in your customer.
- Choose someone to practice matching breathing patterns with. It could be a family member, a friend, or a stranger out in public. Do NOT tell them what you are doing.
  - Inhale when the other party inhales and exhale when the other party exhales. Repeat this at least five times.
  - Now, deliberately take a slower, deeper breath than the other person. Watch to see if the other person takes a slower, deeper breath.
  - If the other person did not, continue breathing slowly and deeply, for another three breaths and watch for the point at which the other party begins matching your pattern.
  - If the other party does not match your breathing pattern, return to matching theirs for another five breaths and then try again!
- 
- How might this help you in making the sale in your next meeting with a customer?



13. After making a decision to buy, your customer's prefrontal cortex will go into hyper-drive looking for logical, rational support for that decision. As a sales person, you can help them do so. List five ways you can help your customer identify solid reasons why purchasing your product was the best and perhaps only right decision.

Actions I can take to help my customer identify rational, logical reasons for their purchase:
1.
2.
3.
4.
5.

## Session 4

# Manage Your Emotions

*Managing emotions, self-motivation, resilience, self-talk, discipline, and commitment are keys that open doors making the sales process much easier. Keep your tank full, as you harness new energy that powers your vessel, like a warm breeze that fill your sails on your journey to peaceful waters and safe harbors.*

### Adrian's Story

Adrian sat, mulling over what he needed to do. On the shelf behind Rhea's desk were the many sales awards she had won over the years. The company didn't buy cheesy plaques. In addition to a generous bonus, top performers got an exquisite piece of glass art mounted on a stand with the year and the winner's name. It was a different piece every year, but each piece was as beautiful as that of the year before. They were impressive and Adrian thought about the few he had earned years ago. "I really want another," he thought to himself. "I work hard enough, but based on what Rhea just explained about the triune brain, working hard isn't enough." Rhea's explanation of the triune brain was a lot to take in.

Looking puzzled, Adrian asked, "I've always thought that setting goals and pushing myself was a good thing. Based on what you are telling me about the triune brain, I'm getting in my own way. Is that what you're saying?" "Not quite, Adrian. Setting goals can be a good thing but if you want to achieve those goals, you have to harness your emotional brain," Rhea replied. "Right now, it looks to me like you're letting your fears take control. When that happens, it won't matter how hard you work, you're not going to get the results you want. Worse, you're putting yourself in a downward spiral. The harder you try, the more worried you get. You feel like you earned the sale, right?"

Adrian nodded but didn't say anything, so Rhea continued, "When you don't get the result you feel you earned, you start talking to yourself - and they aren't words of encouragement. Am I right?"

Adrian couldn't deny it, he could be hard on himself. "Yeah, I expect a lot from myself. I get frustrated when I don't meet my goals, but I really thought that pushing myself was a good thing. All the sales books I've ever read say that setting goals is important and ..."

Rhea interrupted, "Setting goals is a good thing, Adrian, as long as they are stretch goals. If you're looking to hit a home run with every goal, you're setting yourself up for failure. Worse, when you don't achieve the goal, you punish yourself with criticism. That just shuts down all the feel-good chemicals and, at the same time, you are amplifying the cortisol in your system. You're making things so hard for yourself."

Based on what Rhea had explained about the triune brain, Adrian had to agree. This, however, wasn't a whole lot of help. Feeling frustrated and a little annoyed, he asked Rhea, "So, how do I break out of this cycle?"

"Tonya is on track to be the top salesperson this year, right?" Rhea asked. With his annoyance growing, Adrian asked, "What does Tonya have to do with me?"

Rhea smiled patiently, "Do you remember when Sam had Tonya's territory? That was just two years ago. Where was Sam on the leaderboard?"

"At the bottom." Adrian answered quickly.

"You're right, Sam was at the very bottom," Rhea emphasized. "What happened to the territory when Tonya took over? Did a swarm of customer's suddenly move in? Do you think Tonya is working harder than Sam did? As their supervisor, I'll tell you that Tonya is actually putting in fewer hours than Sam did."

"I have noticed that she often takes Fridays off. How does she do that and still make her numbers?" Adrian asked.

Nodding, Rhea continued, "Tonya is the most positive person I have ever met. She has learned to harness her emotions and, as a result, they work for her instead of against her. It's a skill and you can learn too. Are you open to thinking about things differently?"

Adrian nodded his head up and down slowly. "I want to believe you, Rhea, but this all sounds a little strange and a little soft to me," he answered hesitantly. "What I'm doing now isn't working so I'm willing to listen. Just understand, this may be a challenge for me. I would love to be able to take time off and still make my numbers, but I don't see how that can happen. It just doesn't compute!"



## Overview

- Selling can be hard because you often hear "no" much more often than "yes." Your reptilian brain interprets the "no" as a rejection of you, personally, rather than of your product. Your emotional brain is primed to avoid unpleasant experiences. Being rejected falls into the category of unpleasant.
- You can overcome this automatic and emotional response to a "no," but it takes a conscious effort to do so.
- Personal motivation can help power you through this emotional response, but it is the quality of motivation that makes the difference.
- Junk-food motivation will not carry you for long. You experience junk-food motivation when you are acting because you believe you have to, to gain an external reward, or to avoid a punishment.
- Healthy motivation will keep you going for much longer. Healthy motivation occurs when your actions are based on your values or your personal purpose.
- Willpower is like a muscle not a character trait. As with any muscle, it can be built up with practice.
- A stressful day, or a day in which you have had to work on tasks you don't enjoy for an extended period of time, will weaken your willpower muscle.
- You can restore your willpower muscle in various ways. The most reliable strategy is to get a good night's sleep. Also, if you have a task that you don't enjoy or which is going to tax your brain, do it first thing in the morning. If you tackle this first it will be much easier to start and to stay the course until it is finished.
- You can also restore your willpower resource throughout the day with short bouts of exercise, mindfulness exercises, two or three minutes of deep breathing, guided visualization, or a self-hypnosis session.
- You can create resilience in the face of a "no" by engaging in thought-stopping, mindfulness, and positive self-talk.

- Though-stopping is a process of noticing when you are thinking negatively and replacing it with a positive thought.
- Mindfulness is a practice of focusing all of your attention on the here and now, being fully present in the situation.
- Changing your self-talk requires creating a self-affirmation and practicing it several times a day to fully integrate the thought in the sub-conscious.



- Failing fast is an important strategy for staying positive. Failing fast means that you allow yourself to try different things, pay attention to the result, and then adjust based on your observations. In doing so, you accept the fact that some of your experiments do not yield the result you are looking for but you learn and, with continual adjustments, you improve.
- The sales environment can best be described as VUCA: volatile, uncertain, complex, and ambiguous. In this environment, what was effective in the past probably won't work as well now. Since you cannot predict, control, or eliminate the chaos, failing fast is the key to success.
- Commitment is essential to success. It is built on two things: motivation and confidence.
- Choose who you spend time with wisely. Negative thinking by others will infect your thinking and erode both your motivation and confidence.

## Application

1. Identify at least five "I have to...", "I must..." or, "I should..." tasks or responsibilities in your life. Re-state them as, "I get to..."

"I have to...", "I must...", or, "I should..."
1.
I get to...
2.
I get to...
3.
I get to...
4.
I get to...
5.
I get to...

Pause for a moment and review each "I get to..." statement. How does it make you feel to think of each statement in this way?

2. A simple way to translate junk-food motivation to a healthy motivation is to ask two simple questions:
- Why am I doing this?
  - Why is that important? Repeat this question another three times.

Choose a task that you don't like doing and ask yourself these questions:

<b>Task:</b>
Why am I doing this?
Why is that important?
Why is that important?
Why is that important?

After completing this exercise, how do you feel about doing the task?

3. Maintaining willpower requires deliberate practice and the use of specific strategies. How will you maintain your willpower on days when you must stay focused on difficult or unpleasant tasks?

4. Practice mindfulness. This is something you can do every day. Just one minute will make a difference. It will help you to stay focused, to think more clearly, and to feel in control of your life. It will also help you to see opportunities and solutions and problem-solve more effectively.

A Simple Mindful Exercise:

- Find a place where you can be comfortable and will not be disturbed for a few minutes.
- Set your smartphone timer for one minute (more if you want but at least one minute).
- Begin breathing deeply and slowly. Notice the coolness of the air as you inhale and the warmth as you exhale.
- Focus on your breathing, counting your breaths if you wish.
- If your mind wanders, which it will, notice that you are having a thought and just let it go. The purpose of a mindful exercise is not to empty your mind but to be more aware of your present.
- Return your focus on your breathing.
- When the timer rings, note any thoughts that come to you as you return to your day's activities.

What thoughts came to mind after this exercise?

5. Thought-stopping is another way to build resilience.

Thought-stopping exercise:

• **Step One:** Notice when you are having a negative thought.

• **Step Two:** When you have noticed the negative thought, you tell yourself to STOP!

• **Step Three:** Challenge the thought by telling yourself why the thought is not necessarily true.

• **Step Four:** Replace the negative thought with the opposite positive thought.

• **Step Five:** Repeat the positive thought out loud, or with your inside voice, at least three times.

Test this exercise by choosing a negative thought you know that you often have and follow the above five steps.

Negative Thought:

Challenging Opposite Thought:

After repeating the Opposite thought, what do I notice?

6. Self-affirmations - what you say to yourself matters. When you criticize yourself, you shut-off the release of DOSE neurotransmitters and increase the cortisol in your system. This change in chemistry is not good for clear thinking or staying the course when things get difficult.

A good self-affirmation statement can maintain or restore healthy levels of DOSE and constrain the presence of cortisol. There are, however, two issues associated with self-affirmations statements. First, they have to be written correctly and, second, they have to be practiced. With enough practice, an affirmation statement will replace the limiting programs you have learned over time, allowing you to approach your work with confidence and to see more success.

Creating a strong self-affirmation statement:

- Start with the phrase “I am...”
- Use the present tense. It’s not what you are going to be, it’s what you are right now!
- Make your statement positive. It’s what you do want, not what you don’t want.
- Your self-affirmation statement must be believable, or you will find yourself quietly arguing with yourself.

## Self-Affirmations

### THREE SIMPLE RULES



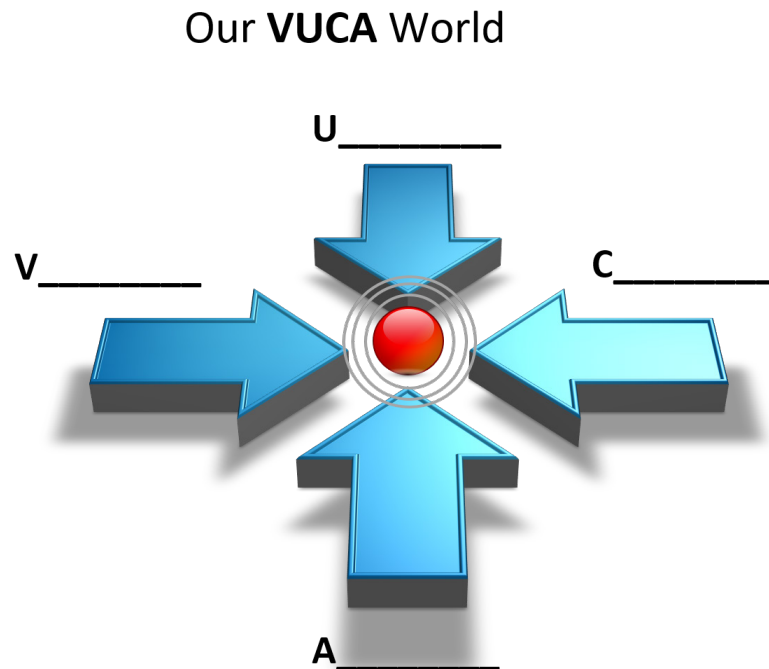
Write a self-affirmation statement about your sales ability. Make it brief, one sentence is usually enough but definitely not more than two.

Writing the self-affirmation statement is a big step toward taking control of your thoughts but it is not enough. The statement must be practiced to be useful. To ensure that you practice it, it should be posted in places you will see it. When you do see it, you should read it to yourself or say it out loud at least once. It would be better if you repeated it a few times. Practice sessions should occur three times a day.

Time of day I will practice	Places that I can place/post my self-affirmation statement.



7. Complete the graphic below.



8. What examples have you seen of VUCA in action? What organizations have you observed that were not able to adjust to their changing competitive environment? What was the result of their inability to change their competitive strategy?

9. Failing fast involves experimenting with different ideas, observing the result, and making adjustments. Consider your current approach with your customers. Identify at least three things you might do differently. Describe how you will know if a change you made is effective and should be repeated or if the change needs to be adjusted.

Change I could try	How I will know to repeat or adjust the change
1.	
2.	
3.	

## Session 5

### Building a Better You!

*Find more stamina, emotional strength, a higher energy level, and new happiness as you replace harmful habits with new positive habits. Keep your tank full as you harness new energy by eating the right foods, getting a good nights sleep, and committing to regular physical activity. These changes are life changing and they will create a feeling of running downhill with the wind at your back.*

#### Adrian's story

“I’m going to retain my position at the top of the leaderboard, doing whatever it takes to win” Adrian had thought to himself when he took over a new territory at the beginning of the year. As the year progressed, he worked to apply new skills with determination and extra effort.

He started his day at the crack of dawn to try and maximize the opportunities which he believed his new territory offered. He set a goal to make two extra calls each day. To achieve this, he skipped breakfast and ate his lunch on the run to buy extra time to knock on more doors. He thought that, after all, this business is nothing more than a numbers game. Make more calls and you get more sales.

Unfortunately, despite longer days and more contacts, Adrian found himself more tired and less confident than ever before. “Why does this have to be so difficult and tiring,” he thought to himself. “This used to be fun!” After a couple of months of this extra effort, Adrian’s best suits became tight, especially around his waist. He also fell behind on paperwork and proposals which meant he often found himself working on them well into the evening. When his alarm rang in the morning, he desperately wanted to hit the snooze button – and not just once, but three or four times. All his extra effort and sacrifices were not getting the results he expected. Again, Adrian found himself feeling less competent and confident as his name drifted further and further down that leaderboard.

## Overview

- Taking care of yourself is not only good for your longevity, it is also good for your productivity and success. When you don't take care of your physical body, your mental acuity slows down. You are simply not firing on all cylinders.
- Sleep is essential to clear thinking. There is some individual variation in the amount of sleep necessary for optimal cognitive functioning, but the general rule is between seven and eight and a half hours per night.
- Your brain is the king of your body and, as such, is an energy hog. When compared to the rest of your body, your brain demands a much bigger share of all available energy. When you don't eat a healthy, balanced diet, the energy available to your brain for cognition wanes and with it, the quality of your thinking.
- Being physically active will increase your physical strength and energy, improve your balance, perk up your mood and lessen any depression you might be struggling with. It's powerful and it only takes thirty minutes a day to get all these benefits.
- When you engage in physical activity, you provide your body an opportunity to recover from stress. It does this by pumping more oxygen to the brain. Since processing information requires oxygen, you immediately improve your thinking power.
- When you are physically active, you usually move your attention to that activity, thus giving your conscious brain a break from whatever you were working on. Your subconscious brain continues to work on the task in the background and when the physical activity ends, you will often discover an answer or new direction you can take in whatever you were working on.

## Application

1. Sleep is important to your productivity. Complete the following Sleep Hygiene Assessment.

Sleep Hygiene Assessment		Always	Usually	Sometimes	Not Often	Never
1.	I go to bed at the same time every night.					
2.	I get up at the same time every day.					
3.	I include a ten-minute wind-down routine before going to bed.					
4.	I avoid using electronic devices, including the television, in the bedroom.					
5.	I keep my bedroom dim or dark and quiet.					
6.	I keep the temperature in my bedroom at a consistent, comfortable level.					
7.	I eat my supper at least three hours before bed-time.					
8.	I avoid drinking alcohol in the evening.					
9.	I avoid consuming any caffeine after 4 p.m.					
10.	I get at least 7-8 hours of sleep every night.					

After reviewing the assessment, what might you want to change to ensure that you approach each day with your best energy?

2. When your schedule is filled and you are running from one meeting to another, it is easy to rationalize stopping to pick up fast food for a meal or grabbing a snack from a machine. Healthy eating requires some pre-planning. What strategies can you put in place to ensure that you are providing your brain with the nutrition it needs to do its best work?

3. Physical exercise is not only good for your body, it's also good for your brain. 30 minutes per day can help you clear your mind and provide your brain with the precious oxygen it needs to do its best work. The good news is, you can break the 30 minutes into smaller chunks and get the same benefit. Exercise includes any activity that increases your heart rate for a sustained period of time so housework and yard chores qualifies as exercise.

What activities can you include in your daily routine to achieve the minimum of 30 minutes per day of exercise?

Combining traditional aerobic exercise with something to occupy your brain such as a podcast, music, audible book, t.v., or even a movie can make the time go faster and the experience more enjoyable. What might you experiment with to make exercise more enjoyable for you?

## Session 6

# Influence, Persuasion, and Negotiation

*Discover six tools of influence that work effectively to increase your power of persuasion and develop new skills in negotiating more sales. Reciprocity, likability, commitment and consistency, social proof, authority, and scarcity can work like-magic, especially when used sincerely and ethically.*

### Adrian's story

The coffee shop was busy this morning. There was a lineup practically out the door. Adrian thought about skipping the coffee, but he had promised to bring Rhea her favorite latte to their morning meeting. As he stood in line, he thought about their last meeting and was grateful for her willingness to help. "I guess this line isn't that bad, it's the least I can do for Rhea and besides, I need a coffee too," he thought to himself. It had been a crazy morning and he was feeling rushed, but this line might just be what he needed to get his head in the right space for today's meeting.

The last time they met, Rhea had asked him, "Do you enjoy working with one arm tied behind your back?" Just thinking about that question made Adrian bristle. Of course, he didn't want to work like that! It was a stupid question. To make it worse, when he told her so, her only response before walking out was, "Good, we'll talk more about it the next time we meet."

With the coffees in hand, Adrian walked the last block to the office, still wondering what Rhea had meant by her question. As he walked, he thought some more about the things she had shared with him about managing his emotions and building a better me. He could see the value of these ideas for selling and was excited to add to his growing understanding of whole brain selling - but what did Rhea mean by "selling with one hand tied behind his back."

Settling into the easy chair in Rhea's office, Adrian blurted out, "Okay, Rhea, how am I working with one hand tied behind my back?"

"Adrian, think back to your first year in sales. I've been told how much your customers loved you. You would freely offer relevant information, no strings attached."

“Yeah, I remember that. I still do that, don’t I?” Even as he asked the question, Adrian knew that lately his focus was on closing a sale and getting to the next customer. There wasn’t a lot of time for side talk during his meetings. The result was that he didn’t even know what additional information his customers might need or want. Recognizing this pattern in his interactions with his customers made him squirm a little.

“What does it matter,” he continued, “as long as I get the sale?”

“You’re getting some of the sales, but not as many as you could. You know that, Adrian, that’s why we are meeting.”

Adrian slunk a little deeper into his chair. Rhea was right.

Rhea didn’t seem to notice Adrian’s reaction as she continued. “You didn’t know it at the time, but you were very effectively applying a very powerful influence strategy, the principle of reciprocity, to your sales approach. Influencing your customer to buy is so much easier than persuading your customer.”

“What do you mean, influencing instead of persuading? Aren’t they the same thing?” he asked.

“No, not at all. You are using your sales skills to persuade and honestly, if you continue along the path you are on, you’re going to keep struggling. You’re stuck in a riptide, swimming as hard as you can, and going nowhere fast.”

Adrian frowned at that thought but knew Rhea was right. He was working hard but progress was slow. How do you escape this pattern?

“Adrian, there are several principles of influence. If you begin leveraging them in an honest and ethical manner, you will start seeing much better results. I can see your mind drifting, even as I am talking to you. Selling doesn’t have to be so hard. If you pay attention to these principles and stop trying to persuade your customers, you will enjoy your work so much more,” Rhea explained. “It’s time to untie that hand and use both hands and your whole brain. I’m going to go over six principles so you might want to take some notes. By the way, I forgot to thank you for the coffee. They make the best lattes at that coffee shop.”

Adrian pulled out his note pad and began listening carefully to Rhea’s lecture.



## Overview

- There is an inherent conflict in the negotiating process that makes it a challenge. The seller is focused on maximizing profit. The buyer is trying to minimize their effort and financial investment while also gaining the maximum benefit from the purchase.
- There are ways to make negotiating easier but you can't begin negotiating until you are in front of your potential customer, whether that is in person, virtually, or in a written form. To do that, you will want your skills of persuasion and influence to be at their best.
- Persuasion and influence are not synonyms.
- Persuasion means that you are inducing a person to believe your argument by appealing to reason or understanding. It involves convincing someone to do something or to believe something. Persuasion depends on the conscious brain, but the conscious brain is not the real decision-maker.
- When you influence the behavior or opinions of others, you do so without any obvious exertion of effort. Influence involves the subconscious.
- Influence is often accomplished through heuristics. A heuristic reduces the mental effort needed to make decisions. They simplify what would otherwise be complex or difficult questions. Essentially, they are a fast, and usually accurate, way to arrive at a conclusion. As such, they are our most dependable problem-solving tool.
- Cialdini has identified six principles of influence that are heuristics that most people in western cultures use to determine the appropriate behavior in a variety of situations.



- The six principles of influence are: reciprocity, commitment and consistency, social proof, liking, authority, and scarcity.
- Each of these principles can, by themselves, increase the probability of a customer saying yes to your request and buying your product or service. When you combine them, the probabilities will increase. However, at no point will using these principles of influence guarantee a sale.
- *Reciprocity* is active in all societies because we are socialized to feel a strong need to return in kind whatever another person has provided to us.
- As a salesperson, you can use reciprocity by offering the best service possible to your customer. This includes providing clear and honest information about your product and helping your customer to find the right product to meet their need. Listening to your customer is a gift to them. Taking time to honestly take an interest in the things your customer cares about is also a gift.
- A special kind of reciprocity is making a concession. You will often have a basic version of something in your product inventory and a dressed-up, more expensive version of that same product. If you offer the more expensive version first and your customer resists the price, you can then retreat to the less expensive product. Your concession of offering a less expensive product will frequently result in the customer responding with their own concession and agreeing to the purchase.
- We expect that there will be *consistency* between what others say and what they do. When we detect incongruence, we become suspicious. When people don't follow through on *commitments* we lose trust.
- Once we say something out loud, or put even a minor effort toward something, we feel some pressure to remain consistent in our words or our actions.
- Cialdini identified three factors that make this principle work: making a public commitment, putting some effort toward the commitment and believing that you freely chose to make the commitment.
- A simple question such as, “How does [your product] fit your needs?” asks the customer for a quick review of the match between what you are offering and what the customer is looking for. In doing so, all three of the commitment

and consistency factors are being used.

- Offering to get the paperwork started can be enough to influence a customer to make a decision to buy. The simple act of giving you some information, even very basic information like name and address, is a first step in the direction of making a commitment.
- Using a "yes set" can also influence a decision. This involves asking your customer at least three questions or comments that they will readily answer with a "yes" or a "right." This creates psychological momentum to agree with your requests. When you ask for a decision, the buyer is primed to say yes.
- You can increase the probability of repeat business by helping the customer identify logical, rational reasons why the decision to buy was the only right decision.
- Testimonials are a great strategy to strengthen a customer's commitment and satisfaction with your product. The act of publicly stating their approval of your product solidifies that commitment.
- *Social proof* influences our behavior because membership to a group or a tribe is essential for survival. We will usually behave according to social norms rather than risk being excluded from the group.
- There are two situations in which the influence of social proof is particularly strong. First, if the model is similar to you, their endorsement will influence your behavior. The other way in which social proof works well is through celebrity endorsements. In this case, the person endorsing the product is not similar to you, but you admire and respect the person endorsing the product or, you would like to be like them.
- Social proof through testimonials from other, similar customers can influence the decision to buy. The key is that your customer must be able to relate to the person giving the testimonial.
- Providing images, either pictures or videos, of people similar to your customer using or demonstrating your product and appearing to be happy while doing so can also create social proof.

- Sharing some statistics on the number of people who have purchased the product, or the number of years your company has been in business are additional strategies for making use of social proof.
- *Liking* influences behavior because we naturally want to cooperate with and help people we like, or people who we believe like us. When we feel connected to the other person, we trust them.
- The surest way to get someone to like you is to find something about them that you like.
- Another way to build liking is to deliberately look for something you can praise or compliment.
- Discovering that you have something in common with the other person creates a bond and triggers liking. This commonality between you and the other person can be quite arbitrary but it is so powerful that it works even if you are not consciously aware of it.
- Showing an interest in the things the other party cares about can create liking.
- Being a good listener is another way to create liking. Asking follow-up questions, using encouraging filler words, leaning in to the conversation, making eye contact when the other person is talking, and looking away briefly when you speak make it easy for the other person to share their experiences with you.
- If your customer perceives you as a friend, then they will trust what you tell them about your product because, as a friend, you wouldn't deliberately harm them. Further, because they are your friend, they will look out for you and that means they will be loyal to you and your product and probably advocate for you and your product to their other friends.
- The principle of *authority* is based on our tendency to acquiesce to people to whom we believe to be in an authoritative role, who demonstrate authority through expertise, or who exhibit symbols associated with authority.
- You can use the principle of authority in sales by establishing your authority as an expert.

- Symbols associated with authority roles confer authority to the person using that symbol. Looking professional through grooming and dress increases your authority.
- *Scarcity* works because we value what we can't have or what is difficult to have.
- When we can't get something that was, at one time, plentiful or when the production of a product is restricted to create an artificial scarcity, people want it more. We tend to view opportunities as more valuable when they are less available.
- The scarcity principle is in action when there are limited numbers of something, when there is a time limit on the availability of something, or when we are told that we are not allowed to do something or have something.
- When you use the six principles of influence well, negotiating becomes much easier and often unnecessary.
- Searching for a win-win in the negotiating process will create a happier customer and repeat business.

# Application

1. Consider a customer that you are currently working with or would like to work with. For each category below, list at least three things you could do to build social credit and trigger reciprocity.

Tangible Item	Experience	Service	Social Praise

2. If given a choice of similar products at three price-points, most customers choose the middle-priced product. To increase the probability that your customer will buy from you, you can use concession reciprocity by offering your highest priced product first. If your customer hesitates, you can then offer the middle and lowest-priced versions of the product. Consider your product and identify at least three price-points for it.

Product:			
	Name of Product	Features	Cost
Most expensive version			
Mid-range version			
Least expensive version			

3. To get commitment and consistency working for you, a good question to ask is: “How does [your product] fit your needs?” What other questions might you ask to create the same pressure to be consistent?

4. Having your customer write something down, give you some preliminary information, or begin filling in a form is a good way to get commitment and consistency. How might you use this strategy?

--

5. The "yes set" uses three questions to which there is only one reasonable answer to create a pattern of saying yes to your requests. What three questions will you ask a customer to put a "yes set" into play.

1.
2.
3.

6. How might you follow-up with a customer to help them identify logical, rational reasons why their purchase was a good one.

--

7. Identify at least three customers that you can ask for testimonials for your product, your organization, or your service. How will you ask for the testimonial?

Customer	How I will ask for the testimonial

8. Identify three current customers or potential customers. For each customer, explain what you genuinely like, respect, or appreciate about them.

Customer	What I genuinely like, respect, or appreciate about this customer.

9. Identify three current or potential customers and for each customer, provide three honest compliments you could give them.

Customer	Three honest compliments
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.



10. Identify three current or potential customers. What might you have in common with each of these customers?

Customer	What we might have in common.
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.

11. Identify three current customers or potential customers. For each customer, what might you show an interest in? What hobbies, social groups, or charities might they be associated with? What sports are they interested in?

Customer	What interests they might have.
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.

12. Identify areas of industry knowledge you could improve to be a better resource for your customers.

--

13. Create a brief checklist for yourself to ensure that you make a good impression each and every time you meet with your customers.

**My Good Impression Checklist**

<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

14. How can you legitimately use the principle of scarcity with your customers? What exclusive information can you offer? Is there a limited time to take advantage of an offer? Is there a limited number of products available?

--

15. One way to remember the six principles of influence is with the following CLASPRS acronym. Fill in the blanks below:

C\_\_\_\_\_ and consistency;  
L\_\_\_\_\_;  
A\_\_\_\_\_;  
S\_\_\_\_\_ P\_\_\_\_\_;  
R\_\_\_\_\_;  
S\_\_\_\_\_

## Session 7

# Communicating

*Communication skills are the foundation of effective sales. Letters, hand written notes, listening, spark words, body language, and C.A.R.E. work best. Email and social media have crowded thoughts and can be easily lost in the shuffle. Take the road less traveled and enjoy a more pleasant journey.*

### Adrian's story

Adrian could hardly contain himself as he practically bounced into Rhea's office. "Rhea, you aren't going to believe what happened this week," he blurted out as he grabbed a chair and plopped down.

"Wow, I can't remember ever seeing you this excited. What happened?" she asked.

Grinning, Adrian leaned forward in his chair, "Do you remember that mega account we talked about? The one we both thought I had blown?" Rhea knew exactly which account Adrian was referring to. Adrian had a habit of talking too much and not asking the right questions and she suspected that is what happened on Adrian's last visit with this customer. Before Rhea had been promoted to sales manager this customer was in her territory. She knew that, more than most, he wouldn't buy if he didn't feel connected to the salesperson.

Rhea was curious, "What happened? How did you get this account turned around? Last time we talked; I was pretty sure it was over."

"Honestly, I was pretty annoyed after our last conversation. You reminded me that I had two ears and one mouth and that I should remember the ratio of listening more and talking less when I was with my customers," he said.

Rhea nodded as she said, "Yeah, your body language gave you away. I could tell you didn't like my saying that and I didn't think you would pay any attention to it."

"During the first half of my drive home I argued with you in my head. I was pretty sure you weren't being fair. I kept thinking that it's my job to sell

and how could I sell if I didn't talk? Then I started thinking more about the principles of influence, particularly reciprocity and liking. I realized that I had them backwards. If I asked more questions and listened carefully to my customer's answers, they would be more willing to listen to me. That's the principle of reciprocity, right?"

Before Rhea could say anything, Adrian continued, "I figured that if I took your ear-to-mouth ratio seriously and listened twice as much as I talked, the customer would feel like I cared and the principle of liking would be working for me, too! It finally hit me. There was just no way I would ever be able to get back on track with this customer, or probably any of my customers, if I kept dominating the conversation. I could see that you were right. My pattern was to talk a mile a minute and dump out everything I knew about our product and our deals. The customer would have a hard time getting a word in edgewise and I'm guessing that wasn't much fun for them. It's no wonder they would cut our meetings short!

By the time I pulled into my driveway I had an idea. I went straight to my desk and brainstormed the questions I could ask this customer. Once I got started, it was so obvious to me why I had been missing my target. It was easy to come up with a long list of questions, but when I looked them over, I recognized that I hadn't asked any of these questions on my last couple of visits with this customer."

Rhea leaned back in her chair, looked out her window and then back at Adrian, "Awesome, Adrian. I'm impressed. So, tell me, how did you manage to get another appointment with this customer? I was pretty sure I was going to have to assign another salesperson. I didn't think you would ever get back into this guy's office after your last visit."

Adrian got even more animated, "I wrote him a note! Nobody hand-writes a note anymore so I thought it might stand out. I made a copy for my files. Do you want to see it?"

"Absolutely!" Rhea said while getting up from behind her desk and approaching Adrian so that she could get a better look at the paper in his hand.

The note said:

Jim,

Thanks for taking a minute to read this note. I believe that Walker's Inc. deserves the best plan possible. While I felt my proposal was a good fit for you, you were hesitant about committing to the purchase.

Meeting your needs is my priority. Would you have time to talk with me? I want to understand how I can better serve you and Walker's Inc.? I believe I can put together an ideal package for you if I had a clearer understanding of your concerns and challenges.

Would a lunch meeting work for you? I hear the new bistro in your building is getting great reviews.

Sincerely,  
Adrian

After Rhea read the note, she handed it back to Adrian and grinned. "That was a really good idea, Adrian, and it obviously worked because Jim did meet with you."

Adrian knitted his brow and explained, "Yeah, but the meeting wasn't easy at first. Jim was very guarded, but I kept my list of questions handy. As I asked a question and he answered, more questions came to mind. I stayed focused on letting him talk and I took notes. It's amazing what a difference a few well-placed questions can make. Jim told me everything I needed to know to close the deal. When I did talk, knowing what his concerns were changed what I emphasized. It wasn't about the features of our plan; it was about how those features fit his needs. Then it was easy to show him how he and his company would benefit from the features in our product."

"That's just basic Sales 101. You always talk about the benefit, not the features..."

Adrian interrupted, "Listening is the secret sauce. I knew exactly what benefits Jim was looking for. That took all the guesswork out of it. I love getting the answers to an exam before I have to write it!"

"So, Jim agreed to a contract?" Rhea asked.

“He sure did, and he surprised me - he doubled his order! That mega account got even bigger! I just can’t believe my luck!”

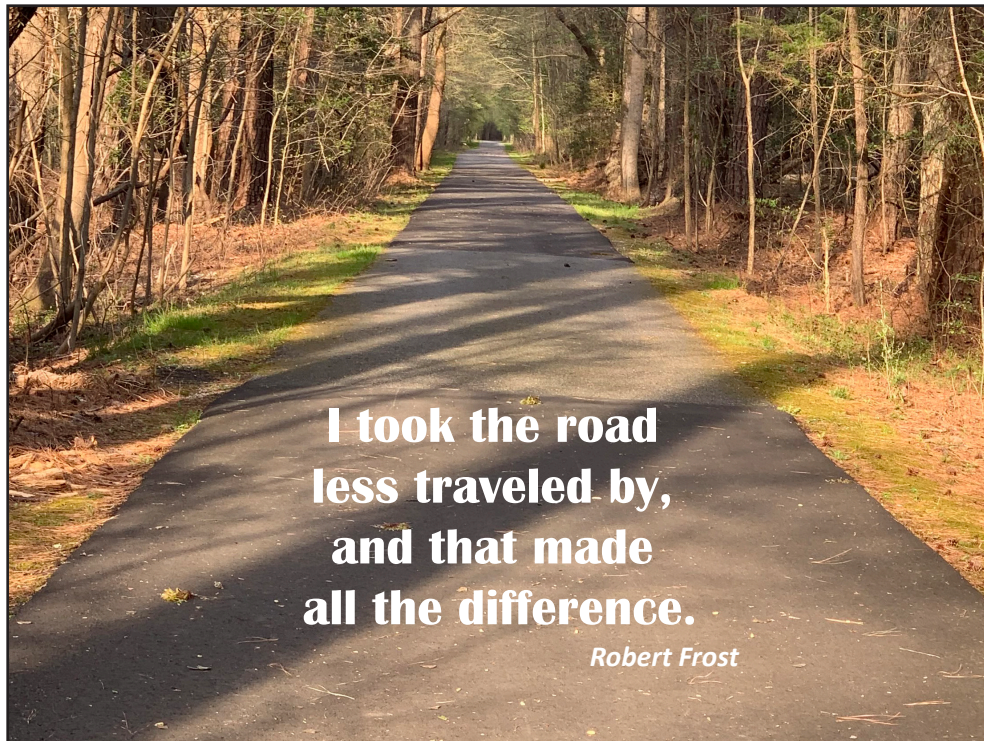
“There was no luck involved, Adrian. You made it happen. I am so pleased for you and I think I will need to buy the coffee for our next meeting! There’s no question that listening is powerful but there are ways to make your listening even more effective,” Rhea responded. “Are you ready to add a few more tools to your belt?”

## Overview

- Selling is an interactive event and it is all about communicating. When we think about communicating, especially within the context of selling, we tend to emphasize the “telling” side of it. It’s easy to forget that there is another side, the “listening” side.
- Listening is much more than asking the right questions and then matching the answers to your product.
- When you take the time to truly listen to your customer, you are giving them a gift. It is the gift of time and attention, and it is a gift most people crave.
- When you listen to your customer, you trigger the influence tools of liking and reciprocity.
- Listening provides you with the "answers to the exam" before you take the exam.
- "CARE to Listen" is an effective tool for better listening. The acronym stands for clarity, assure, rephrase, and encourage.
- Getting *clarity* means being sure you understand what the other person just said. That may require questions for understanding.
- *Assure* your speaker that you accept, recognize, and appreciate them.
- *Rephrasing* involves repeating the essence of the other party's communication in your own words. When you do so, you demonstrate that you understand their situation or their concern.

- *Encourage* the other party to continue speaking with gestures and simple words or phrases such as, "go on," "and...", or, "tell me more."
- There are words that we are all conditioned to respond to in a very predictable manner. These are referred to as spark and trigger words.
- A spark word is any word that creates a positive, energizing effect. Spark words work because they induce the release of the feel-good hormones: Dopamine, Oxytocin, Serotonin, and Endorphins (DOSE).
- Trigger words, under the right conditions, provoke the listener to shut down and to withdraw mentally from the conversation. They often create defensiveness.
- Adding spark words to your dialogue will be helpful, but minimizing your use of trigger words will have an even greater impact on your success.
- Your body is communicating to both you and to your customer. Confident people take up space. They stand up straight, shoulders back, and head up. When you are huddled down, whether sitting or standing, you will use less assertive language and others will perceive you as unsure of yourself. It's a simple thing to adjust.
- It is important to understand what your preferred communication style is because if it is different to that of your customer, someone is going to have to adjust or there will be miscommunication and frustration. Adjusting takes a combination of awareness and focus.
- Once you understand the different communication styles, it isn't difficult to identify which style your customer is using. Because we are all capable of any style, you can adjust to match your customer's style. When you do that, your customer is more comfortable and rapport between the two of you will be better.
- Another consideration is conation drives. Conation refers to your instinctual talents, the way in which you strive to accomplish things. It is your approach to problem-solving. Conation is how you act when you are free to be yourself. (See [www.kolbe.com](http://www.kolbe.com))

- When you understand your own conative modus operandi (MO), which is simply your four strengths, you can be more deliberate in using them and therefore more effective.
- Understanding conation and learning to recognize strength indicators in others can be invaluable in understanding how best to present information to your customer.





## Application

1. Write the CARE to Listen on a post-it note or the back of a business card: Clarity; Assure; Rephrase; and, Encourage. Choose a friend or family member with whom to have a conversation. Ask them an opening question about some issue you know is important to them. Practice "CARE to Listen" while engaging in the conversation. Keep your note handy to remind yourself of what you want to do. Focus entirely on understanding their perspective without adding your perspective, opinion, or advice.

What did you learn from this experience?

2. Add at least two spark words to each of the following five statements. If you want, you can add a second sentence to your adjusted sentence.

### Some Spark Words

Dopamine	Oxytocin	Serotonin	Endorphins
You / your	Belong	Imagine	Adventure
Customer's name	Support / help / assist	What if...	New
Success	Guide	I wonder...	Change
Wow	Together / partner	Possibility	Better / best
Want	Team	Idea	Challenge
You deserve	Secure	Creative	Surprising
Greatest / best	Peace of mind	Accelerate	Unconventional
Exclusive	No pressure	Increasing	Instant / instantly
Ideal	Journey	Potential	Powerful
Perfect	Earn your trust	Boost	Secret
You might...		Enhance	

- a. Good morning. Do you have a minute to talk?

b. Our product can increase your production by 15%.

c. I would like to show you how my organization's product would work for you.

d. How many years have you been buying from our competitor?

e. What are the challenges you are facing today?

6. Rewrite the following statements, removing trigger words but maintaining the same meaning.

Trigger Words

Universals*	Absolutes*	Other Triggers
Always, never, every, all, and nobody.	Avoidable, exact, defective, harmless, needless, obvious, total, thorough, useless, unimportant and wrong.	why just / at least you need to... you should ... you have to ...
* These are just examples and do not represent the entire category of words that would qualify as a universal or an absolute.		

a. Our customers always prefer our product. You should consider switching.

b. If you purchase our product, you can avoid needless loss.

- c. Why wouldn't you want to buy this product? You have to at least consider the benefits it would offer you.

- d. You will never find a better deal than the one I am offering you right now.

- e. The cost of this product is just \$\_\_\_\_. It is obvious that nobody else can offer you this deal.

6. Stand up. Place your feet shoulder-width apart and place your hands on your hips. Lift your chin. Take five deep breaths. How do you feel?

7. If you do not know your communication style, you might consider searching the internet for a Myers-Briggs Type Indicator (MBTI) or DISC assessment. The free versions are not entirely reliable but they will give you a starting point. If possible, it would be better if you are able to take the assessment from a valid vendor.

Once you know your preferred communication style, consider how this might impact your communication with a specific customer.

8. If you are interested, you can complete the Kolbe A at [www.Kolbe.com](http://www.Kolbe.com). Record your MO here: \_\_\_\_ \_\_\_\_ \_\_\_\_ \_\_\_\_

How would your MO show up when interacting with a customer? What advantages do these strengths offer you in sales? What drawbacks might you encounter with this set of four strengths?

## Session 8

# Presenting and Storytelling

*"Facts tell, stories sell" is more than a clever rhyme. A well rehearsed elevator speech or story, combined with the ability to quickly recognize the personality (DISC) and/or modus operandi (M.O.), will lead to forming long lasting relationships. Unlock the truth in how these secrets improve your ability to connect with buyers faster and with laser focused accuracy.*

### Adrian's story

Riding the good feelings of his successful sale, Adrian approached his next few sales meetings with renewed enthusiasm, but something was still off. His customers weren't responding in the way he was expecting. In one presentation the customer kept looking at his phone and in another, the customer asked him to wrap up his presentation because he had another meeting in ten minutes. He knew that today's meeting with Rhea was going to focus on presentations and it couldn't come at a better time.

Rhea smiled as he entered her office. "How's it going, Adrian?" she asked. Adrian knew she saw the weekly sales report so there was no point in pretending, "It could be better. I made a couple of sales but not as many as I wanted. We're going to talk about presentations today, right?"

"That's the plan," she responded. "Do you think that's the issue?"

With a sigh, Adrian answered. "I'm beginning to wonder if I'm a little stale. I'm not having any trouble getting potential customers to agree to a meeting but when I start presenting, they seem to tune out. I think it's time to rethink my approach."

"Let's start at the basics. Do you have an elevator speech?" Rhea asked.

"A what?" Adrian asked with surprise.

"An elevator speech. A short summary of your business proposition. Surely, you've heard of an elevator speech before," she said. "From the look on your face, I think we need to start there. And what about stories, have you integrated some stories in your presentation? You know what? I think it would help me understand how to help you if you just ran through your

presentation as if I were your customer. Would you be willing to do that?” Adrian took a deep breath and began pulling his computer out of his bag,

“I guess, if you think we need to do that. Can’t you just give me a few pointers?”

Rhea got up from her desk and moved to a chair beside Adrian. “If I’m going to help you, I need to understand what the issues are. Let’s get started.”

With a sense of resignation, Adrian started. Thirty minutes later he folded his computer and looked expectantly at Rhea. “So, what do you think? You took a lot of notes. How bad is it?”

“Some of my notes were good things, Adrian. It’s clear that you know and believe in our product. That’s important. You have a pleasant voice and you delivered your presentation with a good level of energy,” Rhea explained. “There are areas that could use some work, however. Your slides are complicated, and your entire presentation is heavily weighted with data. Frankly, Adrian, your presentation felt canned, like it’s the same for all your customers. Is that right?”

“Not exactly, but it’s pretty close. I do change it up a little for some customers,” Adrian responded defensively.

“Adrian, I don’t want you to feel attacked. You’re doing well but, as you said yourself, there are some sales you are leaving on the table. There are some things you can do to make your presentations a lot more interesting. If you can keep your customer’s interest, you can create a positive vision for the future, one that would include the use of our products. Do you want to talk about what those things are?”

“What about the influence principles and everything we discussed about communication? How do they fit with presentations?” he asked.

Looking puzzled, Rhea answered, “Everything we have talked about is important and when you build your presentation, you want to be looking for ways to integrate those tools. The presentation is your opportunity to put all these tools into action.”

Adrian settled himself into his chair, knowing that this was going to be a long, but truly valuable session.

## Overview

- Good presentation skills are at the base of identifying customer needs, presenting an offer and negotiating the terms or managing objections. If you can't capture the customer's attention you might not even get past the first phase of the selling process which is prospecting and qualifying your customer.
- Be sure to understand the value proposition of your product. What makes your product different and more valuable to your customer than that of your competitor?
- First impressions matter in the sales game. You need a solid elevator speech that catches the prospect's attention.
- Your elevator pitch opened the door but now you need the next step. If you are delivering information, you might be using brochures or slides on your tablet. There are some things to consider:
  - Fewer words and more graphics are better.
  - If you are using slides, less is more. That includes the number of slides and the number of words on each slide. Be aware of the emotional association with colors.
  - Direct your customer's attention to the points on your brochure or your slide that will be most relevant to their problem.
  - Keep the words on your materials simple. You are already paring down the number of words you will use but you also want to keep the reading level at or below the eighth grade.
  - Your materials should finish with a call to action that asks for the sale.
- Understanding conative styles can also help you to tailor your presentations to specific customers in a very powerful way. Without this understanding, you will design your presentation according to your own MO. This will be fine for some customers, but for others you will miss the mark entirely.
- The communication style you use can change given the context and your mood. You can and do shift your style, often unconsciously. This matching to another's style is the result of mirroring neurons that are influencing your energy and helps you to feel more connected with the other person.

- You might not know your customer's preferred style, but it is not very difficult to determine what style they are using in the moment.
- “Let me tell you a story,” are six powerful words. They catch attention immediately. Everyone loves to listen, to read, or watch stories on television or the movies. Stories allow us to briefly leave our present world and enter another. Whenever possible, start your presentation with a story and include additional stories later.
- There are different types of stories and they serve different purposes.
  - Springboard stories: Use them to spark action toward making a change.
  - Who you are or who your organization is: These stories build trust and credibility.
  - Transmit values: These will prompt discussion about values.
  - Sharing knowledge: Use when you want to share lessons learned.



## Application

1. Write your unique value proposition.
  - What makes your product different and more valuable to your customer than that of your competitor?

- What does your customer want, need or value?

- How does your product meet that need?

2. Write an elevator speech.
  - What problem is your customer looking to solve?

- Begin your elevator speech with a very quick introduction, “Hi, I’m \_\_\_\_.” Then follow with a question or a statement that catches your listener's attention.

- Your next sentence (or it might be integrated with your first attention-getting sentence/question) identifies the problem the customer is trying to solve.

- Briefly explain how your product differs from others or how your product works and what outcome your customer can expect.

- Review what you have written and tighten it up. Look for unnecessary adjectives and adverbs and be sure to pepper in some spark words. Continue to work on it until you can get it down to that magical 80-90 words.

3. Creating a plan for following up your elevator speech.

- Ask a question and wait for an answer.
- Paraphrase the main issue in your customer's response and watch for a nod or some non-verbal indication that you got it right. If you didn't, ask another question to clarify your understanding.
- Use the yes-set sequence.
- Finish with a call to action.

Create your plan:

4. Use the following checklist to evaluate a slide deck or a brochure you use to explain your product to a customer.

**Presentation Checklist**

- ☐ Used fewer words and more graphics for slides or brochure.
- ☐ Additional information to support points in the slides or brochure is readily available, if requested.
- ☐ When slides are used, the "less is more" was honored. The number of slides and the number of words on each slide was minimized.
- ☐ Black and red backgrounds are used sparingly.
- ☐ The color of the background was carefully chosen based on the emotion wanted.
- ☐ Fonts are large, easy to read, and contrast distinctly with whatever background was chosen.
- ☐ Only 2-3 ideas are highlighted in the slide deck or brochure.
- ☐ Reading level is consistently at the 8th grade level.
- ☐ The slide deck or brochure includes a call to action.

Based on this evaluation, I will need to change:

5. Fill in the blanks:

Facts \_\_\_\_\_; Stories \_\_\_\_\_.

6. Consider a customer that you have worked with. After reviewing the following chart\*, estimate the strengths of this customer.

Fact Finder How you gather and share information.	Follow Thru How you arrange and design.	Quick Start How you deal with risks and uncertainty.	Implementor How you handle space and intangibles.
<b>Simplify</b> Big picture is their approach. Focus is on the bottom-line. Cuts to core of complex information or ideas. Condenses information to what matters the most.	<b>Adapt</b> Flexibility is their approach. Getting around rules to get things done is the priority. Lots of balls in the air. Interruptions are welcomed. Starts projects then hands them off. Skips steps or varies the approach.	<b>Stabilize</b> Caution is their approach. Manages and minimizes risk. Protects the status quo. Slows down change. Provides permanence. Fends off chaos.	<b>Envision</b> Visualizing is their approach. Words are their friends. They can see solutions and sketch out ideas for others.
<b>Explain</b> Practical in their approach. Decodes, simplifies and summarizes complex material. Clarifies information.	<b>Maintain</b> Flexible in their approach. Finds or creates adaptations in existing structures. Reduces or reformats processes and procedures.	<b>Modify</b> Mediation is their approach. Finds the middle ground between change and status quo. Reduces risk in change efforts.	<b>Restore</b> Translating is their approach. Bridges the gap between ideas and tangible reality. Restores, recovers and repairs materials and equipment. Makes do with what is available.
<b>Strategize</b> Deliberate in their approach. Differentiates pros and cons. Evaluates based on research. Pragmatic and realistic.	<b>Systematize</b> Structured in their approach. Provides templates and detailed plans. Sequences, classifies and integrates information.	<b>Innovate</b> Sense of urgency in their approach. Experiments and innovates. Spontaneous in their speech. Brainstorms alternatives. Risk-taker.	<b>Protect</b> Insistence on quality in their approach. Creates solid, durable solutions. Technology, tools, and machines are their friend.









\*Chart is based on the Kolbe Conation model.

Customer: \_\_\_\_\_

Fact Finder: \_\_\_\_\_ Follow Thru: \_\_\_\_\_

Quick Start: \_\_\_\_\_ Implementor: \_\_\_\_\_

- Given your customer's modus operandi (MO), how should you adjust a presentation? Use the chart on the following page to help you with your plan.

Fact Finder How you gather and share information.		Follow Thru How you arrange and design.		Quick Start How you deal with risks and uncertainty.		Implementor How you handle space and intangibles.	
<b>Generalist</b>  	<b>Simplify</b> Focus on the end-result. Condense and summarize information. Use bullet points and highlight the bottom line.	<b>Random</b>  	<b>Adapt</b> Provide them with straight-forward solutions or shortcuts to processes. Emphasize adaptability. Saving time and energy are the priorities.	<b>Stabilizing</b>  	<b>Stabilize</b> Minimize risk and demonstrate how the product fits with current status quo or eliminates/prevents chaos. Avoid unnecessary urgency in decision-making.	<b>Abstract</b>  	<b>Envision</b> Help them visualize the future by encouraging them to talk about the vision. Create simulations.
	<b>Explain</b> Reference previous discussions and fill in missing information. Refer to experts and encourage them to ask questions. Provide executive summaries.		<b>Maintain</b> Eliminate any inconsistencies or duplication in materials. Simplify processes, compress categories and demonstrate where flexibility can be added.		<b>Modify</b> Provide opportunities to sample the product. Invite input on modifications or adjustments. Accommodate alternatives.		<b>Restore</b> Help them to see that the product removes real or imagined obstacles or repurposes existing tools or materials. Translate abstract ideas to concrete actions.
	<b>Strategize</b> Provide specific details with numbers and clear pros and cons. Support the need for your product with research and data. Point out sources and references for their own research.		<b>Systematize</b> Provide precise steps and procedures. They will want charts, graphs and checklists. Demonstrate how product can be integrated with existing systems.		<b>Innovate</b> Will want lots of options and an opportunity to consider what-if scenarios. When possible, create opportunities for experimenting or pilot projects.		<b>Protect</b> Preservation of all things is the priority. Couch your arguments in terms of safety and conservation. When possible, provide concrete demonstrations.
<b>Specialist</b>		<b>Sequential</b>		<b>Improvising</b>		<b>Concrete</b>	

7. Use the following chart to estimate your customer's preferred communication style.

	Dominance	Influence	Steadiness	Conscientiousness
<b>Indicators</b>	Strong Results-oriented Competitive Direct Decisive Goal-oriented	Persuasive Extroverted Optimistic Inspirational Charismatic Enthusiastic	Peaceful Diplomatic Supportive Compassionate Sincere Averse to change	Accurate Detail-oriented Logical Cautious Analytical Gathers information
<b>Adjustment</b>	Be brief and use a faster pace of speech. Be clear and precise. Provide only essential information. Demonstrate confidence through your posture and tone of voice.	Use lots of color and make it fun. Keep a fast pace and demonstrate energy and enthusiasm for the product.	Connect with the customer with some conversation before beginning the presentation. Slow your pace and allow time for your customer to ask questions.	Encourage your customer to ask questions and take your time presenting. Provide lots of detail and add pauses to allow your customer to process the information.

Customer communication style: \_\_\_\_\_

Given your customer's preferred communication style, how will you further adjust your presentation?

8. Review the following chart on types of stories.

Springboard Stories		
<b>Purpose:</b> To spark action toward making a change.	<b>Description:</b> These stories describe how a successful change was implemented. It allows the listener to imagine how the change might work in their situation.	<b>Tips:</b> Must be told from a single protagonist's perspective. The time and place should be specified but avoid other unnecessary detail. It must have an authentic happy ending. Finish the story with a "What if..." or "Just imagine...."
Who You Are (or Organizational Branding)		
<b>Purpose:</b> To build trust and credibility.	<b>Description:</b> It provides the listener with some drama that reveals a strength or vulnerability from your past (or your organization's past).	<b>Tips:</b> This story is about you (or your organization). Set the context, build progressive complications and finish with a final turning point.
Transmit Values		
<b>Purpose:</b> To prompt discussion about values.	<b>Description:</b> This type of story describes how leadership dealt with adversity.	<b>Tips:</b> Let the story reveal the values. The story should have meaning for the here and now.
Sharing Knowledge		
<b>Purpose:</b> To share lessons learned.	<b>Description:</b> This story highlights a problem or focuses on mistakes made. It shows how the problem or mistakes were corrected and includes an explanation of why the solution worked.	<b>Tips:</b> The story should include four elements: the problem, the setting, the solutions, and the explanation. The story might reveal unexpected insights. It should confront bad news and strike a balance between disaster and success.

Choose one type of story and write a short story that you could use with a customer.

9. Getting a testimonial from a customer.

A testimonial is a Lessons Learned story. To get a testimonial from a customer you will want the testimonial to answer the questions below. Some customers will be able and willing to write a good testimonial, others will need help.

Use these questions to interview your customer or send them the form and ask them to answer them. Adjust the questions to suit your customer. You can then use that information to write the testimonial for them.

To practice using the questions, choose a product that you have purchased and complete the form.

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Why did you purchase [product name]? What was the problem or challenge you wanted to solve?

What result did you get and how did that benefit you? What difference did it make to you or your organization?

If you have used a similar product from a competitor, why did you switch? How did this product achieve a better result for you or your organization?

How does it feel to have overcome your challenge or solved your problem?

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- **How to write a good story.**
- **How to get "killer" testimonials.**



## Session 9

### Knowing What Matters the Most and Connecting with Your Customers

*Buyers don't really care what you do, or how you do it. You what and how won't differentiate you from your competition. What buyers do care about is why you do what you do. They will pay closer attention when you sell with a strong purpose that is consistent with your genuine core values. Self-image, belief, and confidence are shaped by our thoughts, feelings, and a lifetime of experience.*

#### Adrian's story

Driving to the office, traffic was heavier than usual. Adrian wondered if he was going to be late for his meeting with Rhea. He smiled to himself as he thought about Rhea. She was a stickler for time and probably wouldn't accept the "slow traffic" excuse but that wasn't going to be a problem today. He had left his house in plenty of time, even if traffic was an issue. Glancing down at his watch he realized he had another 30 minutes before his meeting to travel what would ordinarily be a five-minute drive. His thoughts drifted off to the meeting and he wondered what Rhea had in store for him this morning. His sales had improved considerably since beginning these talks with Rhea, but they still weren't exactly where he wanted or expected them to be.

As he entered Rhea's office, she looked up and then glanced directly at the two cups of hot coffee on her desk. Bonus, there were two sweet buns on a plate beside the coffee! Adrian thought to himself, "This is a good start!" Grinning, Rhea said, "Congratulations, you are making your way up the sales leaderboard! Your sales this month placed you third from the top. Are you ready to be number one?"

"Always!" Adrian responded. "Some of the things you've said were tough to hear but I have to admit that I've learned a lot or, in some cases, re-learned things I had forgotten. I can't imagine what more could be added to everything else you have talked about."

Still smiling but with a devilish twist, Rhea answered, "There's more. It's time to talk about your relationship with yourself."

Looking confused, Adrian asked, "I thought we covered the issue of self-

talk and motivation earlier.”

“Yes, but I want to go a little deeper,” Rhea responded. “It’s really important that you have a clear understanding of who you are and what matters most to you. Have you ever heard of Earl Nightingale?”

“That name is familiar. Back in my early days of selling I think I listened to one of his tapes, *The Strangest Secret*. That’s really old stuff,” Adrian replied.

Rhea frowned, “Just because it’s old, doesn’t mean it isn’t still relevant. I think it’s time for you to get back in touch with his message. You have done well, but if you want to really excel, today’s discussion will turbo-charge your success.”

Adrian picked up his coffee and one of the sweet buns and dropped down into the chair in front of Rhea’s desk, “I’m ready! I’m all ears!”

\* \* \* \* \*

It was a warm, sunny day and the sun pouring into Adrian’s office matched his own sunny feelings. Things were really turning around for him and, whether he was the leading salesperson on the team or not, he was feeling good about his progress.

“Earth to Adrian, are you here?” Rhea asked.

“I’m sorry, Rhea. I guess my mind wandered off.” Adrian sat up in his chair and took a sip from his coffee cup. “I was just thinking about the sales I made this week. Now that I understand how my work supports what really matters to me, I feel like I am on a mission. The work is so much easier than it was.”

Rhea leaned forward in her chair and began tapping her pen on her notepad, “That’s good to hear but let’s take this a little further, Adrian. Aligning your work with your core values helps you to get your relationship with yourself right. Now let’s give your relationship with your customers a little love.”

Adrian was confused, “What do you mean? I took our conversation about influence principles to heart and before each meeting with my customers I give some thought to everything we talked about, especially the reciprocity

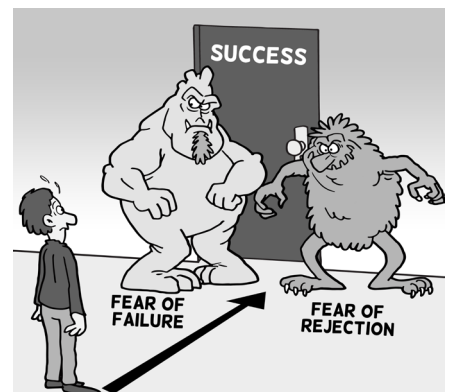
and liking tools. I feel like my relationships with my customers have improved dramatically.”

Rhea nodded agreement, “Absolutely, I can see that. It’s one of the reasons your sales have improved but there’s more you can do. The great thing is, when you do more, you will feel even better about your work than you do now, and you will deepen your customers’ loyalty to you. They will become repeat customers and even sell their friends on our products for you. Are you interested in learning more about deepening your relationship with your customers?”

“Of course, just let me get a refill on my coffee and I will be all ears! Could I get you another cup?” When Adrian returned, he passed a fresh cup of coffee to Rhea and settled back into his chair, anticipating another good session.

## Overview

- The motivation to do the hard work needed for success depends on feeling good about yourself. Earl Nightingale’s strangest secret is simply, “We become what we think about.”
- With increased understanding of how the brain processes information, we know that what we visualize becomes the program that our subconscious runs. A vivid picture of our future becomes our self-fulfilling prophecy. Therefore, it is essential that we focus on what we want, not on what we don’t want.
- Self-affirmations move us toward feeling good about ourselves.
- When our actions are aligned with what matters most to us - our core values - our lives take on a deeper purpose. This purpose, our mission, energizes us to do the hard work needed to fulfill our goals.
- The twins, Fear of Failure and Fear of Rejection, stand between you and your success. People who are successful in the field of sales consciously and deliberately-



ly work at removing these twin barriers. They do the things that less successful people don't want to do because their higher mission that pushes them past the twin fears.

- Under normal conditions, it is too easy to exhaust your willpower but when you are faced with the twin fears - which for most sales professionals are integral to the sales context - willpower or determination are just not going to be enough.
- Inscribed on the Temple of Apollo in Delphi is the maxim, "Know thyself." When your actions are in accord with your core values, your self-esteem increases because your actions have purpose. What you are doing matters and, even if it is difficult or unpleasant, you are on a mission and that mission is fueling you. Your mission can power you past the twin fears.
- Every decision is based on a value. We are constantly judging things as better and best, good or bad, safe or dangerous, or pleasant and unpleasant. A value is just an estimation of something's worth, importance, or usefulness. This means that we have countless values and they can easily change.
- You have many values but some values are at your core. They represent the essence of who you are and serve as the foundation of how you think, feel, or act. These are called core values. You will pursue your core values relentlessly, whether anyone else cares or even notices, because they are what's most important to you. Core values are your most deeply held, cherished ideals or beliefs.
- Misalignment between your work and your values will result in an inability to live up to your potential because cognitive dissonance will interfere with your focus. Cognitive dissonance is the internal conflict you experience when you become aware that your thoughts and/or actions are inconsistent with your values. This is the reason why belief in your product or service is essential to your success in selling that product or service.
- Behavior is based on two criteria. To do those things success depends on, you must *want to do them*, and you must *be able to do them*. Your attitude makes all the difference. With a positive, confident attitude both criteria can be met, creating a virtuous cycle between want and ability.

- It can be difficult to identify your core values because they are so much a part of you. It takes a deliberate effort to truly recognize your core values. A search on the internet will yield several strategies and exercises for identifying your core values.
- Without deliberate effort, you can easily confuse the low hanging fruit of social idealisms with what is truly your own unique set of core values. Social idealisms are traditions, conventions, and the socially acceptable way of thinking. They frequently include the words should, ought to, or have to.
- The principle of liking is the most powerful and easiest influence tool to put into practice. It is also the easiest to use ethically. You can't fake liking. You either like someone or you don't. If you truly like someone, you will want to be helpful to them. If your customers like you, they will want to do business with you. Liking is not a guarantee of a sale, but it goes a long way toward it.
- First impressions matter a lot in a relationship. If you instantly like someone, the relationship is off to a promising start. Unless that person gives you concrete evidence that you shouldn't like them, the relationship will grow and get stronger.
- If you feel an instant dislike for someone you will need clear evidence of something that you can respect or a reason to like the person to just return to the neutral point.
- An instant liking reaction to a new person is more likely to happen if one or more of three things are present. The new person was perceived as physically attractive, they were smiling, and their body language was open and inviting. You can ensure that all three criteria are present in a meeting by small adjustments in grooming and attire, and self-awareness of your body language.
- The key to building a healthy working relationship with a customer is to become interested in what interests the other person. Be interested, not interesting.
- You can cement a trusting relationship by building a history of service. You want your customer to see you as a friend, ally, and collaborative problem-solver.

## Application

1. In the appendix of the book, "*Using Emotional Intelligence in Sales*," is an excellent exercise for discovering your core values. Here is a shorter exercise that can get you started.

Step 1:

Describe a peak moment in your life when you felt happy, fulfilled, aligned, in control, and completely yourself.

Step 2:

What values were associated with that moment?

Step 3:

Of these values, which one or two are most important to you?

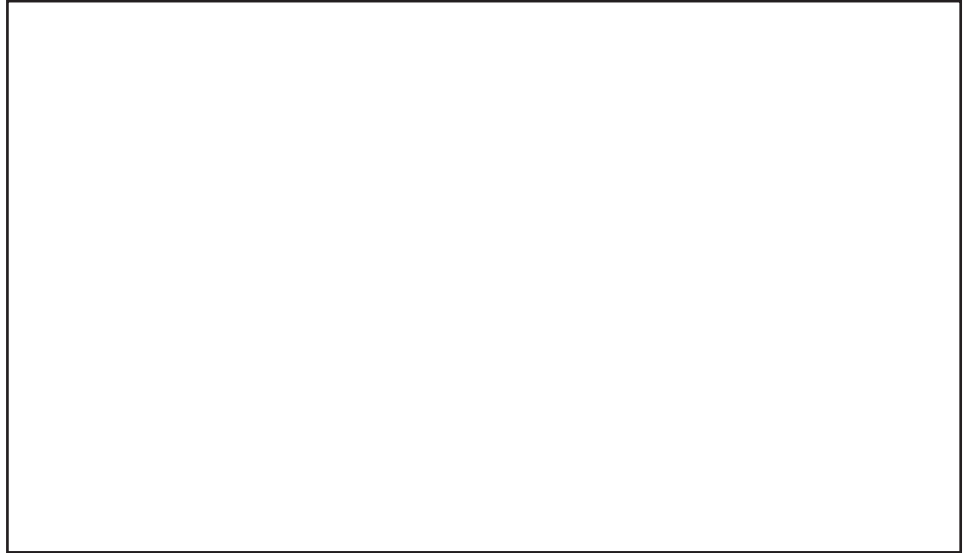
Step 4:

Explain what your chosen values mean to you. Create your definition for each of the values.

Step 5:

Repeat steps 1-5 until you have identified four or five final core values.

How can you use these core values to help you stay focused on achieving success in sales?



2. Purpose determines drive. When you are clear on your purpose, it is much easier to invest the energy needed to achieve your goals.

**Step 1:** Identify your strengths. Reflect on your personal successes. What strengths contributed to these successes?



**Step 2:** List your 3-5 core values you determined in the previous exercise.

**Step 3:** Consider how your strengths and core values might contribute to solving real-world problems.

**Step 4:** Based on your strengths and your core values, write a personal purpose statement that summarizes what contribution you intend to make in the world.

**Step 5:** How does selling your product, service, or idea align with this personal purpose statement?



3. Salespeople who have a can-do attitude, belief, and positive self-image will invest the time to master skills, which in turn impacts motivation.

Where, in your experience, have you observed this dynamic in action?

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### **Likability and the Law of Cause and Effect**

*Likability will be returned in direct proportion  
to ones genuine feelings toward the other person.*


4. Actions I will take to increase the probability that my customers like me?



5. General questions I can use to discover my customer's interests or hobbies.



6. Things to look for in my customer's location that might indicate an interest or hobby.



***Successful people are influenced by the desire for pleasing results.***

***Failures are influenced by the desire for pleasing methods and are inclined to be satisfied with such results as can be obtained by doing things they like to do.***

*Albert E.N. Gray*

## Session 10

### Do the Work and You're on Your way

*Failing to plan is planning to fail. In this final session we will recap key concepts learned in sessions 1-9 and connect the dot, as you put in place your actionable practice and work plans. Desires become reality when goals are specific, measurable, attainable, relevant, and timebound. SMART goals become reality and achieved when you put in the work.*

#### Adrian story

As Adrian entered Rhea's office, she jumped up and raised both fists above her head in triumph. "You did it, you are the top salesperson this month and not by a little, you are way ahead of everyone else. Congratulations!"

Adrian grinned, "That was my goal when we started meeting but, you know, now that I have hit it, I have mixed feelings about it."

"I get that," Rhea responded. "It happens a lot. When you stop focusing on competing with others and place your focus on your customer instead, everything changes. It's the paradox of sales. When you try too hard to sell, you don't. When you make every customer your priority, everything becomes easier and your sales success improves. I could not be prouder of you, Adrian!"

"Thanks, it's been a long journey and I learned a lot. Thanks so much, Rhea."

Sitting back down in her chair, Rhea became more serious. "Adrian, what do you think made the difference for you? We have really talked about a lot of different things, what did you find the most useful?"

Adrian settled into a chair in front of Rhea's desk and reached into his portfolio, "Hmm, that's a good question, Rhea. I'm not sure that it was any one thing; it really depended on the customer. After each of our coaching sessions, I would go over my notes and I would add tips to an inventory I was building. I think it was this tip sheet that kept me focused."

"Is that the tip sheet in your hand?" Rhea asked. "Can I see it?" Adrian put the papers on Rhea's desk and she quickly picked them up. As

she scanned the list, she asked eagerly, “This is really good. Could I share it with others?”

“It’s your material, Rhea. I just translated it into actions I could take. I would be honored if you shared it with others.”

## Overview

### Inventory of Sales Tips

#### The triune brain:

- ☐ Make the unfamiliar, familiar. Associate a new, unfamiliar product or service with something the customer is already familiar with.
- ☐ Create interest by making the familiar feel less familiar by rebranding or reframing the product or service.
- ☐ Help the client picture how the product, service, or idea will enhance their quality of life or, conversely, how not having the product or service will reduce their quality of life.
- ☐ Whenever possible, increase the bond with customers by “breaking bread” with them.
- ☐ When a product or service can increase your customer’s sense of safety (physical, emotional, or financial), emphasize this fact.
- ☐ Acknowledge your customer’s expertise and offer legitimate compliments.
- ☐ Put your message in front of your customer in as many ways as possible. Your customer needs to see and hear your message frequently.
- ☐ Use your customer’s name early in the conversation and, if the conversation is extended, two or three times more.
- ☐ Smile when talking with your customer.
- ☐ When you identify a goal your customer is working toward, look for an opportunity to help your customer to achieve that goal. Do so even if the goal is not directly related to your product or service.
- ☐ If the purchase process involves several steps, a checklist can serve as a set of mini goals for a customer. Give your customer the list of steps or tasks needed to complete the purchase. Encourage your customer to check off items as you progress through the process.
- ☐ Always speak optimistically about the future. Create a reputation for having a positive outlook.
- ☐ Create opportunities for your customer to recall happy or fond memories

- by asking about family pictures, planned vacations, or recent achievements.
- ☐ Volunteer some time to causes that are important to your customer, or provide some financial support to these causes.
- ☐ Soon after closing a sale, send a note congratulating your customer that lists all the reasons why they have made a good decision.
- ☐ Focus on maintaining calm, even breathing throughout any interaction with a customer.

### **Managing emotions:**

- ☐ Reframe “I have to...” to “I get to...”
- ☐ Be clear about why whatever you are doing is important to you.
- ☐ Do the more difficult or unpleasant tasks first thing in the morning when your willpower is at its strongest.
- ☐ Take short breaks throughout the day to restore your willpower.
- ☐ Bounce back from rejection by building mental toughness. Mindfulness, meditation, guided visualization, or self-hypnosis will all contribute to increased resilience.
- ☐ Use thought-stopping to maintain a positive outlook.
- ☐ Practice a self-affirmation several times a day.
- ☐ Take some risks by experimenting with new strategies, but monitor your results and make adjustments early.
- ☐ Ensure that you spend time with people who are optimistic and supportive. Avoid the “buzzards” who don’t put in the effort and then have excuses for not getting their desired outcomes. Their negative self-talk is contagious.
- ☐ Recognize what is, and what is not, within your control. Focus your effort on your own behavior.

### **A better you:**

- ☐ Get seven to eight hours of sleep each night.
- ☐ Pay attention to nutrition. Keep healthy snacks handy and plan for busy days. That way you will have easy access to foods that help you think clearly and support both a positive mood and sustained energy.
- ☐ Get 30 minutes of exercise each day. On busy days, this may mean several short bursts of exercise.

## Influencing others:

- ☐ Ethically integrate the six principles of influence into the sales process.

### *Reciprocity:*

- ☐ Listen to your customer and they will listen to you.
- ☐ Offer the best service possible.
- ☐ Help your customers to solve their problems.
- ☐ Show an interest in the things that your customer cares about.
- ☐ When appropriate, give your customer small gifts.
- ☐ Create an opportunity for making a concession by offering the “Cadillac” version of your product first. If the customer hesitates, you can then suggest another product that might also meet the customer’s needs.

### *Commitment and Consistency:*

- ☐ Ask your customer the question, “How does [your product] fit your needs?”
- ☐ Offer to get the paperwork started while the customer is still considering whether they want to make the purchase.
- ☐ Give your customer a pen and ask them to fill in some of the blanks on the contract or proposal.
- ☐ Use the “yes set” to create an emotional pattern of saying yes to you.
- ☐ After completing the sale, ask your customer for a testimonial or a summary of the benefits that they expect to get from your product or service.

### *Social Proof:*

- ☐ Share testimonials from similar customers.
- ☐ Provide visual examples of similar customers using your product or service.
- ☐ Give your customer data demonstrating the number of people who have purchased your product or service, customer satisfaction scores, or information about your organization’s years in business.

### *Liking:*

- ☐ Like your customer! Find those things that you can truly admire and respect about your customer and let your customer know what you like about them.
- ☐ Offer your customer sincere compliments.
- ☐ If you legitimately have something in common with your customer, make

sure that they are aware of it.

- ☐ Be a good listener. Say less and hear more.

*Authority:*

- ☐ Be a valued resource for information about your industry and your product or service.
- ☐ Dress the part and use your appearance to increase your credibility.

*Scarcity:*

- ☐ Share information with your customer that may not be readily available to everyone.
- ☐ If there is truly a limited supply or an anticipated limited supply in a product or availability of a service, share this information with your customer.
- ☐ When it's time to negotiate, focus on a win-win. Make sure both parties to the negotiation are getting what they need.

**Communicating:**

- ☐ Use CARE to listen: Clarity, Assure, Rephrase, and Encourage.
- ☐ Use words that are known to spark the production of the feel-good hormones - DOSE.
- ☐ Avoid using words that are known to trigger defensiveness and withdrawal.
- ☐ Pay attention to non-verbal communication, particularly your posture.
- ☐ Pay attention to your customer's communication style and adjust your style to match – think DISC.
- ☐ Look for clues about your customer's problem-solving instincts and adjust your presentation to their way of processing information – think KOLBE.

**Presenting and storytelling:**

- ☐ Know the value proposition of your products or service. What makes your product or service different or more valuable compared to that of your competitors?
- ☐ Know what your customer wants, needs, or values and adjust your presentation accordingly.
- ☐ Have a solid elevator speech ready for those unexpected, brief opportunities.
- ☐ Follow up the elevator speech with a question, paraphrase, or yes-set and

finish with a call-to-action.

- ☐ When using slides remember that graphics are more memorable than words and fewer words are more powerful.
- ☐ A one-size-fits-all presentation is deadly. Point out what is relevant to your customer and let the rest go!
- ☐ Avoid trying to sound smart by using multi-syllabic, complex words. Use straightforward language.
- ☐ Tailor your presentation to your customer's problem-solving instincts – think KOLBE and their preferred communication style – think DISC.
- ☐ Use lots of stories throughout the presentation.

### **Know what matters:**

- ☐ Know what your core values are.
- ☐ Align your core values with your major work tasks and your organization's goals.
- ☐ Frequently review your core values and how they are aligned with your work to ensure that you remain purpose driven.

### **Connecting with your customers:**

- ☐ First impressions matter. Make sure that your grooming and attire are appropriate for the situation, that you are smiling, and you have an open posture.
- ☐ Focus on being interested, not interesting. The paradox is, the less you say, the smarter you sound.
- ☐ Immediately following a meeting or a brief conversation with a customer, make some notes about their interests or important events in their life. When you meet again, refer to the items in your notes.
- ☐ Build a consistent history of service. To do this, you will need to have a solid understanding of your industry, trends, regulatory constraints, barriers and hurdles. This takes research and constant updating.
- ☐ Eliminate the selling mindset. Focus on building trust.

Some additional thoughts:

- Patrick Lencioni once said, “If everything is important, then nothing is.” This thought is particularly relevant to this tip sheet. There are a lot of ideas on the tip sheet and you cannot implement them all at once.



- Use a journal for your review process. Journaling is a powerful strategy for noting your progress, your goals, capturing ideas, and processing your feelings around your selling experience. A very old cliché says that what gets measured, gets done. The journal will become both a qualitative and quantitative measurement system for you.
- To quote Don Berwick, “Some is not a number and soon is not a time.” Goals are necessary to success.
- There are three major problems with goals: schedules of reinforcement, setting the wrong goals, and setting the wrong metrics.
- Goals are built on a combination of a fixed ratio and fixed interval schedule of reinforcement. With a fixed ratio schedule, the reward is given after a specified number of desired behaviors has been demonstrated. The fixed interval schedule provides the reward after a specified amount of time.
- Both the fixed-ratio and fixed-interval schedule of reinforcement have very predictable effects on the rate of behavior. Once the reinforcement has been awarded, there is an immediate post-reinforcement pause in the behavior. The participant takes a break or rests before beginning the cycle again.
- There are two ways to counter-act the negative effect of this schedule of reinforcement: First, when a personal sense of self-esteem is attached to achieving and going past goals, the salesperson will provide their own self-reinforcement. This is why purpose-driven work can be so powerful to success in sales. The other way is to provide additional incentives for achieving more than the minimum goal.
- Setting unrealistic goals can have major implications for future sales. When it becomes apparent that the goal cannot be achieved, the salesperson is likely to give up and apathy or lost confidence can set in.
- The impact of goals on other areas of an organization need to be considered. When organizations develop firm silos between departments with little communication between these silos, the effect can be devastating on the organization’s long-term success.

- To avoid setting the wrong goals, key stakeholders need to be a part of the planning.
- Since a goal assumes a metric, some consideration must be given to what metric will be used. It has long been observed that what gets measured gets done. Set the wrong metric and the wrong behavior will emerge.
- The salesperson can control their own behavior leading up to the sale but in the end, they cannot control the decision-maker. They might do all the right things and still not get the sale. Over reliance on outcome goals can be counter-productive. In addition to outcome goals, production goals such as the number of contacts made, or proposals prepared, should be set and celebrated. If production goals are met, outcome goals are likely to be met as well.
- There are far fewer people that achieve a goal than the number of people who set the same goal. One might say setting a goal is the easy part - achieving a goal is where the rubber meets the road.
- Achieving goals doesn't just happen. It takes work, measurable steps, and grit to turn a goal into reality. Grit means continuing to work on something even when it is uncomfortable or unpleasant and there is no guarantee that the effort invested will yield the desired result. Grit means that you push through, even if at first you don't succeed.
- You must put the time and effort in, doing what others don't want to do, not knowing whether the effort will yield the result you want. That is grit and with grit comes increased self-confidence and the belief that, despite the detours and the occasional slips, your many steps will get you to the finish line.

## Application

1. Identify five things from the Inventory of Sales tips that you will implement.

1.	
2.	
3.	
4.	
5.	

Keep a journal to record your progress on these five strategies. When you are ready, at another five strategies.

2. Set three goals for yourself. Be specific about the action and set a time for completion. Explain how you will measure progress toward the goal - what metric will you use?

	Goal	Measurement of Progress	Completion Date
1.			
2.			
3.			

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- **Using the Inventory of Sales Tips.**
- **Setting goals and creating the right conditions for executing on your goals.**

**Put the time and effort in,  
doing what others don't want  
to do.**

**That is your key to  
success.**

## Wrapping Up

### **A final thought:**

Mike's grandmother was known to have had a green thumb. Does such a thing exist, or rather, did she simply understand that growing a bountiful harvest requires planting the right seeds, at the right time, in fertile soil, free from weeds, and with enough moisture?

Salespeople face the constant challenge of keeping their mental garden free from weeds, which seem to grow like children, regardless of circumstance. Negative thoughts choke a salesperson's mind and will tend to multiply faster than weeds taking over a garden. Positive thoughts will struggle to grow without a healthy diet, exercise, fertilizer, and enough moisture. Put in the work and sow what you reap!

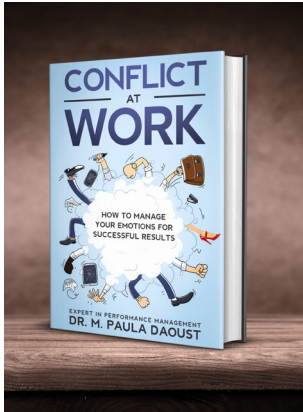
Adrian found success after he discovered the power of ethical influence and forming effective habits. Effective use of reciprocity, commitment and consistency, and liking improves the odds of success in selling. Free yourself from getting stuck in a rip tide by telling the right story that presents the facts in ways that are both interesting and memorable. Again, "facts tell, stories sell."

Remember to bring your pal along on every sales call. Use PAL, "Purpose, Agenda, and Limits" when meeting with a potential buyer. Remember, you are the guest and must respect the fact that your host is busy and cannot afford to waste time.

Don't be a Debbie Downer! It is best to speak positively and focus on the needs of the customer. Your job is to raise spirits, not to drag others down asking them to join your pity party.

## Serve, Don't Sell!!

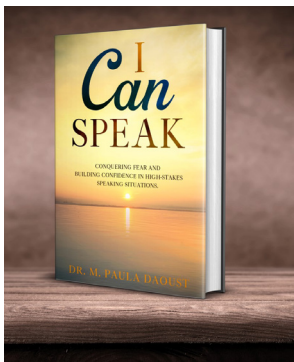
## Other books by Dr. Daoust



**Would you like get a reputation for getting difficult projects done on time, within budget, and with outstanding quality?**

*Imagine how much more you could get done without corporate politics or if there was more collaboration and cooperation within your team and with other teams!*

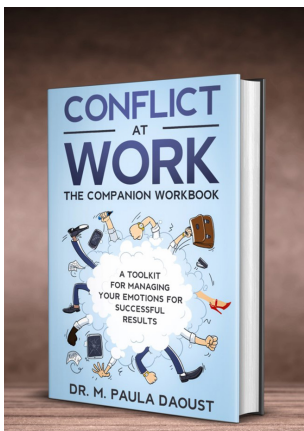
*When you handle conflict well, you can get the results you need and want while strengthening important relationships. If you want to differentiate yourself from other managers, this is the book for you.*



**Would you rather sit in an ice cold bath tub then have to speak to a group?**

*Whether it's a formal presentation, sharing ideas in a team meeting, talking with someone in authority a job interview, or giving a toast at a wedding, we all have to deal with a high-stakes speaking situation from time to time. It is a challenge to show up with our best self when we need it the most.*

*What difference would it make to your career if you could show up with your best performance when you need it the most? This book is chock full of practical, easy tools to get you there!*



**Do you ever say to yourself, "The work is great, I just wish I didn't have to deal with the people"?**

*If you are tired of dealing with conflict, then it might be time to take action. Use this workbook to master the right tools and create a culture of collaboration and respect.*

*How great would it be if, at home and at work, you could get the results you need and want while strengthening important relationships? Learning to use the conflict management tools in this workbook will get you there!*

*Get your copy of this workbook and get started on creating that better world for yourself!*

## You are invited!



Do you have a team or a group that would benefit from improved skills in conflict resolution or speaking in high-stakes situations?

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