

# A Useful Guide to Sales I



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ISBN 978-1-906460-21-1

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# A Useful Guide to Sales I

Published by Pansophix Online  
22 Torquay Road, Chelmsford,  
Essex, CM1 6NF, England

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This edition published November 2009 (a)

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ISBN 978-1-906460-21-1

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## About this Useful Guide to Sales I

The objective of this *Useful Guide to Sales I* is to dramatically improve your success rate at selling. Irrespective of your current level of experience, from a new starter to a seasoned campaigner, this Useful Guide will introduce you to all you need to raise your game to the next level.

First of all do you want to know the secret to success in sales?

**“The only sales tool you need to succeed is yourself”**

by Stephen Harris

What do you think I mean by this phrase? Why do you think I place so much importance on it?

From my many years of sales management experience people constantly look elsewhere to find excuses for their constant underperformance

“The leads are no good, the prospect had insufficient budget, the competition is cheaper than us, my email and laptop are constantly crashing... etc”

The bottom line is that success at sales starts and ends with yourself and nothing else. So you need to be honest with yourself and ask, “Am I underperforming. Could I be achieving more sales?”

If this is the case then stop being in denial of this fact.

The number one challenge I face at the start of every training session is that of denial. When the external sales trainer arrives, it is the same every time, participants’ egos kick into “protective” mode.

All I can say if they were half as good at selling to the customer as they were to themselves about their own sales ability they wouldn’t need any training.

Do you want to be really good at sales, and I mean really good?

Well the first step is simple yet hard for some people - you must be humble and lose the ego and stop being in denial.

Contrary to popular belief great sales people are humble and don’t have an ego.

Ego gets in the way of the sale as you stop listening to the other party, whether that is a customer or a trainer.

Denial is the ego's way of telling you that everything you are doing now is right and there is no reason to change.

Having successfully trained thousands of people in my programme I can tell you the ones that make the most progress are those that are open minded. The reason for their successful progress is that they are open minded to ...

- Examining the way they think.
- Changing the way they think if they can see there may be a better way.
- Giving it a go, and stepping out of their comfort zone.

The good news is that you are still reading this Useful Guide – so give yourself a pat on the back – you have made the first tentative steps to dramatically improving your sales capability and improving your life.

All I ask is that you keep an open mind, take on board the key learning points, complete the exercises and then most importantly step out of your comfort zone and give it a go! **It really does work!**

We use the scenario of selling over the telephone in this Useful Guide to Sales I That is why we are focused on the outcome of gaining a business meeting.

I can hear the cries from many of you right now, "I don't cold call! I am an Account Manager!"

Why do you think I chose this type of selling?

Cold calling is the most controversial type of sales there is and many people consider it be perhaps the most challenging.

**Also most sales people are in denial of it!**

However, whether you are a business owner or Strategic Global Account Director or a desk based sales agent, you should be making cold calls.

At some point or other every salesperson or business owner has to make a cold call, whether it is ringing totally new clients, chasing leads, gaining referrals, networking or following up on a conference card that was handed in. It is not something that many people are comfortable with.

**Being able to cold call confidently, professionally and effectively will not only open up more potential business for you but also make you feel more in control of your own destiny and much more empowered.**

Actually a more correct description of what I am going to share with you is how to **dramatically improve your communication skills**, which is a very powerful life skill, as life is a sales situation. Also the telephone communication skills that are in this *Useful Guide to Sales I* are just as applicable to face-to-face selling as well.

Also, as you work your way through this Useful Guide, I want you to think about how you can use these skills to improve your private life as much as your professional life.

**This Useful Guide will show you, step by step, everything you need to know and apply to reach your professional and personal goals.**

There are three sections to this Useful Guide to Sales, which are the **ABC** of Sales:

1. **A**ttitude.
2. **B**ehaviour and
3. **C**ommunication Skills.

I strongly encourage you to start with the sections on Attitude and Behaviour. This is because unless you develop the right attitude, you will not be able to adopt the right behaviours and thereby will not be able to deliver the communication skills as effectively as you could do to dramatically improve your sales performance.

In fact I cannot stress enough the importance of reading this Useful Guide in sequence to maximise your learning experience.

**“Sales are contingent upon the attitude of the salesman - not the attitude of the prospect.”**

**By W. Clement Stone**



## Section 1 & 2

### Change in Attitude & Behaviours

Attitudes are contagious – is yours worth catching?

Having the right attitude towards sales is essential and below I have written 5 sales secrets which are your key to unlocking the right attitude for yourself.

#### **Sales Secret #1 – There is no basic or advanced sales capability**

When it comes to sales there is no such thing as basic or advanced sales. When it comes to sales there is only **fundamentals and fluency**.

What I teach are the fundamentals and the fluency of how to use this material. Much to people's surprise there is no such thing as basic or advanced sales, only your degree of fluency of using the fundamentals. There are only fundamentals which have to be learnt and understood and then, like all skilful people, you have to practice constantly and relentlessly until you become fluent.

You constantly use the same material, and use it more and more fluently to greater and greater effect. I want to stress again with you that what you are actually learning here is the art of communication skills, a life skill, as life is a sales situation. These skills show you how to control a conversation, for commercial gain, without the other party necessarily knowing that you are controlling it. If you are not controlling the conversation then the other party is in control.

Learning these sales fundamentals as with learning any new skill there are four levels of learning ...

- **Level 1 - Unconscious Incompetence** - When you first start to learn something new you don't actually realise how much you don't know.
- **Level 2 – Conscious Incompetence** – You start to learn more about the subject and begin to realise how much you still don't know.
- **Level 3 – Conscious Competence** – You are beginning to achieve a high level of fluency in this subject, but you still have to think about how you achieve it.

- **Level 4 – Unconscious Competence** – This is where you achieve a high level of fluency in the subject and don't have to think about how to deliver it, you do it automatically.

To give you an example, perhaps you learnt a second language at school?

If you can remember your very first few lessons they may not have been too painful, and it was relatively easy repeating some words or phrases back to the teacher. You were blissfully unaware of how much there was to learn, and you were at the unconscious incompetence level.

Then after your first year you had begun to learn the ability to construct some sentences, and expanded your knowledge of tenses and vocabulary. You were now at the conscious incompetence level as you realised how much there was to learning a second language.

After several more years you begin to achieve higher levels of competence, where you can conduct a conversation, BUT at times you still need to think about what you are saying. Perhaps you have to think what you want to say in English first and then translate it, at this stage you have reached conscious competence.

If you continue to practice and improve you will reach level 4 – unconscious competence where you hold conversations fluently without having to think about any aspect of it first.

**EXERCISE: What Level do you think you have reached when it comes to sales communication?**

Stop now and think which level am I on? Make a note of it and your reasons and then we can revisit it at the end of the Useful Guide to establish ...

- If your original assessment of yourself was reasonable?
- The progress you feel you have made

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**Behaviour change required:**

- Don't procrastinate about needing to learn more about the product or pricing policy, all you need to do is learn the fundamentals, then step out of your comfort zone and practice.
- Practice on accounts/prospects that don't matter.
- If you don't practice don't be surprised if you won't improve.

**Sales Secret #2 – Sales is not about explaining your products or services**

So what are these fundamentals?

To begin to explain these fundamentals I want you to lock into the most powerful true definition of Sales.

After introductions I like to start my sales training classes with the following exercise. It seems quite simple but in fact is extremely powerful. I ask my delegates, "What is the definition of sales?"

I invariably get numerous answers such as, "Matching product or services to customers needs", or "Persuading or convincing someone of the advantages of your product or service".

In fact it is fair to say that I get as many different versions of this definition as I have participants – in other words everyone has a different view of this definition.

**Exercise: What is your definition of sales?**

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Also as a subject to stimulate discussion next time you meet your sales colleagues ask them this question and see the difference for yourself. I am sure you will be amazed at the variations you receive in responses.

**The point here is, “How are you going to excel at sales if you don’t have a clear, simple and concise definition of what good looks like?”**

How are you going to aspire to becoming a world class salesperson if we don't have a clear definition? Just about everyone I train is fundamentally flawed to become the best sales person they can be because they lack this clarity.

So the most powerful definition of sales consists of only two activities. If you are not doing one activity then you must be doing the other.

The most powerful definition of sales is ...

**“Sales is all about Building Relationships and Gaining Commitment.”**

(Stephen Harris )

This definition is so powerful in that it helps you focus on what you should be doing question by question, hour by hour, day by day, week by week. If you are not building relationships then you should be gaining commitment, and vice versa, if you are not gaining commitments then you should be building relationships.

The notion that relationships are critical to selling is widely held but relationships on their own are not enough. More than eighty years ago Dale Carnegie wrote his famous book, *How to Win Friends and Influence People*. The second half of this title is worth considerable attention. The best sales people influence others ... they don't just make friends.

The best salespeople ask customers for commitments in a way that gets results. They are not afraid to risk the relationship to ask for the business. I will show you how to do this in a non-confrontational way in the communications skills section.

When it comes to gaining commitment I like to use the following formula to demonstrate the process ...

**Gaining  
Customer  
Commitment** = **(Content + Relationship) x Asking Questions**

To gain customer commitment, we have to provide information that is relevant to the customer's needs. This is the content part of the equation. A customer's willingness to accept information is heavily influenced by their relationship with the salesperson. Essentially we tend to accept information more readily from someone if we have a positive relationship with that person.

The stronger the relationship the more content will be accepted, and the way you strengthen the relationship is by asking more questions.

The psychologist Thomas Moriarty did a study that showed that subjects were five times more likely to do something if they were asked than if they were not asked. **That is why asking questions is a multiplier in this equation, and why questioning and active listening are the most crucial part of sales.**

#### **Behaviour change required ...**

- Focus on building relationships and gaining commitment
- Focus on using questioning and active listening to build relationships and gain commitments
- Do not let others distract you from these two activities

### **Sales Secret #3 - Stop trying to make the sale and instead seek the truth.**

If you are focused on making the sale – which is what you are traditionally told to do – you are effectively focusing on yourself and on what you want. This can lead to desperation and this can be felt and sensed by the client. If you are focused on what you want then you can't be focused on the client. If you are not focused on the client you can't get to the truth of what the client is thinking. Only then can you establish if there is a deal to be done.

If you have had considerable sales experience I am sure you can testify that the number one challenge in sales is dealing with clients who have indicated an interest in your offering but then disappeared into the ether! They refuse to take your call and don't reply to your email. **That is why it is so important to get to the truth of the situation.**

### Behaviour change required ...

- Change from push to pull selling.

How do we do this? If we say there are four generic steps to the sales process ...

1. Ask Questions
2. Confirm Client's needs
3. Match Client's needs to our offering
4. Close the sale

Push selling is where a seller jumps straight to step 3, we do all the talking, telling the prospect, all be it most enthusiastically, all about the offering. Although the seller is essentially fumbling around in the dark as they have not established the prospect's needs. So they try to download as much information to the prospect as possible as quickly as possible, and then they finish, they then hold their bated breath, hoping for a miracle and that the prospect will say, "Yes!" I am sure you have all experienced a sales call like this at sometime in the past.

This type of sales invariably doesn't work, because the seller hasn't started by asking questions and establishing the prospect's needs and then, and only then, start matching the prospect's needs to their offering.

What you must do is to start at step 1 and methodically work your way through to step 4. This is **"Pull" selling** in which you pull the prospect towards you by asking questions and getting to the truth of what they are thinking. You identify and confirm their real needs, match them to the relevant features and benefits of your offering and in doing so close the sale.

This process of only asking questions and not "telling" a client about yourself or about your offering when you are selling goes to the very heart of successful sales.

If fact in some sales situations you ONLY need to ask questions to achieve the desired outcome. Questions and active listening are so powerful. Not only can you control a conversation, you can use them to place thoughts and words in your clients head, and then by using further questions, get them to say these

words back to you. What is even more amazing is that, they will think these are their own words and firmly believe in what they are saying.

**What I'm suggesting here is that if the client does not buy how you sell, they are not going to buy what you sell.**

We've been so wired to focus on our service and our product as a solution that, often, we cannot let go. We tell people about it, we love it so much.

Unfortunately, that is all about us and our need to express ourselves and our service. The shift required here is to let your product/service sit by the side for a few minutes and strictly focus on problems that people might have, get to the truth of the situation and then both of you two together can decide if you can help them or not.

### **Sales Secret #4 - Do not Fear - you have a choice**

When it comes to making sales calls why do people procrastinate? Why do they put them off? There is always an email to write or a phone call to take or even just another coffee to make.

If you peel away all the excuses, all the so called *justifications*, it always comes down to the same answer.

The answer is the same every time, the fear of rejection!

When I spot this occurring with one of my salespeople or training delegates I have the following conversation with them about one of the most important fundamentals. This helps them to understand what is really happening to them and how they can easily overcome it.

**Remember:**

**"The only sales tool you need to succeed is yourself"**

(Stephen Harris)

There is a two part solution to addressing **Rejection** ...

#### **How to Handle Rejection - Part 1**

By asking a series of questions, about their behaviour I get the sales person to recognise that they are procrastinating and not being as effective as they could be. I get them to admit to themselves that at times they don't make that call

because they fear the reaction they might get from a senior executive or that they might have to face some form of rejection.

In doing so I move the person from denial/unawareness (I don't have a problem) to awareness (I might have a problem) to acceptance (I do have a problem).

Then I ask them if they want to overcome this fear and dramatically improve their performance? (A closed ended question to which I know the answer, which is Yes!" )

So I summarise the conversation so far ...

- You fear that you may get some adverse reaction.
- You fear that you may get some form of rejection.
- You fear that you may not win any business.

Then I ask a series of questions ...

- Do you have relationship with this prospect? Answer, "No".
- Do we as a company have a relationship with this prospect? Answer, "No".

So the answer is simple- we have nothing to lose by ringing this account.

**In other words, "you cannot lose what you don't have!"**

We don't have a relationship and we don't do any business with this prospect so what have you got to lose by picking up the phone and ringing them? Answer, Nothing!

In fact you can't lose – because you view each call as a practice call. After each call you take a short moment to reflect on the call.

Irrespective of the outcome of the call, ask yourself what worked well? What didn't work well?

**Only by reflecting and re-enforcing with yourself what worked well and storing this in your armoury of communication skills will you continue to develop and become more fluent in communications skills.**



More importantly you must also work out where you went wrong in calls that did not have a successful outcome. Ask yourself, "at what point did I start to lose credibility or what objection was it that I couldn't handle well?"

Then work out a solution to that situation and again store it in your armoury ready for the next call (I will explain more about how to do this later in this Useful Guide).

So you cannot lose every time you make a call.

Either you reach your desired outcome for the call (e.g. close a sale or agree to have a business meeting), or you don't achieve the desired outcome for the call but you learnt something new about how to open with more credibility, how to handle a new type of objection.

### How to Handle Rejection - Part 2

All through our lives, from early years through to adulthood, society encourages us to seek acceptance. We seek acceptance at school, at college, in the work place and from our friends and family. After so many years of being "hard-wired" into us it becomes so insidious in our makeup we often don't even recognise it. Have you ever initially felt snubbed at not being invited to some sort of function, especially as you were aware that others you know were being invited. Then upon reflection, in the cold light of day, deciding that you really didn't want to go anyway. Here we have an example where your initial reaction was to seek acceptance.

The answer to Part 2 of How to Handle Rejection is quite simple.

- **Stop seeking acceptance!**

So, for the first time perhaps in your life, you are being told directly by me that you don't always need to seek acceptance. **Especially in the sales situation - stop seeking acceptance.** If you work in sales and continue to seek acceptance you will meet rejection and you will get yourself unnecessarily upset. Instead start to focus on building your self-belief in your ever improving capability and fluency.

**Top Tip:** An additional way I like to handle this when dealing with customers, and also when dealing with awkward colleagues and bosses, is the following statement by Eleanor Roosevelt.

**“No-one has the right/power/control to change my attitude without my permission”**

(Eleanor Roosevelt)

**Behaviour change required:**

- To start with feel the fear and do it anyway.
- Practice on accounts that don't matter - you have nothing to fear and nothing to lose.
- Make time to reflect upon your performance.
- Keep what works and change what doesn't work.
- Build your self-belief and stop seeking acceptance.

**Sales Secret #5 - The Secret – there is an abundance of sales**

The final aspect of changing your attitude so that you have everything you need to excel at sales is understanding the *Great Secret of Life*.

Life has taught me many things, many of which I have learnt the hard way! For many years I was the classic *angry young man*, with a strong self-belief in my own abilities and determined to take on the world single handed.

To be fair, I had considerable success and achieved a number of notably personal and professional achievements. However I began to realise the limitations of my thinking.

I had measured my success only in relation to my peers at the time. I realised that I only had some vague idea of what my goals were. Also I only had a vague idea of where I was going or where I wanted to be. More importantly, I also began to realise that I could only achieve so much on my own, and that I am not an isolated rock but part of a complete networked universe.

From there on I read and studied a number of books about success, about successful people and self-development.

Below is my précis version of just some of the key learning points that I have applied to my life as well as helping countless of my salespeople and delegates to also achieve. Once you have applied it successfully to your life I would love to hear from you. (stephen@pansophix.com)

Just to prove it works, I am happily married with a wonderful attractive and warm hearted wife (she told me to write that), with a total of five wonderful children. I am self employed with numerous business interests. I have a portfolio of houses around the world and, being semi-retired in my forties, I have the luxury to choose when and where I work. I say this only as proof that what I am about to share with you really does work. What I am going to share with you may sound bizarre and downright crazy but it works!

### **Rule # 1**

#### **Know what you want.**

The first common quality that all successful people have is to know what they want and a plan for getting it. No definition of success means, by definition, no success!

### **Rule # 2**

#### **Effectively use whatever assets you have.**

Every successful person has overcome their drawbacks by making effective use of whatever time, energy, money, ideas, etc., they possessed. They know it is not what you had that counted, but how effectively you used it.

A very clever man once said that there were only three kinds of failures ...

1. **Well defined goals – ineffective pursuit of them.** This is where you know where you want to get to, but you never quite get there.
2. **No well defined goals - pushes hard, uses every asset.** This is like a powerful ship with no rudder. Always seems to be making great headway but never arrives. Sometimes they are just going around in circles.
3. **Neither well defined goals nor are they effective.** This is the saddest of the lot.

**Exercise: Where would you position yourself now?**

Have you got well defined goals and an effective plan of where you want to be?

What do you want to achieve for the rest of this year?

.....  
.....  
.....

What do you want to achieve next year?

.....  
.....  
.....

What do you want to achieve in 5 years, 10 years time?

.....  
.....  
.....

An explanation of how to build these goals is given below, and or you may also find it useful to read [A Useful Guide to Goal Setting](#).

To build these goals you need to understand and list what your **needs** are right now (e.g. new car for work) and things you **want** going forward in the longer term (perhaps a luxury car). Also what personal qualities do you want or need going forward (e.g. to be a good questioner, to be a good listener, to stop procrastinating, to be able to concentrate).

**Then start to build your goals from these lists.**

Now you have to supercharge your ability to achieve these goals by plugging into not one but **two** enormous sources of power.

**Internal Power Source**

**Your subconscious mind.** To put it succinctly there is significant evidence these days to suggest that the subconscious mind is just as powerful if not more than your conscious mind. Yet in most cases we do not utilise its power in an organised way.

We have all experienced the subconscious mind working but in a more haphazard way. For example every time you had a “hunch” that solved a problem for you, you were using the Internal Power Source. When a name was “on the tip of your tongue” but you couldn’t think of it, haven’t you often said to someone, “I’ll think of it on the way home.” Then just as you said you would, you remembered it later. Again, another example of using this powerful unconscious computer everyone has in them.

So you have this powerful unconscious computer which you have used unconsciously up to now. What I want to show you now is how to control this amazing source of internal power to order.

### Goal Setting

From the previous exercise write down your spiritual needs and wants, material needs and wants, and personal qualities needs and wants.

Then once compiled you turn them into personal goals that you are going to own. To be truly effective goals must pass the following criteria ...

- **Do you really want this?** Or does it just sound good? Is it too small? It should be the real ultimate, something that you really, really want.
- **Ensure that the goal does not conflict with any other goal.** (e.g. Your aspiration to live in a £1,000,000 house and to have an annual income of only £100,000 are incompatible.
- **Avoid conflict of goals.** Ensure that what you want is in harmony with your nearest and dearest loved ones. Make sure you talk it over with them.
- **All goals must be in the affirmative.** A goal must state what you want not what don’t want or you want to get rid of.
- **Express the goal in as much detail as possible.** Not just a BMW, but a BMW direct injection, 400-horsepower twin turbocharged V8 powered X6 hybrid with red ox-leather upholstery, in metallic silver with 4 spoke alloy wheels.



## Next Step

Having built your goal list you now need to “load” it into your subconscious so that it can go to work on it.

There are two methods used to load this programme.

**Daily Declarations:** these are positive and present tense statements that must be in the form of already accomplished and completed goals.

e.g. We could start with the need to pay £2,300 for a new central heating boiler bill which is now overdue.

Goal: The £2,300 bill for SCS Heating Engineer is paid in full.

So now the process of acquiring all these things actually starts. It begins with **Daily Declarations. This must be done twice a day.**

**Each morning:**

**Declaration:**

Upon waking, whilst still half-asleep, read your list of goals. Read each one and read aloud if possible, or at least form the words with your mouth, as this reinforces the process with a physical dimension.

**Visualise:**

After you read the goal you need to visualise it completely. In your mind's eye you need to see the object, the behaviour that you desire in as much detail as possible. You have to what I like to call, **“WALK THE THOUGHT”**, smell the leather upholstery, touch the leather steering wheel, feel the cheque you are holding, look at the online bank statement and read the balance with the amount you want.

**Each Evening:**

Then each evening just before you retire to bed, irrespective of how late it is, or how tired you are, you need to repeat the morning process.

Now some of you might be thinking to yourself, this stuff all sounds a bit off the wall. All I ask of you, like all my students, is to keep an open mind. Give it a try, you simply have nothing to lose, suspend your scepticism for a month, and give it a go.

**Your reservations will not detract from this powerful force.** This system has worked, and will continue to work, for myself and others to achieve health, wealth and happiness, whether you are on board or not.

You have to get on board if you want to start your own journey to continued success.

The odds are so overwhelming it is staggering, i.e. nothing versus everything. It is worth trying and, what is more, in this day and age when everything seems to have a cost I am giving you this *Secret* essentially free of charge relative to the wealth, health and happiness it can bring you.

### **Problem solving – An additional way to harness this internal power.**

Now I want to show you an additional way to harness this power consciously – that is by solving challenges (I don't have problems only challenges to overcome!). Do not be fooled by the simplicity of this process – it works.

## **The 3 Stage Process**

### **Stage 1**

Write out the challenge.

This step alone is very powerful in that just going through the discipline of thinking through the challenge and then having to articulate it in a clearly defined way, can often solve the challenge. The reason being is that many challenges, when first encountered, are only challenges because they have not been clearly defined.

Once you think more carefully about the challenge you will often see them in a new light.

Start by writing, "Shall I do this?"

Then clearly and concisely state the challenge.

### **Stage 2**

Start to think about how to overcome it yourself.

Put two columns below your written challenge, one to write down all the reasons for and one to write down all the reasons against taking a particular step.



Allow sufficient time for this exercise to do it justice and you may well arrive at a solution yourself. However with those more intractable challenges, you will reach a point where you are not able to reach a satisfactory decision consciously, so this is when you go to stage 3.

### **Stage 3**

You ask your unconscious computer to solve it for you. This is part of the procedure that many people find difficult to accept, please do not limit your achievements in life by omitting this powerful tool from your toolbox.

All you need to do is to simply ask your subconscious mind to solve the challenge for you.

Think of it as delegating it to your personal assistant to sort out. Ask it in such a way you would ask your assistant to do something. "Can you please sort out this decision and I need an answer by 9am tomorrow, or by 5pm on Wednesday."

Then forget the challenge. Leave it with your mental assistant. The reason being that your subconscious mind cannot work on it if your conscious mind is still thinking about it.

The power that you are using is the same power that has got you home safe and sound many, many times. How is it that sometimes you can drive from office to home, without remembering how you got home? Because, you do it subconsciously like an autopilot, using your internal power source.

### **External Power Source**

You may think that the World Wide Web is something relatively new. That may be relatively true, however there is increasing evidence that beyond basic genes and we are all connected in some as yet not fully understood way.

Various scientists are investigating this such as Dr Rupert Sheldrake ([www.sheldrake.org](http://www.sheldrake.org)) who has coined the phrases of morphic resonance and morphic fields.

To give you some examples of this power and network ...

- People who regularly complete a national newspaper crossword, find that it is easier to solve late in the day because of the correct answers broadcast by thousands of successful solvers through the world.
- A pet dog or cat often sits by the door a good ten minutes before the pet owner arrives home. How do they know when to sit there? Answer - they experience a signal through the morphic resonance and morphic fields of the universe.
- How many times have you thought of someone out of the blue, for no particular reason, and then you receive a telephone call from that very person.

There is a degree of telepathy going on here and what is sometimes referred to as the sixth sense, where people can sense when someone is staring at their back.

I want you to think about it as another form of electricity. Electricity has always been here but we as humans only just began to understand it 130 or so years ago. Having understood it we harnessed it, and went on to build one of the largest machines mankind has ever built in the world to provide a truly amazing source of power across the continents and across the world.

However there is another external source of power which is free to harness in the universe to help you accomplish health, wealth and happiness. It is described in many books and papers these days and is often referred to as *The Secret*. For a full explanation I would refer you to *The Secret* by Rhonda Byrne ([www.theseecret.tv/](http://www.theseecret.tv/))

There is a body of growing evidence to support *the Secret*. The Secret has been used throughout the ages. Those that discovered the power of the Secret are some of the greatest achievers in history who attracted abundance in all that they desired. Most people think they were lucky, however here's the great news ... **everyone can be a miracle worker**. There is a methodology behind it.

What I want to do now is share my précis of the *The Secret* for you to use.

## The Secret Revealed

### **The Great Secret of Life is the Law of Attraction.**

- The law of attraction says like attracts like, so when you think a thought, you are also attracting like thoughts to you.
- Your thoughts become reality.

*Most people talk about the things they don't want – "I don't want rain tomorrow" actually means 'I want rain tomorrow' – the law of attraction understands our thoughts in the purest sense. We are in control of our minds. So be careful with your thinking. Be very careful what you wish for, as it will come true.*

That is why I mentioned earlier that it is vitally important that you stop using negative words and negative phrases in your language, focus at all times on what you want not what you don't want to happen. In doing so you set both your internal subconscious power source and send a message to the greater universal power source that this is what you want.

## The Secret Made Simple

- The law of attraction is a law of nature. It is as impartial as the law of gravity.
- To know what you're thinking, ask yourself how you are feeling. Emotions are valuable tools that instantly tell us what we are thinking.
- Your thoughts determine your frequency, and your feelings tell you immediately what frequency you are on.
- Secret Shifters, such as pleasant memories, nature, or your favourite music, can change your feelings and shift your frequency in an instant.
- The feeling of love is the highest frequency you can emit. The greater the love you feel and emit, the greater the power you are harnessing.

When you're feeling upset with your results so far, did you know that you can change your feelings in an instant? Put on a favourite piece of music or start singing – that will change your mood.

## How to Use the Secret

- Like Aladdin's Genie, the law of attraction grants our every command.
- The Creative Process helps you create what you want in three simple steps: ask, believe and receive.
- Asking the Universe for what you want is your opportunity to get clear about what you want. As you get clear in your mind, you have asked.
- Believing involves acting, speaking, and thinking as though you have already received what you've asked for. When you emit the frequency of having received it, the law of attraction moves people, events and circumstances for you to receive.
- Receiving involves feeling the way you will feel once your desire has manifested. Feeling good now puts you on the frequency of what you want.
- To lose weight, don't focus on *"losing weight."* Instead focus on your perfect weight. Feel the feelings of your perfect weight and you will summon it to you.
- Starting with something small, like a cup of coffee or parking spaces, is an easy way to experience the law of attraction in action. Powerfully intend to attract something small. As you experience the power you have to attract, you will move on to creating much bigger things.

*We are so occupied with time that we are always complaining about how we don't have enough time, so it must be the law of attraction. We create our own futures.*

## Powerful Processes

- Expectation is a powerful attractive force. Expect the things you want, and don't expect the things you don't want.
- Gratitude is a powerful process for shifting your energy and bringing more of what you want into your life. Be grateful for what you already have and you will attract more good things.

- Giving thanks for what you want in advance turbo-charges your desires and sends a more powerful signal out into the Universe.
- Visualisation is the process of creating pictures in your mind of yourself enjoying what you want. When you visualise, you generate powerful thoughts and feelings of having it now. The law of attraction then returns that reality to you, just as you saw it in your mind.

*"Everyone visualises whether he knows it or not. Visualising is the great secret of success. We all possess more power and greater possibilities than we realise and visualising is one of the greatest of these powers".*

Genevieve Behrend (1881-1960)

*"Imagination is everything. It is the preview of life's coming attractions".*

Albert Einstein (1879-1955)

## The Secret to Money

- To attract money, focus on wealth. It is impossible to bring more money into your life when you focus on the lack of it.
- Feeling happy **now** is the fastest way to bring money into your life.
- Make it your intention to look at everything you like and say to yourself, *"I can afford that. I can buy that."* You will shift your thinking and begin to feel better about money.
- Give money in order to bring more of it into your life. When you are generous with money and feel good about sharing it, you are saying, *"I have plenty."*
- Visualise cheques in the post.
- Tip the balance of your thoughts to wealth. Think wealth.

*"The good news is that the moment you decide that what you know is more important than what you have been taught to believe, you will have shifted gears in your quest for abundance. Success comes from within, not from without." –*

Ralph Waldo Emerson (1803-1882)

## The Secret to Relationships

- When you want to attract a relationship, make sure your thoughts, words, actions and surroundings don't contradict your desires.
- Unless you fill yourself up first, you have nothing to give anybody. This applies to your life as a whole whether you are at work or play.
- Treat yourself with love and respect and you will attract people who show you love and respect.
- Focus on the qualities you love about yourself and the law of attraction will show you more great things about you.
- To make a relationship work, focus on what you appreciate about the other person and not your complaints. When you focus on the strengths, you will get more of them.

*The reason you have to love **You** is because it is impossible to feel good if you don't love **You**. When you feel bad about yourself, you are blocking all the love and goodness that the Universe has for you.*

## The Secret to You

- Everything is energy. You are an energy magnet, so you electrically energise everything to you and electrically energise yourself to everything you want.
- An unlimited supply of ideas is available to you. All knowledge, discoveries and inventions are in the Universal Mind as possibilities waiting for the human mind to draw them forth. You hold everything in your consciousness.
- We are all connected and we are all One.
- Your power is in your thoughts, so stay aware. In other words, 'Remember to remember'.

## The Secret to Life

- You get to fill the blackboard of your life with whatever you want.
- The only thing you need to do is feel good now.
- The more you use the power within you, the more power you will draw through you.
- Do what you love. If you don't know what brings you joy, ask, 'What is my joy?' As you commit to your joy, you will attract an avalanche of joyful things because you are radiating joy.

### Behaviour change required ...

- Be open minded at all times.
- Be happy now – do not make excuses about being happy when you have no mortgage, a healthy bank account, etc. With this outlook you will always find another excuse to postpone your happiness.
- Act as if you are already winning – make it a constant way of life.
- Stop complaining – stop blaming other people for your lack of taking your own responsibility.
- Stay away from negative people – they drain your positive energy
- Take control of your own responsibilities – set yourself goals, declare them and visualise them twice daily.
- Use the Secret and the power of your unconscious mind to deliver your goals and consciously solve problems.

### Summary of Section 1 & 2

Now I have shared with you my insights into the vital fundamentals of successful sales, so that you develop the right attitude and behaviours.

So now you have reached this stage you are ready to learn the communication skills in Section 3.

## Section 3

### Communication Skills

#### The Communication Model

When people communicate with each other we are not understood solely by the words we use. According to behavioural psychologist Professor Albert Mehrabian, during face to face conversation, the words we use account for only 7% of our overall communication. 38% is how we say the words and the remaining 55% is how we look when we speak.

Over the telephone, the percentages change to ...

- **Verbal (the words we use): 20%**
- **Vocal (how we speak): 55%**
- **Visual (how we look): 25%**

Yes – even if people cannot physically see you they are painting mental images of who it is they are talking to on the other end of the telephone. How we feel about ourselves, how tense or relaxed we may be, even how focused we are on the conversation all transmit their own little nuances that help the receiver paint a picture of you.

**People sense when you are not behaving as you should be. When speaking on the telephone you should look and act at all times as if you were actually there. Hence you should always, always look the part and be smartly dressed when cold calling.**

You should also pay particular attention to your physiology. I have found from years experience that the most effective way to really create a positive focused approach is to stand up when making the call. This creates a strong conscious and subconscious statement to yourself and by default to your called party that you are going to take this call seriously.

In fact, with many of my clients I build on this approach and take it to the next level, by introducing the concept of standing up for at least one hour, called a **Power Hour**, per day. This is a way of dramatically enhancing the positive



energising effect of your communications and achieving the desired call outcomes.

## The use of Positive and Power Words

When it comes to verbal communication and the words that you use, great care must be taken to eradicate from your vocabulary every negative word or phrase as explained in the fundamentals earlier.

We all use negative words in our daily conversation and here, in the United Kingdom, we are a nation of negative speakers. When people ask, "How are you?" A typically response is, "Not bad".

What does this literally mean? It means that I am good – so why don't we say that?

We use lots of negative words in our everyday language and words that are used insincerely. For example, we apologise for arriving early or we end emails by writing, 'Please do not hesitate to contact me if you have any problems'.

What sort of impression does this leave? Well - it leaves negative connotations, or suggestions that problems/challenges could arise, so we need to use positive, persuasive and powerful language at all times.

### Negative Words & Phrases

### A More Positive Alternative

I hope / I think

I'm sure / I trust / I'm confident that

Sorry to keep you waiting

Thank you for waiting / for your patience

I'm afraid / Unfortunately

As / at present / since

But

However / having said that / although /  
as

Don't worry

Be assured that / I'll take care of that

No problem / no worries

Certainly / my pleasure / you're welcome

Bear with me	Just a moment/ I'll just get those details in front of me
I'm sorry	I do apologise
Don't hesitate	Feel free to call / do contact me
Pop in (for a quick chat)	Arrange to meet with x to discuss/ to talk with / to explore further

## Power Words

The world in which we live today is less polite and less courteous than it used to be.

So two of the most powerful words you can use are **"Thank you"**. Use them wherever you can in selling. E.g. Prospect - "We only use preferred suppliers", Your Response - "Thank you, that information is most helpful".

However one of the biggest mistakes people make in sales is to also use the word **"please"**. For the avoidance of doubt let me be clear here. I am not asking you to become discourteous at all, in fact the complete opposite; you must come across as being respectful and courteous at all times.

Do not use the word *please* as this places you in a defensive position vis à vis the person you are calling.

To use the word please means that you have invariably used it with a closed ended type question such as, "could you put me through, please?" This is so easily answered with a "no" that leaves you in a very awkward place, so to ensure you do not end up in this type of conversation cul-de-sac, don't ask this type of question in the first place!

**Remember astuteness in sales is anticipating future challenges and avoiding them before they arise.**

I will explain much more about this in the Question and Active Listening section.

**"Words are, of course, the most powerful drug used by mankind."**

Rudyard Kipling

I love this quote as it just encapsulates everything that I am trying to get across with this Useful Guide. This is one of Rudyard Kipling's most famous quotations and it is from a speech he made to the Royal College of Surgeons in London in 1923. He is using the metaphor of comparing words to drugs to describe the persuasive effect words can have on another person. As he says in the next sentence of the speech, "Not only do words infect, egotise, narcotise, and paralyse, but they enter into and colour the minutest cells of the brain ..."

He is describing the ability of a person to use words to change the way another person thinks and feels, to influence that person to do or feel things that are not normal for that person — just as drugs would do.

Also to help add to your vocabulary of powerful words I'm going to share with you what most successful marketers deem as the Top 10 most influential power words. But rather than the Top 10, what I'm going to do is share with you the Top 12.

### **The Top 12 Power Words**

In alphabetical order, here they are ...

- Bargains
- Easy
- Exclusive
- Fortune
- Free
- Guaranteed
- Immediately
- Improve
- New
- Powerfully
- Proven
- You

Now let's go through each word and determine the reasons why it's listed.

### **Bargains**

Most people believe the word "sale" is one of the top power words. Although it implies there is a special and items are on sale, it really has no emotional attachment to people. On the other hand, the word "bargain" implies much more than just a sale. It clearly states that you are going to be presented with an opportunity to receive items at bargain prices.

### **Easy**

This word is in most people's top 10 list and for good reason it is one of the main psychological triggers that practically every human wants. Simplicity. Ease of use.

### **Exclusive**

Most top marketers believe that the word "limited" is a top power word. But again, I choose to replace it with the word "exclusive". The word exclusive has much more power. It implants a picture in your reader's mind of being part of an exclusive group of people, which is much more powerful than feeling as though you are limited.

### **Fortune**

This word is included in most marketer's top 10 list, which I agree it should be. The words prosperity and fortune are something that everybody wants. Money is another power word that automatically catches people's attention.

### **Free**

Who in their right mind isn't automatically drawn to this word? Free will never be excluded from the top list of power words. It ties in with our psychological desire for simplicity and ease. But always remember, whatever you offer for free should have real value.

### **Guaranteed**

As over used as this word is, it still belongs in this list. Everybody wants to be guaranteed that, if they are not completely satisfied with what they have bought, they can get a refund.

### **Immediately**

Many top marketers believe that the word "instant", or even "immediate" are power words. But just look at those words and you will quickly see that they lack action. By turning either one into an adverb, it instantaneously adds action and immediately draws your attention in deeper.

### **Improve**

Everybody wants to improve something in their life. It's our human nature at work. Your copy should create imagery in your reader's mind that attaches your product to an improvement in their life.

### **New**

No matter what, when you use power words like "new", "revolutionary", "discovery", etc, you automatically catch your reader's attention and pulls them in. Everybody's natural curiosity is interested in something new, something different.

### **Powerfully**

Again, most marketers believe the word "power" is a power word. This is not true. What does power mean? It means to have the ability to do or act. But the word power itself has no power. But when you turn it into an adverb, it radiates with true power. It expresses that your prospect is either in the act of something powerfully effective, or that they soon will be.

### **Proven**

Let's face it, everybody wants proof. The more you can prove to others that your product/service is exactly the solution that they need, the more likely you are to profit.

### **You**

And finally, perhaps, second only to your prospect's own name, the most important power word is YOU! When you use the word "you", you are speaking directly to them. You just can't go wrong using the word YOU.

## Conclusion

As you can see, these 12 power words do instinctively draw your prospect's attention to your spoken words. I am not suggesting that you populate your speech constantly with these words, especially in a business to business conversation as many of these are business to consumer orientated words. The point I want to make is you need to think very carefully about the words you use, especially in the context of people's different psychological profiles which we cover later in the book.

## Vocal Communication

### Using Your Voice Effectively for Telephone Sales

The only image that your prospect gets is transmitted through your voice, so preparing your voice and using it effectively is as important to telephone sales as showering regularly is to face-to-face sales. In fact it is essential to act as if you are physically facing the customer at all times. Here are a few ways to use your voice to its fullest.

### Warm up your voice

Your voice, like your body, needs warming up to perform at its best. Start out in the shower by humming a tune (no matter what others in the household may say about your operatic potential). Humming is an outstanding warm-up for your vocal chords. For that matter, croaking like a frog is another excellent vibration exercise to strengthen your chords.

Get some talk time in before your first sales call.

### Stand and deliver

Ever notice that singers always stand when they perform? That's no coincidence. They know that their voice carries more resonance, range, and power when their diaphragm is not folded over.

You can use the singers' secret for sounding more authoritative and self-assured when speaking to prospects on the phone. Stand tall and observe the energy

and enthusiasm that pours forth. Slump into your desk in a question-mark curve and feel the conviction seep out of your voice.

## Tune into your tone

When customers hear your voice on the other end of the line they imagine the person behind the voice. If they like what they hear in the voice, chances are they will perceive you as knowledgeable and confident. If they don't like your voice, it makes them want to disconnect or speak to a supervisor. Your voice is your best vehicle for making the customer trust you and help you build your call profile.

Your speaking voice consists of several qualities, including rhythm, intonation, and inflection, resulting in a one-of-a-kind vocal personality that distinguishes Sean Connery from David Beckham. This vocal fingerprint is your *tone*. Although your tone is what makes your voice *yours*, you can optimise your phone communication by paying some attention to it. Make sure your tone conveys the message you want it to. Vary your tone (avoiding a *monotone*) if you want your prospect to stay awake.

To **exceed** customer expectations, your voice must consistently sound ...

- Upbeat
- Warm
- Under control
- Clear

## Understanding your voice

All of us are born with a particular voice. It is our trademark. Most of us do not have a radio announcer's voice. However, unless there is a congenital defect, any voice can be improved by pausing and breathing.

## 10 top Tips To Improve The Tone Of Your Voice ...

1. Make sure you are breathing from the diaphragm. Many people are shallow breathers. This can cause the voice to sound strident.
2. Drink lots of water to keep the voice sounding pleasant all day long. The ordinary person uses up a quart of water an hour. When you talk all day long on the phone, it is important to keep the vocal cords lubricated.
3. Avoid caffeine. It is a diuretic.
4. Sit up straight, and stand up for periods of the day. Posture does affect breathing.
5. Use gestures to make your voice sound energetic. It is especially important to use gestures when you are tired. They will give your voice additional power and will help you to emphasize words or phrases to get your point across.
6. You automatically warm up the tone of your voice when you smile. Your customers will notice the difference. Keep a mirror on your desk and notice if you are smiling while talking.
7. If your voice is particularly high or low, exercise the range of your voice by doing a sliding scale. You can also expand the range of your voice by singing.
8. Tape record your voice and play it back. Is your voice a voice that says, "I care?"
9. Practice speaking at a slightly lower octave. Deeper voices have more credibility than higher pitched voices. It will take getting used to pitching your voice down an octave, but it will be worth the effort. This is what radio personalities have had to learn to do. This is particularly important at the end of a phrase or sentence when some people have a tendency to finish it an octave higher.
10. Get feedback on the tone of your voice. Ask your manager or a trusted friend. Your voice sells people on your knowledge level and professionalism. It helps you to gain their support when difficulties arise. Make it sound the best it can by pausing and breathing and by maintaining it with good posture, big gestures and plenty of water.



## Voice Inflection

Voice inflection means to change your voice. You can vary your voice by stressing a word or phrase, stretching a word or phrase, or pausing before a word or phrase.

- Stressing I've got a **BIG** dog.
- Stretching I've got a **b--i--g** dog.
- Pausing I've got **[Pause]** a big dog.

When you use the right words and you're selling the right product and you use the right inflection in your voice, then you've got an infinitely better chance of making the sale. Let me say that those voice inflections can completely change the meaning and intent of words.

For example, let's take something like, "**I did not say he stole her money.**" Now those are eight words and we can make them say eight different things with voice inflection. This is why good professional salespeople need a cassette recorder so they can record their presentation, listen to their voice and listen to that voice inflection.

For example, when I say, "I did not say he stole her money," - that's just a statement of fact. But alter it slightly. "*I* did not say he stole her money," - completely different meaning. Or, "*I did not* say he stole her money." - that's a vehement denial. Or, "I did not *say* he stole her money," - completely different. Or, "I did not say *he* stole her money," - that implies it was the rascal over there that did it. Or, "I did not say he *stole* her money," - may mean "You know, he's gonna put it back. I mean he was just borrowing it." Or, "I did not say he stole *her* money," implies that it was hers that the rascal stole. Or, "I did not say he stole her *money*," - it was a diamond ring the rascal got.

Now, you see we took eight words and one sentence made them say eight entirely different things. And as you become a serious student of selling and learn what those voice inflections are and how you can handle them, it makes a dramatic difference.

## Play with the volume

We're not talking about the volume on your headset, but the decibel level of your own voice. If you talk too quietly, you'll generate lots of, "Could you repeat that?" requests. Speak too loudly, and the prospect must hold the receiver at arm's length. Keep your volume within a reasonable range and be sure to vary it to hold the prospect's attention and emphasize key points.

## Mix up the pace

Most telephone salespeople are guilty of speed talking — chalk it up to enthusiasm, nervousness or desire to get in the sales points before the recipient hangs up. Avoid this sport. Slow talking can be just as bad, you'll have people wanting to finish your sentences for you. Moderate the pace of your speech, occasionally varying it for effect or emphasis.

Speaking too quickly is one of the most common speech problems – perhaps because almost all of us tend to speed up our speech when we're stressed or excited. And when are we not stressed when we're working? Making a cold call, meeting a new contact, working on a project with a deadline – all of these situations are stressful and cause all kinds of physiological responses, including speeding up our speech.

Some people, however, are genuine "motor-mouths" – people who always speak rapidly.

Speaking too slowly is much less common, but believe it or not, there are people who tend to speak naturally with a rate of speed that leaves gaps between words and draws out syllables to extremes.

The trick to speaking at an appropriate pace is remembering that you need to speak at a rate that allows your listener to understand what you're saying. Listening is not a one-step process; we have to physically hear what is said and then translate language into meaning. If we speak too quickly, this vital second step of the process can be lost.

Like expression, the natural rate at which you speak is part of your speech signature. The problem with speaking at a pace that's either too fast or too slow is that it interferes with communication. When you speak too quickly, you literally "blow away" your listeners. They can't mentally keep up with you and will quickly stop trying. While a small part of your message may get through,

most won't. When you speak too slowly, your listeners have too much time for processing and the mind either locks on how irritatingly slowly you're speaking or wanders off to more interesting things.

If you hear phrases such as "Could you repeat that?" often, or often encounter glazed looks, you're probably a person who usually speaks too quickly or too slowly.

## Slowing Your Speech Down

Focusing on our enunciation when we speak is one good way to slow down our speech. When we focus on enunciating clearly, we force ourselves to stop slurring syllables when we speak.

Another way to slow down our speech is to concentrate on phrasing. Oral speech, just like written speech, is composed of phrases and sentences. In fact, the punctuation of written speech is simply a set of sign posts to tell us how the written information should be phrased. For instance, when I wrote ...

"If you hear phrases such as 'Could you repeat that?' often, or often encounter glazed looks, you're probably a person who usually speaks too quickly or too slowly," the punctuation dictates that when you read or say this sentence, you are going to pause briefly after the question mark, pause again after the word 'often' because of the comma, and again after 'looks'. The sentence should be read the same way, whether you read it silently or read it out loud.

But people who speak too quickly tend to ignore phrasing entirely. They don't pause for commas, hyphens, question marks or even periods, jamming all the phrases together. Therefore, concentrating on the phrasing can really help slow down speedy speakers.

People who are highly fluent in sales purposely put in PAUSES throughout their conversation to slow themselves down. In doing so they come across as having a much more considered approach.

To give you a rough guide as to the correct rate of speech when talking over the telephone it should be around the 140 to 160 words per minute, which is probably much slower than you are used to.

To give you some idea, it not unusual if you were actively talking to a good friend in a social situation you may be talking at a rate of 400 words per minute, and a typical conversation at work with a colleague would be typically 240 words

per minute. So you need to work at making a conscious effort to slow it down to the ideal range of 140 to 160 words per minute.

**Exercise:** Find a suitable paragraph to read, count off 160 words into the paragraph and time yourself reading the first 160 words at your typical pace you use on a telephone call. Time yourself and find out how long it took you. It should take you around a minute to read 160 words at your ideal selling pace, if you finish before a minute you are talking too fast. If you take more than a minute then you are too slow.

## Why People Buy?

**When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion, creatures bristling with prejudice, and motivated by pride and vanity"**

(Dale Carnegie)

## Emotional and Logical Reasons

The Harvard School of Business published research which stated that people buy because of two factors. The percentage split between the two is quite remarkable ...

- **Logical reasons**                      **20%**
- **Emotional reasons**                **80%**

So from the time from creating interest to buying the product/service 80% of this is based on emotions.

Logical reason might initiate the buying process, for example I have a car and therefore I must buy car insurance. However after this initial logical trigger to buy the insurance the rest of the buying decision process is largely emotional.

Therefore no matter what your proposition is, you must keep the sales process emotional. That is why I stress the need to build relationships at the speed of light because a large part of the emotion is that people buy from people they like.

## Emotional Driver 1 - GREED

**People want to GET things they don't have and GET MORE of what they do have, including ...**

- Time — for themselves, their families, their interests
- Comfort — ease, luxury, self-indulgence, and convenience
- Money — to save, to spend, to give to others
- Popularity — to be liked by friends, family, and significant others
- Praise — for intelligence, knowledge, appearance, and other superior qualities
- Pride of accomplishment — doing things well, overcoming obstacles and competition
- Self-confidence — to feel worthy, at-ease, physically or mentally superior
- Security — in the home, in old age, in the form of financial independence or provisions for adversity
- Leisure — for travel, hobbies, rest, play, self-development
- Fun — feeling like a kid again, doing something for no good reason, goofing off
- Prestige — a feeling of importance, being a member of a select group, having power
- Enjoyment — food, drink, entertainment, other physical contacts
- Health — strength, vigour, endurance, longer life
- Better appearance — beauty, style, physical build, cleanliness
- Exclusivity — being in on something special
- Envy — having something others desire
- Ego Gratification — to support or enhance self-image
- Business advancement — feeling successful, getting a better job, being one's own boss
- Keeping up with neighbours, moving in desirable social circles

## Emotional Driver 2 – Avoid Pain/Fear of Loss

People want to **AVOID LOSS** of things they already have. So, the potential loss of any item on the previous list is a strong motivator – often stronger than acquiring it in the first place. People want to **AVOID UNPLEASANTNESS**, such as ...

- Embarrassment
- Offence to others
- Domination by others
- Loss of reputation
- Pain
- Criticism
- Risk
- Work
- Effort
- Discomfort
- Worry
- Doubt
- Guilt
- Boredom

Also I will show you how we use this **FEAR OF LOSS factor** to good effect as it is the strongest emotional driver. We use the “Remove the Benefit” stage in the call structure to trigger the fear of loss emotional button to be pressed in our prospect. See the Call Structure section on page 56.

## How to Handle Gatekeepers

### How to build relationships at lightning speed and recruit them to help you sell.

Before I talk about how to make a call to a gatekeeper, I need to explain about the importance of a call profile. The Call Profile is essentially the credibility you have established with the listener from the very start of the call.

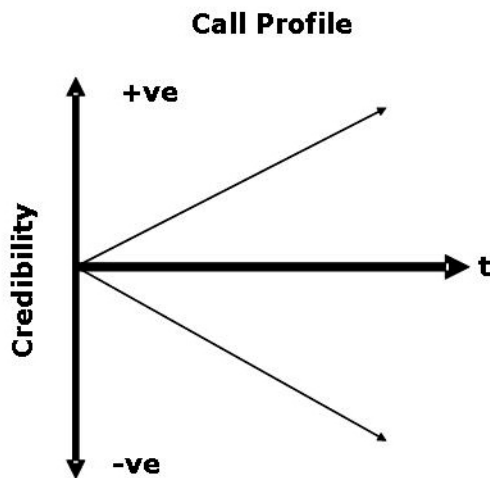
#### Call Profile

You have to establish credibility on a call to be successful. So what gives you credibility? It is your ability to exude polite confidence and be direct when under pressure. You must be direct and polite. **Remember it is not just what you say that is important it is as much as how you say it that counts.**

It is so important that you must liken it to an actor under the guidance of a Film Director who concentrates on the **delivery** of every word. I stress the word delivery as that is what you must do, you must deliver your carefully chosen words with as much care as an Oscar winning actor.

Also I reiterate that with the thousands of staff and delegates I have trained the number one failing they have in their delivery is too much speed. When you speed up you are less able and therefore less fluent in the fundamentals, and this detracts from your call profile.

Call profile is never static, it is constantly responding directly to the latest interaction between you and the prospect. The moment you lose control of the call, or become defensive the profile becomes negative. Therefore at all times you must control the call, and not become defensive, which I will explain more about in the questions and active listening section.



### Factors affecting your call profile ...

- Sound confident, positive and in control
- Get into a great state of mind – be positive and expect success, attitude is infectious, so make sure yours is worth catching, focus on emotional buying.
- Be calm, don't let fear make you nervous, so as to not add any more tension into the situation.
- Practice delivering your words, tone volume and pace – listen to your calls and feedback, look for the message behind the message that you are sending out.
- Be prepared with your information, notes, diary, notepad and pen at hand.

**To summarise the situation - when I pick up the telephone now I have full self-belief in my abilities to tackle any situation that confronts me.**

I don't see it anymore as ringing up someone to sell them something they may or may not want. I ring up someone to introduce myself, who may even possibly become a friend, and to work with them to establish if they have a problem that I can solve.



### The rules to handling receptionists are ...

- You need to be convinced that you have a right to be there – use authority and gravitas.
- Assume knowledge, be friendly and pleasant, be persistent.

### There are rules on how to handle gatekeepers ...

1. Change “can” to “could”
2. Change “Please” to “thank you”
3. Say your name twice
4. Never use the word “tell”
5. Never say “my name is....”
6. Never say “I am calling from....”
7. Always treat the gatekeeper like a VIP and get their name and recruit them to help you sell.

### The rules are the rules and must not be broken!

**Assumption:** that you have a name, position and company or that you have undertaken a research call to establish these details.

### Dealing with the receptionist

#### How to make your call sound important

Quite often the receptionist will answer your call; she will try to block calls to the decision-maker. By using certain techniques you will overcome the problem.

Always use your first name twice and be confident.

#### The Thank you Technique

**Receptionist:** “Good morning. How may I help you?”

**Salesperson:** Hi it’s Stephen, Stephen Harris here, what is your name?

**Receptionist:** It is Mary, how may I help you?

**Salesperson:** Good morning Mary (wherever possible try to personalise the call), if you could let Ian, Ian Jenkins know that it’s Stephen, Stephen Harris on the line for him, **thank you.**”

This is an instruction, yet it is done in an assumptive yet polite way. If you used the word *please*, you would probably start of the sentence with *can you*, which is a closed type of question, which you do not know the answer to. Therefore if you used **can you** and **please** you will become defensive and lose control of the call almost immediately.

**Receptionist:** "May I ask what the call is regarding."

**Salesperson:** "Yes of course you may. It's Stephen, (as if you already know one another) Stephen Harris. If you could let him know that I'm on the line for him. Thank you."

Here you repeat the polite yet assumptive statement again to maintain your call profile.

### The Various Forms of Communication Technique

**Receptionist:** "Good morning. How may I help you?"

**Salesperson:** "Hi it's Stephen, Stephen Harris here, what is your name?"

**Receptionist:** "It is Mary, how may I help you?"

**Salesperson:** "Good morning Mary (wherever possible try to personalise the call), if you could let Ian, Ian Jenkins know that it's Stephen, Stephen Harris on the line for him, **thank you**"

**Receptionist:** "Is he expecting your call?"

**Salesperson:** "Our businesses have had various forms of communication. Could you make him aware that it's Stephen, Stephen Harris, thank you."

### Additional Techniques

- "We met briefly at a trade show and agreed we should connect"
- "We've traded emails and agreed we should get in contact"
- "He knows our company through past business we've done together and I was keen to re-establish contact"
- "A mutual colleague / business partner recommended I give him a call"
- "My Managing Director asked me to call him"

### **What do you do if you get put through but no answer?**

Traditionally sales trainers suggest you enquire at that point if there is a typical date and time to call back when they are likely to be free. I find that this has limited effect.

What I suggest you do these days, as email is so prevalent, is to recruit the gatekeeper to help you penetrate the account.

You politely ask the gatekeeper to send an internal email to the prospect that you are trying to reach, stating that you are trying to reach them and that you will call back at 5pm that day.

**Receptionist:** "He's not in the office now."

**Salesperson:** "Mary, do you mind if I make a helpful suggestion? Mary, may I also mention that you're also being very helpful, thank you. What I need you to do is send him a quick email asking him to expect my call. And the headache I've got is my diary is pretty full. I've got time today at 5pm. Would you like me to give you my name again?"

You don't know if your prospect will be in at 5pm that day or not. You ring back at 5pm and you may get through. If you don't you still have an internal email detailing your name and that you are going to contact them. In doing so you have effectively recruited the receptionist into helping you penetrate the account.

So next time you ring back you may get the same receptionist, who has already helped you once, which you remind her of and request to speak to the prospect again.

You may get a different receptionist the next time you call which is fine as well.

Remember successful selling is all about building relationships and gaining commitment.

**Receptionist:** "Good morning. How may I help you?"

**Salesperson:** "Hi it's Stephen, Stephen Harris here, is that Mary?"

**Receptionist:** "No it's Mandy. Mary is on her break, how may I help you?"

**Salesperson:** "Good morning Mandy, I usually talk to Mary, (wherever possible try to personalise the call), if you could let Ian, Ian Jenkins know that it's Stephen, Stephen Harris on the line for him, **thank you.**"

**Receptionist:** "Is he expecting your call?"

**Salesperson:** "Absolutely, not only is he expecting my call he has an internal email about it as well. Could you make him aware that it's Stephen, Stephen Harris, thank you."

What sort of impression have I created at lightning speed with Mandy?

I have created the impression that I contact the business regularly and usually deal with Mary, and that Ian Jenkins is expecting my call and he even has an internal email about it.

### **What happens if you come across a No Names Policy?**

If you don't already have the job title and full name of the person you need to reach to open a new account and they operate a "no names" policy – what can you do to progress this account?

Obviously ring the company initially as a research call, to establish who you need to be dealing with. If the receptionist will not give out any names including her own then, try asking for it politely once more which sometimes works.

As a second approach ask if you can send an email to the prospect, and sometimes despite the "no names policy" they will give out the prospects full email address, other times it is just an [info@abc.com](mailto:info@abc.com) type address which is of little use to you, so at that point retreat graciously.

It is important to retreat graciously as you will be ringing this reception again, and may get the same receptionist again, so do not leave any animosity when ending the call.

In this situation I revert to my 'Guerrilla Tactics'

### **Guerrilla Tactic 1**

Ring early morning or later in the evening and get a different receptionist or no receptionist at all. In these days of high pressure executive roles, senior managers are often the first in and last to leave an office, during which time the

'protective' shield of receptionists and secretaries are down. Therefore the most productive times to place those calls, what I call the Golden hours, are 8am to 9 am and 5pm to 6pm.

### **Guerrilla Tactic 2**

Ask the receptionist to put you through to Accounts or to be more specific Accounts Receivables. There is not a company in the world that will not put you through to that department, even without a name, on the basis that you are a customer who is possibly going to pay an invoice.

Once in conversation with someone in Accounts, ascertain their name. Employees are much more open to giving out their names personally rather than adhering to some corporate rules. Then confirm with some "surprise and disbelief" in your voice that you are talking to someone in the Accounts department. Build rapport and using their first name where possible; explain that you were meant to be put through to the Head of IT (or wherever you want to go in the organisation). Ask if they could put you through (not via the switchboard if possible). Just as they are putting you through, quickly ask them, "May I just check who you are putting me through too, just to make sure it's the right person?"

Try it, it's fun and it works.

### **Guerrilla Tactic 3**

This is a variation on Method 2 above where this time you ask to be put through to sales. Again once engaged in conversation with someone in sales, build rapport with them, using their first name wherever possible, and essentially, using the "Hi John, listen, you're in sales and I am in sales" buddy routine. "You know how tough it is out there John, could you let me know who is head of your IT department?" It may take several requests to ascertain a name.

### **Guerrilla Tactic 4**

Desk research. By reading trade press, various directories or other industry associations, newsletters, blog sites, twitter sites etc you can obtain relevant names and telephone numbers. If you view a particular organisation's website, you can often find key executives names from the "Meet the Team" or "Who are we?" sections. The "News Section" of the website is always a lucrative hunting

ground for names, where various senior personnel are listed as they may have just launched a new product or received an award etc.

Once you have obtained their name you can take it a step further. The first thing I try is a simple *Google* search on the person's name. As an example in one case within five minutes I had a whole goody bag of information to work with.

The IT Director in question had ...

- Recently spoken at a conference on emerging technology. Areas of his topic were actually in line with the solutions provided by my client.
- He was listed on a social networking directory - Zoominfo.com with an email address and an indication he was happy to be contacted for professional reasons.

Within 5 minutes I had established the identity, and the *Hook* for my call (see call structure section below where I explain the *Hook*).

Also with desk research I am often asked to help small companies kick start or revitalise their sales initiatives. If one of their challenges is to quickly obtain a database of names in the UK for business to business sales, I often point them in the direction of *The Personnel Manager's Yearbook* which lists contact information for over 90,000 named Personnel, HR and senior business contacts in over 13,000 major UK companies & over 2,000 European companies.

Although it is obviously skewed towards HR it does have extensive details of many of the senior executives within an organisation. It is available online and costs start from a few hundred pounds.

### **Guerrilla Tactic 5 - How to Handle Voicemail**

These days when calling people you invariably reach a voicemail service. As a rule the best way to handle this is not to leave a message unless you have a relationship. The reason is three fold: firstly they invariably do not ring you back; secondly the surprise factor of your call is very important and you will have lost this if you leave a message; and thirdly you do not want people ringing you back at random when you are not prepared. Remember your time is precious and you only want to talk to people when the time is right for you and you are fully prepared.

**Top Tip:** Finally if you do reach voicemail, do not hang up immediately as many people do. Listen right to the end of the voicemail, where often the person you are trying to reach has left their mobile telephone number. I find this tip really useful.

## Introducing a Call Structure

The reason why I introduce a call structure is that it actually gives you more flexibility which sounds like a contradiction in terms!

The call structure is a major tool in your armoury. It gives you a format to work through and is flexible enough so that if you get side-tracked for any reason, you know where you need to come back to.

Essentially it provides you with a roadmap, especially over those crucial opening seconds in which it is vital to establish your positive credibility and build your call profile. One of the main benefits of using it is simply to stop you waffling!

The call structure is the same for **every** call, you just adapt some of the words to suit your particular situation. Also let us be clear it is not a call-script. A call-script is a prescribed set of words which is meant to be adhered to at all times. It is built for people who are less fluent in using these sales communication skills.

Cold calls are potentially a high pressure situation. The more intense and high pressure they potentially are the more important it is to have a thoroughly worked out call structure to ensure you are as effective as possible.

The good news is that I have found that the same simple call structure can be adapted to any cold call situation. This is also one of those classic situations where the KISS principle of “keep it short and simple” really does apply.

The call structure I am going to introduce to you has been honed over many thousands of live calls and training calls. It is simple and it works. Adopt it and use it. **The only person that is going to complicate it is you.**

For the purpose of demonstrating this call structure I am going to use the scenario of making a cold call to book a business appointment with an IT manager.



### The Call Structure is:

- **Step 1 - Reason (or Excuse) for the call**
- **Step 2 - Hook (Justification for the call)**
- **Step 3 - Benefit Statement– What’s in it for me? (WIIFM)**
- **Step 4 - Remove Benefit (Threaten to remove)**
- **Step 5 - Questioning and Active Listening**
- **Step 6 - Closing the Sale**
- **Step 7 - Departure Drill**

### Step 1 - Reason (or Excuse) for the call

The reason for the call always, always stays the same, **“to introduce yourself”**. This is because it removes any confrontation from the call. From thousands of calls, no one has ever said no when I said I want to introduce myself. It is such a powerful opening approach.

Using this approach you are starting to become what I call an astute salesperson. Astute in that you start to think out of the box and begin to think and anticipate future resistance or objections you may get from the prospect. In a cold call situation like this there are three “objections” that the prospect will tend to have ...

1. Who are you?
2. Where are you from?
3. What can you do for me?

So opening the call straight away with the same reason of introducing yourself you are immediately addressing the first two objections before they arise. We then go on to address the third objection almost immediately with the *Benefit Statement*.

This is a simple but clear example of what I mean by being an astute salesperson. Anticipating future resistance and dealing with it before it arises. The beauty of this communication skill is that the more fluent you become at it the less and less resistance you encounter. The opposite also applies the less fluent you are at applying this, the more resistance you will encounter.

A typically reason for my call is ...

**“The reason for my call is first of all to introduce myself, I am Stephen,,  
Stephen Harris, from Pansophix.”**

You may well still get some resistance at this point which I will deal with later in the section on how to handle objections.

**Exercise:** Prepare your own *Reason* statement for a typical call.

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## Step 2 - The Hook (Justification of the call)

The hook is used to build instant credibility and hence your call profile.

**For hot to warm leads you may use ...**

- “Your colleague (use their name) recommended that I call you today.”
- “We met at a tradeshow/event/exhibition/conference.”
- “Regarding our existing business relationship.”
- “Regarding business we have done in the past.”
- “We’ve worked together in the past.”

**For a completely cold call I like to use ...**

“You and I have not had the opportunity to talk before, what I’m doing is communicating with key/senior people, much like yourself.”

**Note:** you are not doing this from a junior perspective here. The idea here is to build your call profile as though you are talking on a peer to peer basis, not junior to senior basis.

Aim here is to build empathy as quickly as possible!

Thereby getting to the truth of the situation as soon as possible, to help you rule them in or rule them out.

At this point **NEVER, NEVER** discuss product. Remember you are not into *push* but into *pull* selling and remember the rules are the rules.

**Never Tell when you Sell only ask why they haven't placed business with you. This is pull selling not push selling.**

**Exercise:** Prepare your own *Hook* statement for a typical call.

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### **Step 3 – Benefit Statement (What's in it for me? (WIIFM))**

Remember the third objection we still haven't addressed yet, "What can you do for me?"

This is where we address this objection before it arises, by saying the following, which is aimed at an IT Manager:

**"We help organisations like yours to reduce your costs, increase efficiency and maximise the return on investment you have already made in your IT infrastructure."**

The benefit statement needs ...

- To be short and to the point.
- Demonstrate credibility and capability relevant to the marketplace you are addressing.
- It is absolutely about them – what you could possibly do for them and not about you.
- If you start talking about yourself you will start to get resistance.

You may want to reinforce the statement with examples of reference accounts that are similar and relevant, e.g. "we help organisations like yours, such as Barclays and HSBC, to ....."

Please be very careful when using examples of reference accounts. They must be of relevance to whom you are talking to, i.e. same vertical market, e.g. both in banking, or petro-chemicals, or retail, etc. Also they should both be of a similar size of company, so that a small company doesn't feel like it is being swamped with a large corporate offer and large corporate ticket price. In some

cases make sure you have the relevant clearance to use the name of existing accounts.

In this example we are addressing an IT Manager, and you need to think carefully about your own offering and what the prospect is going to be interested in.

Therefore you need to carefully think about who you are typically selling to ...

### **If selling to a Managing Director ...**

How to increase shareholder value; increase profitability; achieve Key Performance Indicators; improving the brand; improving staff efficiency or morale.

### **If selling to the Financial Director ...**

Increase profitability; reduce costs, increase efficiency, reduce headcount; improve process efficiencies.

### **If selling to the Marketing Manager ...**

Increase brand awareness; help launch new product; increase marketshare; introduce new channel to market; increase opportunity to purchase.

### **If selling to the IT Director ...**

Improve network security; reduce system downtime; improve system resilience; improve data backup and recovery.

### **If selling to the HR Director ...**

Improving staff training, improving culture, reducing litigation and regulation costs, reducing levels of sickness and absenteeism.

**Top Tip:** Never use the phrase *save you money* but use *reduce your costs*. You may think that this is semantics but it is very important. Believe me when I say that people are not interested in saving costs. When you say that, people consciously and more importantly subconsciously trigger the thought that you are going to sell them something that they have to use in some way to then save costs.

Instead when you use the phrase, *reduce your costs*, it triggers far less resistance, as it suggests they are going to buy something, you do the work and

they don't have to do anything to have less costs. Subtle difference I know but why build resistance into a call when you don't have to?

When building your benefit statement the number one mistake my training delegates make is that they try and pack in every possible benefit they can think of about their offering into the benefit statement.

What I want you to do is think about the benefits from the customers point of view. What will be of interest to them? When you have thought about it long enough no matter what your offering is there are only a handful of benefits to consider ...

- Increase sales
- Reduce costs
- Increase efficiency/handle complexity better

No matter what your benefits are they will enable one or more of the above three primary benefits.

So keep it as short and high impact as possible.

**Top Tip:** Always work on the basis here of "less is more" if you can remove a word or rearrange the sentence to reduce the word count then do it. The shorter the better.

**Proof:** you may also wish to introduce some proof to build interest into desire. So if you have some relevant reference case that you have clearance to use, then by all means use and try it.

**For example:** "we have helped companies similar to yours to increase sales year on year by 10% through increased brand awareness".

**Exercise:** Prepare your own Benefit Statement for a typical call.

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## Step 4 – Remove Benefit (Threaten to remove)

Now we use what we know about the psychology of why people buy to great effect. We use the strongest driver, the *Fear of Loss*, to set up the conversation ready for the next key part, the questioning.

Here we say ...

**“At this stage, [their name here], I am not sure to what extent we can also do the same for you, so in order for me to find out I need to ask you a couple of quick questions, how does that sound to you/for instance what challenges are you currently facing with network security?”**

So to re-emphasise we use the fact that 80% of the buying process psychologically is emotional, and here we play to both the deep seated tier 2 emotional drivers of ‘greed and ‘fear of loss’.

In that we suggest that we have helped other companies similar to yours, thereby implying we can also help you. This also appeals to the tier 1 drivers of emotional buying behaviour of reducing pain and feeling good about doing their job more effectively.

Then we imply a threat to withdraw this suggested benefit unless we can ask you some questions.

Remember what we are doing is moving from push selling (tell selling) to pull selling (asking questions).

Everything I have explained so far in the call structure has been devised specifically to achieve two things ...

- Build a positive call profile (i.e. positive credibility)
- Start to build a relationship and gain the commitment to start asking questions.

**Top Tip:** You have not said anything about your product yet, that comes later in the conversation.

Now we have arrived at the point that we really want to reach. In a matter of seconds from the start of the call we have ensured that it is a consultative sales call (Pull) rather than a pushy sales call as you are now asking questions.

**Exercise:** Prepare your own Remove Benefit Statement for a typical call.

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## Step 5 – Questioning and Active Listening

I cannot stress enough the importance of asking questions and actively listening to become fluent at selling. It is important to understand the different types of questions and more importantly how to use them to maximise their impact.

To become a truly great communicator and reach a high level of sales fluency you must love questioning. I mean absolutely love questioning! You need to thoroughly understand how to use them, when to use them and always be on the prowl looking to develop new or adopt new questions when you hear great questions.

From this day forth I want you to do two things for me, change your job title and start a new hobby!

**New Job Title:** When someone asks you what do you do? Instead of saying something about a sales type role, I want you to say,

**“I am a Commercial Detective”**

**New Hobby:** From now on I want you to have a new collection hobby. I want you to **collect great questions**. I want to start to fine tune your hearing to be constantly listening for great questions. Whenever you hear someone ask one write it down, and put it in your collection. Collect great questions like some people collect fine wines. You build your own *cellar* of fine questions, and bring them out and serve them just at the right time in a conversation.

So by asking great questions, you minimise the tension and pressure in the sales process between you and your prospect. It brings you both closer to an honest and truthful conversation more quickly than by push selling and, by becoming a

commercial detective, you build a deep understanding of your prospect's problems for your offering to address.

Let's remind ourselves of why we need to ask questions. To become fluent at sales we must build relationships and gain commitment at lightning speed. Speed is the key differentiator here, the faster you can build relationships the faster you can gain the next level of commitment.

## Features, Advantages and Benefits

In this type of call where we do very little *tell* type selling, you should not need to explain much about features, advantages and the potential benefits of your offering. This is done at the face to face meeting or using online 'webinar' type meetings (using programs such as **gotomeeting.com**) that you are in the process of booking. I cover this in more detail in the Useful Guide to Sales II.

Just for the record let me just define these terms to ensure we all have the same understanding.

**Feature:** Is a characteristic of the product or service. Features are relatively neutral, both in their content and effect on the prospect.

**Advantage:** How a product or product feature can be used in general by **ANY** buyer. Advantages are more persuasive than features.

**Benefits:** How a product, or product feature or advantage meets the **EXPLICIT** need expressed by the buyer.

The difference between advantages and benefits are that advantages are universal and benefits are personal to that specific explicit need expressed by that customer.

The example I give to my students is a bottle of water.

The features are that it is a plastic bottle, with a drinking type top, it is water tight, etc. The advantages are that you can easily take drinking water with you wherever you go, and this advantage equally applies to everyone and anyone.

The benefits however are personalised to each prospect.

**Prospect 1** – Kate has explained that as a field sales person she drives a great deal and likes to drink water throughout the day in her car. The benefit to Kate



is that this type of bottle fits her cup holder in her dashboard, and is ideally suited to meet her expressed need of drinking water in the car.

**Prospect 2** – Kenny goes to the gym three times a week and always uses the cross-country skiing machine that has a water bottle holder. He likes to sip water throughout his workout. So for Kenny the benefit is that it addresses his explicit need of sustaining his body fluid whilst working out.

Now if we adopted the traditional way of selling and used push (tell) selling we would be able to tell the prospect all about each one of these features advantages and potential benefits. I can assure you by the third one we would have lost the interest of the prospect, and by the fifth he/she would have put the telephone down. This is what is often referred to as *Feature Bashing*, which is what you must not do.

It is amazing however that time and time again I catch my salespeople and my training delegates slipping back into 'tell' mode.

Instead try *pull* selling by asking some well chosen questions and then actively listening to the answers is so much more efficient, therefore so much quicker at building relationships and hence gaining commitment.

That is why you must practice, practice and practice until the *Pull* style of questioning is always your preferred style of selling.

Only by asking questions can you start to begin to understand your prospect. Understand what they are thinking, understand what issues or challenges they have. After understanding this you can genuinely establish if there is fit with your offering and then agree to book a meeting.

**Reminder Top Tip:** Never Tell when you sell only ask why they have not bought from you.

This is great news for people who want to sell. Many of my salespeople, especially my new starters, always put off selling, until they have had more product training, or the month after that when they have been taken through the full pricing policy.

The most effective way of selling is by asking questions, not by telling them all about your product and competitive pricing.

**Therefore you don't need to know every last detail of your offering, all you do need to know is how to ask great questions and listen carefully to the answers.**

Do not be put off picking up that phone to ring a prospect, the only way you are going to learn to be a great salesperson is to practice asking great questions, so practise on accounts that do not matter, so that you are already finely honed at your ideal fighting weight for when it does matter.

By asking questions you actually are in control of the conversation, although the prospects are doing most of the talking and they think they are in control. By asking great questions you are putting words in their mouth, that you want them to say to you. So that you can steer the conversation in the direction you want it to go.

That might sound rather "Darren Brownesque" to you, but I assure you it works. What is more if you tell someone to buy from you he/she will always have a niggling doubt or reticence about whether he/she should or not, however if you ask the prospect what is stopping him/her from buying and you find the truth of the situation by asking great questions, you are likely to achieve dramatically improved outcomes.

### **The Basics of Questioning and Active Listening**

You may already be familiar with the different types of questions, and even if this is the case I strongly recommend that you read this section as it has some very powerful suggestions about how to dramatically improve the use of questions.

As questions are so important let us quickly check their definitions just so we all have the same understanding.

There are two generic types of questions you can use that are very different in character and usage.

### **There are Closed Questions and Open Questions.**

#### **Definition of Closed Questions**

There are two definitions that are used to describe closed questions. A common definition is ...

***A question that can be answered with either a single word or a short phrase.***

Thus 'How old are you?' and 'Where do you live?' are closed questions. A more limiting definition is ...

***A question that can be answered with either 'Yes' or 'No'.***

Thus "Are you happy?" and "Is that a knife I see before me?" are closed questions, whilst "How are you?" and even "How old are you?" are not, by this definition, closed. This type of closed question is also sometimes called a 'Yes or No' question, for obvious reasons.

Closed questions tend to begin with words such as "Do", "Did", "Can", "Is it" and "Was it". They have a narrow focus and limit the customer to a specific answer, and actually often lead to more closed questions. Closed questions are contagious and will generate more closed questions which leads to a stifled and stilted discussion. This has the effect of blocking rapport building and make the customer feel like they are being interrogated.

They can be useful as a supplementary or follow up type question to find out specific facts or verify information, but as a rule never initiate the conversation with a closed question or start a new phase of the conversation with a closed question.

**Top Tip: Never use a closed question unless you know the answer. This golden rule prevents you from falling into the trap of a downward spiral of closed questions.**

One time when it is useful to use a closed ended question, is when the conversation has perhaps faltered a little. You can ask, "Can I make a useful suggestion?" The customer will always says "yes" and this enables you to take the conversation in a different direction by asking another open question.

**So closed and open questions can be used in a powerful combination.**

### **Definition of Open Questions**

An open question can be defined as ...

***A question that is likely to receive a long answer.***

Although any question can receive a long answer, open questions deliberately seek longer answers, and are the opposite of closed questions.

Rudyard Kipling wrote a short poem outlining a powerful set of open questions ...

I keep six honest serving men  
(They taught me all I knew);  
Their names are What and Why and When  
And How and Where and Who.

However even one of our greatest authors of all time missed one out! Which is 'Which'! And *which* is probably the most important open question there is when selling for the reason I will explain below.

Let's look at each of the seven open questions

During typical everyday type conversations we use literally thousands and thousands of closed type questions, but probably only use a limited number of open questions.

However to become a master communicator you must learn to love open questions and use them the majority of the time. There are only seven open style questions and you need to learn them.

### Using open questions

Open questions have the following characteristics ...

- They are information gathering questions
- They ask the respondent to think and reflect.
- They will give you *opinions* and *feelings* which are crucial as we are selling to emotions
- They hand apparent control of the conversation to the respondent.

Whenever in doubt as to what to ask, just dip into these questions.

**Open questions are so important that it is worth developing a thorough understanding of each one ...**

## What

'What?' questions often ask for noun responses, seeking things that are or will be. They may also seek verbs when they seek actions. 'What' questions include

...

- What are you doing?
- What shall we do next?
- What happened?
- What is stopping you from succeeding?
- What is the most important thing to do now?

Three 'What style questions' that may be asked in sequence to solve problems are ...

- What are you trying to achieve?
- What is the real problem?
- What is the solution?

## Why

**Asking 'why' seeks cause-and-effect.** If you know the reason why people have done something, then you gain a deeper understanding. If you know how the world works, then you may be able to affect how it changes in the future.

Asking 'why' seeks logical connections and shows you to be rational in your thinking. It can also be a good way of creating a pause or distraction in a conversation, as many people make assertive statements but without knowing the real 'why' behind those assertions.

A reversal of 'Why' is to ask 'Why not', which is a wonderful creative problem for stimulating people to think 'outside the box'. 'Why' questions include ...

- Why did you do that?
- Why did that happen?
- Why is it important for us to try it again?
- Why not give it a try?

## When

'When' questions seek location in time and can imply two different types of time. 'When', first of all, can ask for a specific single time, for example when will a person arrive at a given place or when an action will be completed. 'When' may also seek a duration, a period of time, such as when a person will take a holiday ...

- When will you be finished?
- When will you give me the money?
- When are you taking your holiday? (next Summer)

## How

'How' questions seek verbs of process. They are good for probing into deeper detail of what has happened or what will happen ...

- How did you achieve that?
- How shall we get there?
- How will you know she likes you?

'How' may also be used with other words to probe into time and quantity ...

- How often will you see me?
- How much do you pay for this service?

## Where

'Where' questions seek to locate an action or event in three-dimensional space. This can be simple space, such as *on, above, under, below*. It can be regional space, such as *next door* or *in the other building*. It can be geographic space, such as *New York, London* or *Paris*.

If something is going to be delivered or done, then asking 'Where' is a very good companion to asking 'When' to clarify exactly where delivery will take place ...

- Where will you put it?
- Where will they be delivered?

## Who

The question 'Who' brings people into the frame, connecting them with actions and things. The 'Who' of many situations includes 'stakeholders', who are all the people who have an interest in the action. Key people to identify are those who will pay for and receive the benefits of the action. Of course, you also may want to know who is going to do the work and whose neck is on the line. Who is ultimately responsible? ...

- Who is this work for?
- Who will benefit most from what you propose?
- Who else would be interested?

## Which

As I mentioned before, the question 'Which' is very powerful in a sales situation as it has an inbuilt assumptive close aspect to it. Let me explain, instead of asking a very clumsy closed ended question such as, "would like to buy this BMW 3 series car?" which requires the customer to make a decision and forces them into a yes or no answer.

Change it into, "**which** BMW 3 series would you like to buy, the black one or the metallic silver one?" Now we have reduced the pressure on the customer from having to make a decision down to having to only make a choice which is much less confrontational, and implied the assumption that they are going to buy. This type of question is very powerful.

## Advantages of Open Questions

Open questions are information gathering questions that also invite the customer to describe his or her views, opinions, thoughts and feelings, which is critical so you can appeal to their emotional side.

These questions allow the customer to expand their responses, which can lead to unexpected yet pertinent information, however you must be actively listening to ensure you pick them up.

They also help build rapport and avoid focusing on any one issue too long.

## How to use questions

**The Golden Rule is:** Never use a closed question unless you know the answer, otherwise you will start to become defensive. When you become defensive you start to lose control of the call and your call profile becomes negative.

However when used in combination with open ended questions they can become a powerful combined force which is the secret to becoming fluent at sales.

**Question:** "Would you like to know more? "

Forgive my joke here, as a great example of using a closed question to which I knew your answer! Otherwise you wouldn't be reading this Useful Guide!

**However, what I wanted to do in the example above is to let you see how powerful it is to set the scene with an opportunity then ask someone if they would like to know more, rather than, “and let me tell you another thing about my great questions!”**

So you now understand when I keep saying, never tell when you sell only ask why they have not bought from you/agreed to have a meeting with you. It is so much more powerful and the great thing is that you have positioned the conversation very quickly and very carefully so the prospect is asking for more information.

A useful analogy for you to think about is as follows: in the same way a world class snooker or American pool player would control the cue ball, to line it up ready for the next shot, you can start to control the conversation using these closed questions with great effect to line up your next great question. This could be another closed type question to help get you get into an even better position to deliver the open question that you really want to ask. In doing so you have dramatically accelerated the process of building a relationship and gaining commitment which is a must do, when on a call.

Let me give you another example ...

[To be delivered with a relatively slow thoughtful style pace]

[You may even mutter a thoughtful, “errrr” at this point]

[A pause to start with, or with out an “Errrr”]

“John, [Pause] can I ask you a really difficult question?

A closed question that I know the answer to.

“In fact do I have your permission to ask a really difficult question?”

Again, a closed question that I know the answer to?

“Ok go ahead”

“I am confused John why we are not doing business, why do you think that is?”

A great open ended question which I wanted to ask, but it was going to be too blunt a question to ask on its own so I set it up nicely with two closed questions.



Just as the snooker or pool player would set the cue ball up exactly where they wanted it ready for the next shot.

### **Structure of questions**

Now you have a feel for the various types of questions, we can start to put them together into an effective structure.

The purpose of asking questions is to build relationships and gain commitment by controlling the questions in order to supplement the information we already have to find out what solution you can provide to the customer.

As you develop your level of fluency of asking a combination of great questions, you increase ...

- The speed at which you build relationships,
- The ability to control the conversation and lead the client,
- The speed at which you gain commitment.

When questioning the customer you need to be careful about how you approach them, for instance you cannot go straight into asking them, "what problems are you having with your current supplier?" The reason being is that they may well have been responsible for selecting that supplier.

Unless you are supplying a completely new service, in the vast majority of situations they will already have some sort of competitive supplier.

So you need to find out two aspects about their current situation ...

- What they like
- What they dislike

So you are not just finding out about what they do not like about their current supplier. To be a complete solution that you are offering it has to address all the good aspects as well as all the areas of dissatisfaction.

### **Opinion Information Finding Questions**

These type of questions are used to find out the customer's opinions, feelings, values and beliefs. This subjective information is invaluable to begin to understand the customer's desired situation. These questions are nearly always open style questions and use the words like think, hope and feel.

Example ...

- How do you like your computer printers?
- How do you feel about your current supplier of office furniture?
- What are you hoping to achieve when you open your new branch?

### **Tell, Explain, Define Questions (TED Questions)**

These are also sometimes called probing questions or consequence type questions. Sometimes it is useful to find out more about a particular area mentioned in a previous answer to an information finding type question. In these situations you can use "Tell, Explain, Define" (TED) type questions to encourage the customer to provide more detail.

Examples ...

- Can you tell me more about....?
- Could you explain what happened next?
- What was the consequence of that network downtime?
- What specifically...?
- What exactly.....?
- What precisely.....?

### **Magic Wand Questions**

Magic wand questions (also known as crystal ball questions). Instead of thinking about what might get in the way of something we want, the magic wand lets us go straight to what would be great. The notion of a "magic wand" gets people to think a bit more boldly and creatively, since it helps us let go of practical constraints. The question helps us hop over negativity and pessimism. Then, you can work backwards to see how to make it possible.

Examples ...

- All things being equal what would good look like for you in this situation?
- Ideally what does good look like for you?

I personally find that this type of question is incredibly powerful when used in the following way.

Firstly use the information finding and TED type questions to establish a customer's existing situation. Then ask a magic wand style question, such as, "ideally what does good look like for you?" to quickly ascertain where the customer wants to get to and scope and scale of the gap that exists with where they are now.

### **Time Frame: Past, Present and Future**

All these questions can be positioned in a particular time frame of the past, present or future. I personally like to focus on the future for several reasons ...

When enquiring about the situation in the past up to the present we are often talking to the person that has been or is responsible for those situations, hence they are likely to be somewhat defensive and less forthcoming about any problems or failures.

Again in the past or present they are talking from a superior knowledge position, as they probably have been managing this situation for some time and know every aspect of the business. They feel superior to you in the call, which is not an ideal situation to be in as we want to build a peer on peer call profile.

However if I start to ask questions about, "what challenges do they foresee in the face of the downturn in the market/increase in interest rates over the next 12 months?", the customer is now having to actively think about the future scenarios rather than just recount what has happened.

This places the conversation on a more level peer to peer **consultative** footing. Remember we are always looking for ways to build our call profile. That is why I prefer to always *go fishing* for information in the future.

### **Timing of Questions**

**There is no such thing as a hard question – only the timing of when to ask it.** As you build a relationship you can ask for more and more commitment.

To give you an extreme example, imagine I met a lady in a bar and went up and said, "Hi I am Stephen, Stephen Harris, nice to meet you, will you marry me?"

Of course she will say, "No!" However, if I took some time over perhaps a year or so and built a strong relationship, and asked the question again, the answer may

well be, "Yes!" By that time we are both madly in love with each other and it seems the most natural question to ask in those circumstances.

So you see there are no difficult questions only a matter of timing, which in turn relates to the strength of the relationship you have with the other person. **That is why in telephone sales it is vital to build relationships at lightning speed to be really successful.**

People ask me how do you know if the relationship is strong with a prospect?

I answer that by saying you need to ask and find out, however you always know when the relationship is not strong enough when they start asking questions about the price. Price is to be discussed at the face to face meeting once you have asked more questions and ascertained more vital information for you to trade concessions.

**Exercise:** You need to start to build your own portfolio of great questions. I have built a list in **Appendix II** to get you started, but it is essential for you to have a wide repertoire of relevant questions for yourself.

Build a list of questions relevant to your situation.

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## To Be A Great Questioner You Must Be A Great Listener

On the premise that you cannot be listening to your prospect and talking yourself at the same time, means that you must control the amount you say.

Remember this ties in nicely with the less *tell* more *push* style selling that you must adopt.

**In any sales situation work on the premise that the less you say the less the prospect has to object to!**

So what does good look like?

The fact is you have to say something, so what is the optimum amount you should say in a cold call scenario?

**You should be talking 25% of the time and your prospect should be talking 75% of the time.**

The prospect should be talking three times more than you.

### Why is that?

1. If you are talking, you are not hearing the problems and opportunities, and that is exactly why you are there. Through great questions your objective is to get the prospect to reveal and verbalise their problem(s). In doing so you to get them to associate their problem to your solution.
2. When they are talking they will be revealing incremental information that helps you immensely to formulate the next question you ask. The information you receive as answers will help you steer the questioning process.
3. People like to talk about themselves and their problems. **Prospects would rather talk about their problems than listen to you “feature bash” all about your product all day.**

Most importantly you are looking for emotional data. The more emotion you can invoke from your prospect, the higher the odds that they will connect their current problem with your solution.

## Top Tips: The top ten tips to active listening

### 1. Stop Talking

You cannot be listening if you are talking, simple as that!

### 2. Concentrate

Always be prepared to listen before the need arises. Put on your listening blinkers and get in the *Listening Zone*. This may mean putting a finger in your non-listening ear, so you can really concentrate in a noisy environment.

### 3. Acknowledge and Empathise

Prove you are listening and interested in what they have to say by giving encouraging noises, and verbal nods where appropriate.

### 4. Be Objective

Keep an open mind. Everyone is different and everyone's reaction to any situation is different, even if the situation is the same. Never assume anything. Don't let your ego make you switch off, even if you heard the same scenario a thousand times. Be humble and treat the prospect with respect.

### 5. Ask questions rather than make statements

Questions demand answers and therefore develop your understanding of the message.

### 6. Confirm, Clarify & Summarise

It is important, particularly over the telephone, to check understanding and maintain control of the situation. Also interim summaries can be used as *mini closes* as you go along. For example, "So, John, you are concerned about taking cost out of the front office and increasing your penetration of existing accounts, well from the conversation so far I think it would be a really useful use of your time if I came to see you."

### **7. Be Patient**

Allow the speaker to have their say. **Do not interrupt, remember listening is not waiting for your turn to speak.**

### **8. Take notes**

Make sure you capture the key points on paper or on screen, but don't over do it, you must keep listening very carefully.

### **9. Listen between the lines**

Listen for the emotional sentiments, feelings and ideas behind the spoken words. What is not said is often as important as what is said.

### **10. Stop Talking**

This is so important I have put it in twice. You have two ears and one mouth. Use them in that order and by that ratio.

**Exercise: See Appendix III for an exercise to test your Active Listening Skills.**

## Step 6 - Closing the Sale

This is all about gaining the commitment that you want, reaching the objective of the call and for the purpose of this Useful Guide, booking a business appointment.

There is no one optimum way to close and encourage the "Yes". You should test for commitment throughout the conversation and gain commitment using the Test or Trial Close, which is sometimes referred to as the mini-close.

### Silent Close

Before I explain about various types of close techniques, I want you to understand the huge importance of the Silence Close.

It is very powerful and very simple, yet sometimes difficult for some of my training delegates to initially implement.

**The golden rule is very simple: whenever you ask a closing type question, keep quiet!**

### Test or Trial Close

- "How does that sound to you?"
- "How do you feel about that?"
- "How does that fit in with your plans?"
- "How would you like to take this forward?"
- "What do you want to do next?"

If the response is positive, we move directly to the Direct Question Close, which is a call for immediate action.

If the response is negative to this question, use the objection handling techniques (explained in the later section on objection handling) to ascertain the true cause of the concern and address it.

### Direct Question Close

- "Great, so would you like to get your diary to hand right now and we can arrange a meeting to discuss your requirements in greater detail?"



- "Great, so do you have your diary to hand now so we can set up a mutually convenient time to meet and discuss this in more depth?"
- "Great, so shall I go ahead and organise an on-line demonstration for you right now?"
- "Great, so would you like to take advantage of our free trial right now?"
- "Great, so can we go ahead on that basis and sign you up right now?"

### Summary Close

"From the conversation we have had, (on x, y and z), I am sure it would be a really useful use of your time if we met to discuss your requirements in greater detail. Then use the Alternative Close below.

### Alternative Close

Here we offer two options thereby lowering the tension in the situation. Instead of asking for a decision, e.g. "Do you want to meet on Wednesday?" which requires a "Yes" or "No" answer we offer a choice of options e.g. "How does Wednesday at 2pm or Thursday at 10.00am work for you?"

Always suggest two dates and two alternative times, i.e. one morning and one afternoon.

**Exercise:** Construct at least one test close to be used in conjunction with a direct close and alternative close for yourself.

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## Step 7 - Departure Drill

You now reach the stage where you and your prospect are both reaching for your diaries and in the excitement of gaining an appointment you may miss capturing critical information.

Always make sure you have a writing pad and diary to hand when making your call. Also for new starters to using this system I suggest that you have one page in front of you which is the call structure, one sheet with relevant questions that you want to ask, one sheet that has all the usual objections and answers, one clean writing pad with the name of the person (written at the top) you are making a call to. The writing pad is to jot down notes during the conversation, to ensure you capture key points that you can use in your conversation.

Now you need to confirm details with the customer, this may appear to be common sense but is important that all these details are covered off to ensure that you conduct yourself in a thoroughly professional manner. There is nothing worse in having to ring back a prospect after a successful call to ask for their email address or postal address of where the meeting is to be held because you forgot to ask for it first time round.

The type of information you need to collect and check that you have a joint understanding on is as follows ...

- Date and time of meeting
- Venue
- Who will be attending the meeting and job titles of each attendee
- Duration of meeting
- Facilities, electric power supply for PC and projector or internet access if required
- Parking/access/nearest train station
- Full contact details, check telephone and email in particular.

**Great Question to ask:** It is important to ask, "Is there anyone else who needs to attend the meeting?" Being an astute salesperson we again are anticipating future events/objections and dealing with them before they arise. By asking this question we are offsetting to a degree the opportunity for the prospect to raise

the objection at the end of the meeting that they need to refer the decision to a high authority or colleague.

## The Call Structure in Summary

Pulling this all together for you now I have written a typical example of a call structure for a cold call to an IT Director ...

### **Step 1 - Reason (or Excuse) for the call**

"The reason for my call is first of all let me introduce myself.

I am Stephen, Stephen Harris, from an organisation called Pansophix.

### **Step 2 – Hook (Justification for the call)**

You and I have not had the opportunity to talk before, what I'm doing is communicating with key/senior people, much like yourself.

### **Step 3 - Benefit Statement– What's in it for me? (WIIFM)**

We help organisations like yours to reduce your costs, increase efficiency and maximise the return on investment you have already made in your IT infrastructure.

### **Step 4 - Remove Benefit (Threaten to remove)**

At this stage, [their name here], I am not sure to what extent we can also do the same for you, so in order for me to find out I need to ask you a couple of quick questions, how does that sound to you?"

### **Step 5 - Questioning and Active Listening**

Then ask questions – in particular **OPEN** type questions, who, what, why, when, which, how, where and who.

### **Step 6 - Closing the Sale**

"From the conversation we have had, (on x, y and z), I am sure it would be a really useful use of your time if we met to discuss your requirements in greater detail.

### **Step 7 - Departure Drill**

Then talk diaries – using the alternative close – "the only issue I have is that scheduling in my diary is a bit of a nightmare at the moment so there is nothing I could do for the next week or so anyway, but .....How's your diary looking week commencing..... ?

I could do either..... or..... tell me which one of those would you prefer? (always offer alternatives)"

**See Appendix I for a Call Structure Summary**

## How to Handle Objections

Handling objections is probably the one area that causes the most concern for sales people. However much of this concern is unfounded.

Let us be clear, customers cannot object to something until we have actually presented our offering, so up to that point just view it merely as resistance.

In a sales telephone call you will be doing very little push, "Tell," type of selling, so that you will mainly meet just resistance, rather than full on objections.

The good news is that there are only three generic types of resistance or objections.

### Imagined Objections

- I don't think this system is compatible with our existing system
- I am not sure if my director would sanction this purchase
- I don't think we can afford this.

These are imagined objections which becomes clear when illustrated below ...

- I don't think this system is compatible with our existing system. [The prospect hasn't checked whether this is actually the case]
- I am not sure if my director would sanction this purchase. [The prospect has not asked the Director yet]
- I don't think we can afford this. [The prospect does not know about the leasing package that you can provide]

### Made up Objections

These tend to be more a case of the prospect giving you resistance than true objections. The most common example here is where the prospect claims to be too busy to take the telephone call or see you.

### Well founded Objections

These are valid and real reasons why a prospect may not be able to purchase your product or service from you and consequently are the most testing to deal with. However the good news is that in many circumstances you are able to deal

with these objections and also that there are only about six well founded objections that can be made to any particular product or service.

To build your fluency in handing and overcoming objections it is imperative that you list all the imagined, made-up and well founded objections that can be levelled against what you are selling and learn responses to them.

**Exercise:** This is best undertaken working with colleagues, whereby you brainstorm all the resistance and objections that you have come across and can potentially be levelled at you or your offering. Write these down so we can build responses to each one.

To help you build this level of fluency ...

- I have compiled a list of common objections and responses to get you started.
- I will show you two techniques on how to build your own response to any type of objection.

As the old adage says, "If you give a man a fish you feed him for a day, if you teach him how to fish you feed him for life." In the same way I am going to show you two excellent techniques for building your own responses to any type of objection you may encounter.

## The Rules for Handling Objections

You can make a case that says that ...

**Objection = Question + Tension**

So your number one concern is to defuse the situation, by removing the tension, then addressing the question and resolving the situation.

If not handled correctly these situations can deteriorate very quickly, so it is imperative that you learn the "Rules" of objection handling and practise the communications skills so you become fluent.

### The "Don'ts"

**Don't pounce or interrupt** with an instant response, sometimes even before the prospect has finished speaking, it creates an emotional barrier because it suggests you have not considered what has been said.

### First Special Case

There is one type of objection that needs special treatment and which does not respond well to being treated by either of the two objection methods shown below. So this particular objection and how to handle it is shown now.

**Objection:** The prospect has previously had a bad experience with your company.

The best way to handle this type of complaint is to firstly not pounce on the objection, but let the customer have their say. Let them get it all off their chest, and all you do to start with is make sympathetic verbal nods and show that you are listening. Then ask TED (Tell, Explain, Define) type questions to understand the consequences of the incident in question. During this time you will probably gain a useful insight into the organisation and make sure you do not miss any useful information. Eventually they will finish and you can then acknowledge, sympathise and apologise on behalf of the company. Do not dispute any points. Having asked several TED questions you should have been able to ascertain whether it was a process or a person that caused the complaint. If it was a process you can explain that this was a recognised problem and has now been addressed or that you will see to it that this problem is brought to the appropriate manager's attention. Use a phrase such as "actions speak louder

than words", so I will personally ensure that this situation will not occur again. If it was a person that caused the problem, apologise and say that is why you are now looking after this account. Again give your personal assurance that this situation will not occur again.

**Don't be glib:** too quick an answer to your customers' objection will seem unconvincing, because it suggests you have heard it all before and are just repeating a page in your sales manual.

**Don't argue:** never say, "...I don't agree with you..." "...that's not really true is it...?" "...no that's not right and here's why..." or anything similar; don't even suggest that you disagree.

**Don't point score:** proving that they do not understand or have made a mistake will simply make them feel foolish or angry.

## The "Dos"

**Listen to the objection:** make sure you clarify the objection, even repeat it back to the customer or re-phrase it to check your understanding.

**Acknowledge the objection:** The golden rule about how you handle all objections is to first acknowledge it. If you haven't listened to it first you won't be able to acknowledge it. That is why it is so important to be actively listening at all times.

**Respect:** All objections, whether they are imagined, made up or well founded, treat them all the same.

**Pace your Response:** Even if you have heard the same objection many times before do not immediately jump in with a reply answer. **Use the Pause, Think Respond technique.** That is Pause, to give the impression that you are taking the objection seriously, and are thinking about it. Then respond with an appropriate reply.

**Question the Objection:** This has a number of advantages. By questioning the objection (using TED questions) you buy yourself some more thinking time before offering your answer. For example by asking, "what do you mean exactly?"



**Overcome Resistance:** Use one of the two techniques that I explain below to handle the objection and then use a very brief explanation of your features or benefits to create a motivational answer.

### Second Special Case

**Dealing with a Price objection:** You should not be addressing price at this point of the sales process, this should be done at the face to face meeting. As I mentioned before, I cover this in the Useful Guide to Sales II. Use one of the answers or techniques listed below to address this situation if it arises.

## Two Techniques for building your own responses to objections

- The Appreciate and Ask Back technique (2 'A' s technique)
- The Feel , Felt, Found technique (3 'F's technique)

### Appreciate and Ask Back Technique (2 'A's technique)

When I am teaching objection handling to my delegates I liken this technique to the Rambo type character with two big Uzi guns in each hand. This technique is your truly multi purpose objection handling tool. It can be used in virtually all situations and used multiple times in the same conversation.

**Objection: "I am just not interested!"**

**Stage 1: Appreciate their objection, and make them feel you understand**

"I appreciate that, I'm sure you have a very good reason for saying that"

**Stage 2: Ask them back a question**

"May I ask you what it is?"

### Feel , Felt, Found Technique (3 'F's technique)

I always liken this technique to a RPG, a rocket propelled grenade. It is useful for overcoming a significant objection, and should generally only be used once in any one conversation as it can become a little obvious and consequently it can then lose some of its effectiveness.

**Objection: "You are very expensive!"**

**Answer:** I understand how you **FEEL** (name). Many of our clients **FELT** the same way as you when we first discussed this proposition. What I can say is that having used our service for over 6 months now, they have **FOUND** that it actually represents a very good return on their investment

You can see how we use the structure of Feel, Felt and Found to overcome this objection. Once you are familiar with this structure you can then start to drop one or more of the actual words of Feel, Felt and Found to refine this technique and make it more subtle.

**For example ...**

**Objection: "I'm too busy"**

**Answer:** "I appreciate how time is very tight, however when I have spoken to directors in a similar position to yourself what they have found is the discussions we have entered into have been of great value."

**Exercise Part 1: Look back at the list of objections and types of resistance that you compiled early. Practice building your own replies using one of the two techniques explained above. By the end of the exercise you should have a complete list of all common objections/resistance and at least one suitable reply.**

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For Read Out Loud Readers: a lined blank page where the reader is expecting to add their own replies to the possible objections raised by the customer.

Lined area for notes, consisting of multiple horizontal dashed lines.

**Exercise Part 2: Look at the examples of replies that I have listed for you below and add these to your list. Then you need to practice using these with yourself, and with a colleague until you become fluent at using them**

**Prepared list of examples of handling Objections and different types of Resistance**

**"No Budget"**

*.... Under those circumstances most people would not wish to come and see you. However I still do.*

*The reason being is that I believe that business is about building relationships and understanding the challenges that your organisation faces, so that when you are in a position to place an order we will already have a working relationship.*

**"Send me literature"**

*.... I could do, however if you don't mind, what I prefer to do, is to introduce myself and my organisation to you and I will tailor the information to suit your exact requirements.*

**"Not interested"**

*..... I am sure you have a good reason for saying that, may I ask you what it is?*

**"Aren't you expensive?"**

*.... I will go into price at our meeting. However what I can say is we improve efficiency and reduce costs.*

*May I ask you the price of not investigating new ideas in this area and what could that potentially cost your business in the future?*

**"I'm too busy"**

*... I'm not going to waste your time, merely ask you to have a look at what we are involved in. I would like to bounce some ideas off you and I would value your opinion on what we do.*

**"Call back in six months"**

*I could do however you will miss an opportunity.*

**"More pressing issues"**

*.... May I ask you how pressing reducing costs and improving profit is?*

**"Happy with current supplier"**

*.... I'm not asking you to change, merely have a look at what we are involved in; I'd value your opinion.*

**"Is this a cold call?"**

*....The reason for my call is to introduce my organisation and myself.*

**"How long will our meeting take?"**

*.... That really depends on how many questions you have for me. However I can guarantee I won't waste one minute of your time.*

**"Does he know who you are?"**

*... Our business has had various forms of communication, if you could let him know I'm on the line. Thank you.*

**"Why should I see you?"**

*.... Great question. Perhaps I could reverse it and ask you, "What possible reservations would you have to seeing me?"*

**"You should be speaking to someone else".**

*... Thank you for telling me. What I would prefer to do is introduce myself to you, if you feel other people should attend our meeting please feel free to invite them. I would value their input.*

**"It all sounds a bit far fetched"**

*.... Give me the opportunity to introduce myself to you and I will prove it is not.*

**"I'm already talking to a number of companies about"**

*... Tuesday or Thursday next week, which would suit you better. (Obviously this is slightly flippant, however why are they not talking to the market leaders?)*

**One of the most common objections:**

**"I want to think about this!"**

How do you handle this? You can't say go on then - think!

What you have to do is to find out the real problem.

You reply ...

"That's not a problem, not a problem at all, and I am sure you are taking this decision really seriously."

When a client says something like that to me, it usually means that I haven't explained something properly. I say ...

"So please tell me, what phase of this opportunity do you really want to think about?"

Is it the installation, or the service you will receive or is it the price?

Seriously please level with me what is it that you want to think about?"

You need to flush out the real objection.

Having flushed out an objection, let us say the cost.

You go on to say:

**You:** "I can understand that the cost may be an issue. In addition to that is there anything else that is stopping you from going ahead?"

**Prospect:** "No."

**You:** "So if we can deal with the investment required to your satisfaction, is there any reason why couldn't go ahead and book our meeting/go ahead today?"

## Psychological Profile of Buyers

We have looked at the “why buyers buy” aspects but now it is important to understand the psychological profile of buyers. There are four main categories.

- **The Pragmatist**
- **The Analyst**
- **The Extravert (Extrovert)**
- **The Amiable**

It is important that you understand the key interactions between these quite different profiles.

The main point here is that once you get to know these profiles you will be able to quickly identify them when talking to a prospect and **know how to modify your behaviour appropriately to increase your chance of building a relationship and gaining commitment.**

I like to say to my students it is as much about *what not to say*, as it is about what you say and how you say it.

The reason being is that two of these profiles detest each other and the other two detest each other. So it is important to understand this so that you can modify your approach appropriately.

Which raises an important point. No one is ever a 'pure' type. We are all a mix of the four personality types to some degree or other. Yet, in most cases, we also have a strong preference for one particular type.

In this section I will explain about the four different types of profiles and how to modify your approach to them to maximise your chances of building relationships and gaining commitment.

**Exercise:** Complete the psychological profile questionnaire in **Appendix IV** to understand your predominant personality style, so that you understand your own profile.

## Pragmatists ...

- Are a 'take charge' person, a street fighter
- Provide their view of the way things will probably get done
- Listen to others' points of view out of courtesy or intellectual curiosity, but will still do things 'their way'
- Are not interested in how 'exciting' a project might be, only interested in how much money it will cost/make and how soon it can be implemented/built.
- Do not have any photos of family or friends on their desk (too unprofessional – "I know what they look like").
- Have a neat, organised desk.
- Want to win, even if it means that someone has to lose.
- Dominate and threaten people.
- Dig in, bound and determined not to lose.
- **ARE HIGH ON DECISION MAKING, and LOW ON EMOTION.**

## Typical Job Role ...

- Owner manager or senior executive

## What you hear them say ...

- "This isn't a religion, it's a business."
- "The bottom line."
- "How will this affect our claim and the results?"

## What they want ...

- Is to not waste time with small talk.
- Big picture

## How to deal with them

- Don't overload with information as Pragmatists will make decisions with the least amount of necessary information.
- Be genuine and don't be overly enthusiastic as they will think you are being phony.
- Use "Tit for Tat" approach.
- Be prepared for fast decisions based on the facts.



## Extroverts ...

- Are personable and enthusiastic people, focused on feelings.
- Want to influence.
- Are not stimulated by details.
- Like to be informal, friendly, warm, open.
- Are willing to be assertive and take charge but like to persuade.
- Have a short attention-span, leave projects 75% completed then get distracted by new, 'more exciting' projects.
- Are not organised and are usually 'fashionably late' to meetings, events and parties (and they love entertaining clients!).
- Move easily from one thing to another, likes spectator sports.
- Are people who probably have a messy desk.
- Are people who communicate their ideas with enthusiasm and charm.
- Tend to be nice to everyone, not just you! (NEVER BELIEVE THAT THEIR BEHAVIOUR IS EXCLUSIVE TO YOU.)
- Hate 'paperwork' and the 'dull routines' of life, such as filling in order forms, checking bank statements.
- Always have interesting screen savers.
- **MAKE DECISIONS QUICKLY, based on EMOTIONS.**

## Typical Job Role ...

- Some Sales/Marketing
- Actor/Actress

## What you hear them say ...

- "This is great news."
- "Fantastic!"
- "We can really do things with this."

## What they want and how they get it ...

- Gets excited about the issues.
- Loses perspective, ignores others.
- Are less sensitive to what is happening around them

### How to deal with them ...

- Get them excited with an enthusiastic picture of the benefits to them.
- Talk about their hobbies and interests outside of the work environment.
- Tell stories.
- Personalise the process.
- Expect fast decisions based on emotions and level of excitement about the issue or project.

### Amiables ...

- Are people who are the 'peacemakers' in the office.
- Always strive for a 'win-win' in everything in life.
- Are probably not terribly ambitious and striving, but very happy to support and encourage others who are
- Cannot say "No" very easily and so are probably on every committee going (whether they actually want to be or not).
- Are more likely to make a decision on the spot if only to stop you 'hassling' them, otherwise will take weeks to make a decision (if at all, as they prefer others to make the decision for them).
- Like to know what others are doing (in case they themselves are doing something inappropriate or foolish).
- Want to reach peace and agreement.
- Are orientated towards the feeling and ambiance.
- Avoid conflict.
- Like being around similar minded people.
- Develop relationships with both people and things.
- Do not like change, pressure or feeling forced into decisions.
- Do not like to force opinions on others.
- Need time to think matters through, long attention span.
- **MAKE DECISIONS SLOWLY based on EMOTIONS.**

### Typical Job Roles ...

- Some Human Resources
- Some Teaching Roles
- People Care

### **What you hear them say ...**

- "We have to think about the impact on the people."
- "I don't want to offend or upset people."
- "What about loyalty?"

### **What they want and how they get it ...**

- Wants everyone to be happy.
- Develops relationships.
- Accepts losses and gives in too easily.

### **How to deal with them ...**

- Go slowly, develop trust.
- Show that you really care about them and the "fairness" of the process.
- Be careful not to offend.
- Don't use high pressure tactics or positional bargaining.
- Expect slow decisions based on working things through and comfort level with you.

### **Analysts ...**

- Often appear cold, detached or to lack enthusiasm
- Are the typical 'Gadget-Man' - has multiple PDAs in case one fails
- Have several computers for the same reason
- Adores punctuality.
- When they tell you they recently bought something they won't round the number up but will tell you to the exact pound and pence how much they paid.
- Love playing with spreadsheets, charts and projections.
- Will never make a decision on the spot, always have a carefully considered approach.
- Will buy a car based on fuel economy, servicing costs, resale value, depreciation and other factors, never 'because it's a lovely shade of blue'.
- Take an executive approach, wants to bring about order.
- Are orientated towards facts, the more the merrier.
- Are curious, soaks up information, fascinated by analysis, very precise.
- Focus on details not the relationship.

- Love gadgets, intricate details, needs all the facts to give opinion.
- Think options through.
- **MAKE DECISIONS SLOWLY based on FACTS.**

#### Typical Job Role ...

- Finance management
- Various IT roles

#### What you hear them say ...

- "I need all the information you can get."
- "I need to think about this."
- "I don't want to jump into this, let's prepare an in-depth report."

#### What they want and how they get it ...

- Wants all the facts to make a decision.
- Demand a rigid organisation, detached from other aspects of the process.
- Wants to win but based on principles and facts.

#### How to deal with them ...

- Be accurate - NEVER SAY "ABOUT" - BE PRECISE
- Give information and go into as much detail as you can.
- Build rapport by talking about their interests.
- Expect slow decisions based on the accumulation and analysis of all data.

### Suggested ways of dealing with these Profiles

The key aspect to understand is that ...

- **Pragmatists dislike Amiables** (and vice versa)

Likewise ...

- **Analysts dislike Extroverts** (and vice versa)

So you need to understand what your own predominant personality style is, so that if you need to, you can modify your approach when dealing with customers. Remember that while enthusiasm works with the Extrovert and Amiable, the Pragmatic and the Analyst will not respond well if there is too much of it!

Ask probing questions of the Analyst and the Amiable but remember that the Pragmatic and the Extrovert will want answers not just questions.

Extroverts and Amiable are moved by and respond to emotions much more than Pragmatists and Analysts who do not make decisions based on emotions.

**Exercise:** Now complete your own profile questionnaire in **Appendix IV** if you have not already done so.

## Summary

Remember on page 10 of this Useful Guide to Sales I asked you to think about and record, "Which of the 4 levels do you think you have reached when it comes to sales communication?"

Whatever you answer I sincerely hope that you now feel I have given you sufficient tools that with enough practice and with your increased self-belief you will be able to achieve a higher level of learning in sales.

The 'A, B C' of sales I have explained in this Useful Guide really does work and I wish you every success in the future.

### Remember the following:

Learn the fundamentals of A, B and C, and in particular the following ...

- Never "tell when you sell" only ask why they have not bought from you
- Use the rules to handle receptionists
- Build relationships as quickly as possible
- Use open and closed questions in combination
- Never use a closed question unless you know the answer.
- Continue to build your library of great questions
- Handle rejection
- Take time to practice on accounts that don't matter
- Take time to think through what worked well and what did not work so well
- Have belief in yourself
- Never give up – be true to yourself that you did absolutely everything you could to achieve success in each call
- Keep trying new stuff – step out of your comfort zone
- Practice, practice, practice. – never stop practising.

**If you do all this then you will be constantly building your fluency**

## Stephen Harris Biography

Since the 1980s Stephen has had extensive experience covering all aspects of sales. Having been a highly successful young salesman in the telecom and computer industries, he had both addressed the consumer and business markets.

Stephen progressed through to sales management of several global sales forces. Then Stephen moved on from the corporate world to successfully grow several start-ups and early stage companies, turning teams and businesses around and achieving improvements of over 100% in turnover and profit.

Since 2000 Stephen increased his involvement in sales training and sales consultancy and is passionate about the development of people. He has trained thousands of sales people around the world. Stephen can now share with you his wealth of knowledge and experience in this first condensed e-book, **“A Useful Guide to Sales I.”**

To contact Stephen you can email him at ***stephen@pansophix.com***.

## Feedback

As we are always trying to improve our Useful Guides we would appreciate any feedback you can give us on **A Useful Guide to Sales 1**. Please click on the link below to access our online feedback form ...

<http://www.pansophix.com/useful-guide-feedback.html>

If we use your feedback to improve **A Useful Guide to Sales 1** we will email you a copy of the updated version.

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<http://www.pansophix.com/learning-support-centre/index.html>

## Appendix I

### Call Structure Checklist

#### Build rapport/handling reception

- Greet customer/reception naturally and personably
- Adopt the 'Handling Reception Rules'
- Acquire and use first names

#### Pace, pitch and tone (Conveys energy and confidence)

- Vary tone of voice, volume, and pace for emphasis
- Adjust rate and style of speech to customer
- Pronounce words correctly and speak clearly

#### Call Structure

- Reason - "The reason for my call is ..."
- Hook - "What I am doing is ..."
- Benefit – "We help organisations like yours to ..."
- Remove Benefit – "Not sure if we can do the same for you so I need to ask ..."
- Ask a few questions.

#### Quality of Questioning

- Correct use of Open questions
- Use Closed questions appropriately.

#### Quality of listening

- Demonstrate that you have heard AND recorded key information
- Ask additional questions related to what the prospect has said
- Use mini-summaries during the session.



## Handling Resistance throughout the call

- Listen to the objection without interrupting
- Share understanding of the prospect's concern
- Ask clarifying TED type questions if required
- Indicate solutions to solve the problem.

## Achieving the call objective

- Use appropriate assumptive alternative close
- Complete departure drill
- Summarise next steps
- Offer reassurances to support decisions made.

## Appendix II

### Examples of Good Open Questions

#### COMPETITORS

- Which suppliers do you use?
- What made you initially go with ...
- What results did you expect to see?
- How have these results now been seen back in the business?
- How was this measured?
- How have your demands/needs changed since then?

#### SUPPLIERS

- How do you choose your *whatever* suppliers?
- Who is it that's responsible for choosing them?
- What, if any scoring process do you use to choose suppliers?
- How much does their long-term outlook play a part in your decision?
- How do you currently manage vendor relationships?
- What would you do if you could to improve the current relationship with ...?
- When did you last review your suppliers and the benefits they could bring?

#### PROJECTS

- What ICT projects do you have planned for next year?
- What Budget do you have for these projects?
- When will these begin?
- Who is involved / leading on / in these projects?
- What results / improvements are expected to be seen from these?

## ECONOMY

- How is the recession/recovery impacting your business?
- Which area is being affected the worst?
- How do you think this is changing the way your company is approaching new business?
- How does technology play a part in this?
- How do you see your competitors doing in the current climate?
- How is this affecting your suppliers?
- How does the current climate affect who you choose to be a partner/supplier with?
- What area of your business do you need to make cost efficiencies in?
- How would staff benefit from being able to work from home as if they were in the office?
- How does your current estate perform against the cost demands made against it?

## ENVIRONMENTAL

- What targets does your organisation have to reduce carbon emissions?
- What plans are being implemented to reach these targets?
- How beneficial to you or your company would it be if you could approach your Board with tangible evidence of cost and carbon reduction?

## CUSTOMER SATISFACTION

- How would you describe the relationship you have with us, would it be Good, Bad, Indifferent.... (Wait for answer). Why?
- How could we improve that view?
- How could we be more proactive for you?

## Appendix III

### Active Listening Exercise

For this exercise you need the assistance of someone to read you a short passage for you to listen to and then ask you for your understanding of some statements.

- This is to test your listening skills using a short exercise which will illustrate the importance of active listening and some ways in which this skill can be developed
- Have someone read the short story below and then ask you to respond to a series of statements relating to the story.
- You are not to write anything down whilst the passage is being read out. The passage is to be read out only **ONCE!**

“A businessman had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. The contents of the cash register were scooped up, and the man sped away. A member of the police force was notified promptly”

- Now ask your assistant to say the statements to you for you to answer them TRUE or FALSE. Go through all the statements on the next page BEFORE discussing the answers.

## Active Listening Exercise

### Statements and Answer Sheet

For Social Skill Level Readers: The Following Table has two columns and eleven rows.

STATEMENTS	ANSWERS
1. A man appeared after the owner had turned off the store lights	<b>False</b> – it does not say that the businessman who turned off the lights was the owner of the store
2. The man was a robber	<b>False</b> – it does not say that the man who demanded money was a robber, he could have been the milkman asking for payment
3. The man did not demand money	<b>False</b> – he did demand money
4. The man who opened the cash register was the owner	<b>False</b> – it does not say that the owner was a man
5. The store owner scooped up the contents of the cash register	<b>False</b> – it does not say who scooped up the contents of the cash register
6. Someone opened a cash register	<b>True</b> – someone opened a cash register
7. After the man who demanded the money scooped up the contents of the cash register, he ran away	<b>False</b> – the story says he sped away, could have been in a car or on a skateboard
8. Whilst the cash register contained money, the story does not say how much	<b>True</b> – do not assume that it contained cash only, it could have been cheques
9. The robber demanded money from the owner	<b>False</b> – it does not state that the man was a robber, or that he asked the owner for anything – it could have been the businessman
10. The story contains a series of events in which only 3 people are referred to: the owner of the store, a man who demanded money and a member of the police force	<b>False</b> – do not assume the owner is the businessman

## Appendix IV

### Personality Style Questionnaire

In this appendix you can complete your own personality style questionnaire to establish your own profile.

**Step 1:** Read and review the personality style questionnaire definitions.

**Step 2:** Complete the 25 questions in the questionnaire.

**Step 3:** Look at the answer you have to each of the 25 questions and locate the answer in one of the four columns on the following page. Then circle the corresponding answers that you gave in the questionnaire. Once you have completed this for each question, please add up all your circled answers for each column. Then multiply this score by 4 to arrive at your percentage score for each personality type.

**Step 4:** Having established your four percentage markings for each personality type. Sketch the results onto the bar chart on the following page.

#### Please Note:

- Remember to answer these questions in a work context, and choose the first answer that comes to mind, do not dwell on any one question too long.
- There is no right or wrong answer, just your answer.
- There is no right or wrong personality style, just your style.
- In most cases you will identify one style that is dominant and sometimes a close secondary one, with the other two much lower. However this is not always necessarily the case, which is perfectly fine as well.

## Personality Style Questionnaire Definitions

<b>Appeasing</b>	Pacifying / calming
<b>Boisterous</b>	Energetic / active / loud
<b>Compliant</b>	Obedient / conforming
<b>Dominating</b>	Controlling
<b>Egotistical</b>	Conceited
<b>Exacting</b>	Particular / precise
<b>Gregarious</b>	Outgoing / extrovert
<b>Intuition</b>	'Gut feel' / instinct
<b>Meticulous</b>	Particular
<b>Pliable</b>	Flexible / adaptable
<b>Promotional</b>	Provide favourable publicity for
<b>Reacting</b>	Responding
<b>Retiring</b>	Shy
<b>Severe</b>	Hard / demanding
<b>Tentative</b>	Uncertain
<b>Timely</b>	Prompt
<b>Vigilant</b>	Aware / observant
<b>Yielding</b>	Weakening / to yield – to give in

## Style Questionnaire – Yourself

Please print the following pages and answer each of the 25 questions below, read all four words or phrases, then circle the answer which best describes you. Make your choice quickly when you have read all four items. Your first thought is probably the most accurate. NB: Think of the questions in a work situation.

- |   |   |   |
|---|---|---|
| <p><b>1 Your least concern is for:</b><br/>Routine<br/>Causing change<br/>People<br/>Caution in relationships</p> | <p><b>2 You most desire:</b><br/>To control<br/>To relate to others<br/>To get involved<br/>To organise</p>   | <p><b>3 Your personal time frame is:</b><br/>This week<br/>Next week<br/>Past year<br/>Right now</p>                |
| <p><b>4 Your completion of tasks is:</b><br/>Delayed<br/>Timely<br/>Cautious<br/>Immediate</p>                    | <p><b>5 Your greatest concern is for:</b><br/>Feelings &amp; Relationships<br/>Conclusions &amp; actions<br/>Principles &amp; thinking<br/>Dreams &amp; intuition</p> | <p><b>6 You tend to be:</b><br/>Reject conflict<br/>Reject inaction<br/>Reject involvement<br/>Reject isolation</p> |
| <p><b>7 You are most oriented to:</b><br/>Others<br/>Intuition<br/>Action<br/>Analysis</p>                        | <p><b>8 You tend to be:</b><br/>Impulsive<br/>Direct<br/>Hesitant<br/>Supportive</p>  | <p><b>9 You tend to be:</b><br/>Criticising<br/>Pushy<br/>Conforming<br/>Manipulative</p>                           |
| <p><b>10 You tend to be:</b><br/>Determined<br/>Industrious<br/>Non-conversational<br/>Personable</p>             | <p><b>11 You tend to be:</b><br/>Judgemental<br/>Indecisive<br/>Harsh<br/>Promotional</p>   | <p><b>12 You tend to be:</b><br/>Dominating<br/>Reacting<br/>Exacting<br/>Dependent</p>                             |
| <p><b>13 You tend to be:</b><br/>Demanding<br/>Persistent<br/>Respectful<br/>Stimulating</p>                      | <p><b>14 You tend to be:</b><br/>Enthusiastic<br/>Forceful<br/>Precise<br/>Willing</p>  | <p><b>15 You tend to be:</b><br/>Decisive<br/>Dramatic<br/>Dependable<br/>Vigilant</p>                              |
| <p><b>16 You tend to:</b><br/>Gregarious<br/>Orderly<br/>Efficient<br/>Agreeable</p>                              | <p><b>17 You tend to be:</b><br/>Pliable<br/>Undisciplined<br/>Tough-minded<br/>Stuffy</p>  | <p><b>18 You tend to be:</b><br/>Creative<br/>Sympathetic<br/>Reserved<br/>Serious</p>                              |
| <p><b>19 You tend to:</b><br/>Creative<br/>Sympathetic<br/>Reserved<br/>Serious</p>                               | <p><b>20 You tend to be:</b><br/>Yielding<br/>Secretive<br/>Stern<br/>Opinionated</p>   | <p><b>21 You tend to be:</b><br/>Interesting<br/>Thorough<br/>Independent<br/>Helpful</p>                           |
| <p><b>22 You tend to be:</b><br/>Bold<br/>Gentle<br/>Humorous<br/>Meticulous</p>                                  | <p><b>23 You tend to be:</b><br/>Boisterous<br/>Insistent<br/>Compliant<br/>Rigid</p>   | <p><b>24 You tend to be:</b><br/>Relaxed<br/>Disciplined<br/>Expressive<br/>Factual</p>                             |
| <p><b>25 You tend to be:</b></p>  | <p>Insensitive</p>  | <p>Impatient<br/>Egotistical<br/>Appeasing</p>  |



## Personality Style Questionnaire

Please circle the corresponding answers that you gave on previous two pages. Once you have completed this for each question, please add up all your circled answers from each column. Then multiply this score by 4 to arrive at your percentage score for each personality type.

<i>Pragmatist</i>	<i>Extrovert</i>	<i>Amiable</i>	<i>Analyst</i>
<b>Least concerned with:</b> Caution in relationships	<b>Least concerned with:</b> Routine	<b>Least concerned with:</b> Causing change	<b>Least concerned with:</b> People
<b>You most desire:</b> To control	<b>You most desire:</b> To get involved	<b>You most desire:</b> To relate to others	<b>You most desire:</b> To organise
<b>Personal time frame is:</b> Right now	<b>Personal time frame is:</b> Next year	<b>Personal time frame is:</b> This week	<b>Personal time frame is:</b> Past years
<b>Completion of tasks is:</b> Immediate	<b>Completion of tasks is:</b> Timely	<b>Completion of tasks is:</b> Cautious	<b>Completion of tasks is:</b> Delayed
<b>Greatest concern is:</b> Conclusions & actions	<b>Greatest concern is:</b> Dreams & intuition	<b>Greatest concern is:</b> Feelings & relationships	<b>Greatest concern is:</b> Principles & thinking
<b>You tend to:</b> Reject inaction	<b>You tend to:</b> Reject isolation	<b>You tend to:</b> Reject conflict	<b>You tend to:</b> Reject involvement
<b>Most oriented to:</b> Action	<b>Most oriented to:</b> Intuition	<b>Most oriented to:</b> Others	<b>Most oriented to:</b> Analysing
<b>You tend to be:</b> Direct	<b>You tend to be:</b> Impulsive	<b>You tend to be:</b> Supportive	<b>You tend to be:</b> Hesitant
Pushy	Manipulative	Conforming	Criticising
Determined	Personable	Non-controversial	Industrious
Harsh	Promotional	Indecisive	Judgemental
Dominating	Reacting	Dependent	Exacting
Demanding	Stimulating	Respectful	Persistent
Forceful	Enthusiastic	Willing	Precise
Decisive	Dramatic	Dependable	Vigilant
Efficient	Gregarious	Agreeable	Orderly
Tough – minded	Undisciplined	Pliable	Stuffy
Severe	Excitable	Retiring	Tentative
Serious	Creative	Sympathetic	Reserved
Secretive	Opinionated	Yielding	Stern
Independent	Interesting	Helpful	Thorough
Bold	Humorous	Gentle	Meticulous
Insistent	Boisterous	Compliant	Rigid
Disciplined	Expressive	Relaxed	Factual
Impatient	Egotistical	Appeasing	Insensitive
<b>Total Score =</b>	<b>Total Score =</b>	<b>Total Score =</b>	<b>Total Score =</b>
<b>4 x Score =</b> %	<b>4 x Score =</b> %	<b>4 x Score =</b> %	<b>4 x Score =</b> %

## Barchart graph of your Personality Style

For Read Out Loud Readers: The following Table has four columns and 8 rows.

	Pragmatist	Extrovert	Amiable	Analyst
100%				
80%				
60%				
40%				
20%				
0%				

For Read Out Loud Readers: The Table has 8 rows.

Build a bar chart to give yourself a visual image of your personality profile.