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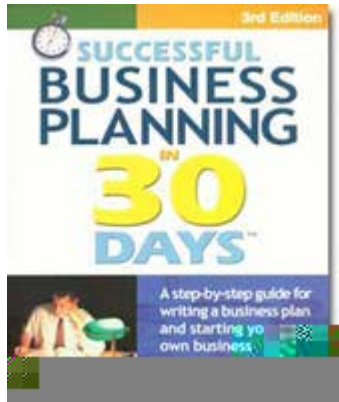


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*“I want you to be perfectly honest with me Harry.
Does this outfit make me look FAT?”*

SHARPENING YOUR SELLING AND NEGOTIATING SKILLS

THE fundamental skill required to get rich is to know what and how to sell i.e., finding out what people want and need and then giving it to them. However, only in a “perfect world” would getting rich be so easy. In the “real world,” not only do people generally not know what they want, but many want more than they really need or deserve, are never satisfied with whatever solution you offer, or worse yet, dislike anybody who tries to sell them something "new" or "revolutionary."

Thus, the real challenge for any salesperson or negotiator lies not in simply finding solutions to problems, but rather in learning how to read people’s emotional states, understanding sensitive areas of their egos, learning how to counsel them, learning how to help them without becoming aggressive or overbearing, and sometimes learning how to reset their sights when they’re wishes prove to be too unrealistic.

READING PEOPLES' MINDS

EFFECTIVE SELLING demands insight. Insight results when you talk less, listen more, take a second look at first impressions, take time to use what you have learned, be discreet about your impressions, and not let any personal involvement blur your conclusions. More simply put, you can learn almost everything you need to know – and more than other people would like you to know – simply by keeping your eyes peeled and mouth shut.

Practically speaking, this means that to become a more effective salesperson or negotiator, you must learn how to read people's minds with the point being not to open their heads and look inside like you

were watching TV, but rather to be able to predict their tendencies.

So-called psychics, for example, will size up their clients by observing them – how they act, how they look, what they're wearing – and by asking a few innocent questions. They watch peoples' eyes, how they use their hands, their posture and

Effective selling demands insight.

note their skin age. They also listen to their voice and the way they talk to determine their education, where they come from, and their real age.

Using this information and their knowledge of human behavior, they then tell people what they want to hear.

NOTE Scientists can tell the age of a tree and seasonal weather patterns in the rings of a tree. Likewise, an astute observer, trained in the art of reading people, can tell

a person's social background, problems they've had in their past, and even their dreams from the position of the lines on their face.

Understanding Non-Verbal Cues

On a very basic level, communication is a two-way interactive process, where both sender and receiver continually influence each other with verbal messages. However, on another deeper and perhaps ultimately more important level, messages are cycled back and forth on a non-verbal, barely perceptible basis. In fact, researchers believe that up to 90% of communication is nonverbal especially when emotions are concerned.

As a seller or a negotiator, the better

you can tune into these non-verbal processes, the more information you can gather about a person or group of people and the more effective you can become at dealing with them.

In other words, the more you can get beneath peoples' facades, the more accurately you can predict how they will react or respond in certain business situations and thus use that knowledge to your advantage. In fact, as long as you don't abuse your insights – i.e., you are discreet, sensitive and don't act superior – people will more than likely appreciate your intuitive and insightful behavior.

To improve your people reading skills, consider the following ways in which people reveal their inner most thoughts and

Researchers believe that up to 90% of communication is non-verbal.

desires:

People reveal themselves by how much cologne they wear. People who put on just the right amount of cologne are generally perceived to be more confident. On the other hand, people who put on too much cologne are generally perceived to be more uncomfortable with themselves, perhaps even unhappy and trying to hide.

People reveal themselves by the way they dress. People who wear conservative clothing are generally perceived to be more intelligent, mature, generous, sincere, trustful, understanding and depend-

When talking to someone face-to-face experts have found that 38% of communication is tone of voice, 55% body language 55%, and only 7% words. Over the phone, 86% of communication is tone of voice and 14% words.

FUNFACT

able than those wearing more daring styles. Studies show that conservative dress codes yield more sales per person.

People reveal themselves by their body movements. As a result of our individual socialization process, each of us develop our own patterns of body movement. Some of these are universally translated across cultures while others can remain quite mysterious, threatening, or communicate a meaning entirely opposite of their intention. For example, in the United States it is commonly assumed that nodding the head indicates an affirmative answer or understanding. However, in the Middle East a single nod means no.

BODY MOVEMENTS

When people:	It means they are . . .	When people:	It means they are . . .
Bite their Lip	nervous, fearful, anxious	Shake their Head	disagreeing, shocked, disbelieving
Flare their Nostrils	angry, frustrated	Shift in their Seat	restless, bored, nervous, apprehensive
Fold their Arms	angry, disapproving, disagreeing, defensive, aggressive	Sit on the Edge of their Seat	anxious, nervous, apprehensive
Have Erect Posture	self-confident, assertive	Slouch in their Seat	bored, relaxed
Hunch Over	insecure, passive	Smile	content, understanding, encouraging
Lean Forward	attentive, interested	Tap their Feet	nervous
Pat on the Back	Encouraging, congratulatory, consoling	Wring their Hands	nervous, anxious, fearful
Scratch their Head	bewildered, disbelieving	Yawn	bored, tired

NOTE The examples shown in the chart on the previous page are guides to help interpret common North American and European gestures.

People reveal themselves by the way they move their eyes.

The next time you're in a meeting with more than one person from outside your company, notice their eye contact with each other. It will help you determine what they are really thinking, who among them is the most influential, and whether you are boring them to tears.

You can also tell how a person thinks by where they move their eyes. If a person's eyes go up to the left, that person has just pictured something from their memory. If

Business situations always come down to people situations.

they go towards the left ear, the person is likely listening to music or searching for words. When the eyes go down to the right, the person is accessing the sensory driven part of their brain (see the chart on **page 9** for more examples).

Observing People in Formal & Informal Situations

A person's true nature or true self, cannot change depending on the situation. People tend to be very consistent. However, even to the trained eye, it can remain hidden especially during formal business situations. Therefore, to find out more about individuals, you have to learn to watch and wait for them to let their guard down. It can even be said that business negotiation is a constant process of keep-

ing your own guard up, while encouraging others to lower theirs.

People reveal themselves during the “fringe times” of formal business situations.

Highly structured meetings, negotiation sessions, and other forms of formal business interaction are likely to tell you very little about an individual because these are the times when people are most likely to have their game faces on.

Therefore, to find out more about an individual or business associate, consciously tune into the fringe times, the beginnings and endings, the periods of

EYE MOVEMENTS

When people . . .

It means they are . . .

Avoid Eye Contact

cold, evasive, indifferent, insecure, passive, frightened, nervous

Look Above You

thinking that talking to you is a waste of their time (they don't think much of you)

Look Below You

intimidated

Look You Straight in the Eye

trying to impress you with their determination, trying to impress that they will not be taken as a fool

Make Direct Eye Contact

friendly, sincere, self-confident, assertive

Narrow their Eyes

disagreeing, resentful, angry, disapproving

Raise Eyebrows

disbelieving, surprised

Roll their Eyes

thinking that what you are saying is stupid, repetitive, or pointless

transition, when people are most likely to let their guards down.

People tend to reveal more of their true nature during informal situations.

Knowing how impatient an individual can become when dealing with an airline flight attendant, or how upset they get over a minor error made by a check-out cashier, can give you a fascinating glimpse as to who they really are. It can also give you some invaluable information about how they might react in a certain business negotiation or situation.

Other situations to watch where people have a tendency to let their guards down are:

- buying airline tickets

There are two types of people – those who come into a room and say, “Well, here I am!” and those who come in and say, “Ah, there you are.”

FREDERICK L. COLLINS

- coffee breaks
- driving cars
- having a drink at the local pub
- sports games
- stuck in traffic
- talking to employees in the hallway
- talking to spouse or girlfriend
- taxi-cabs
- waiting for the check at a restaurant
- waiting in line
- watching a sporting event



SELLING & NEGOTIATING LIKE A PRO

THE ART of selling and negotiating centers around discovering exactly what people want and then giving it to them as best you can. But, it also involves being able to persuade people to see your point of view – exert influence – and perhaps more importantly, convince them that you in turn respect their point of view.

It should also be considered, that in many respects, *negotiating* is *selling* and *selling* is *negotiating*. In other words, negotiating can be regarded as something that leads into selling and selling as something that results from effective negotiating.

Everybody lives by selling something.

ROBERT LOUIS STEVENSON

In this section, we will first look at a fundamental 10-step plan to successful selling, how 10 “contradictions built into human nature” can be turned into golden selling opportunities, and how over 90 selling and negotiating strategies can help you develop and finetune your selling instincts.

Successful Selling in “Ten Easy Steps”

The key to successful selling is to determine which motives brought the customer to you and then develop a sales presentation that will convince the customer that you and your product or service can meet those needs. More specifically, this process can be broken down into a series of ten steps (see chart).

1. Preparing – The object of this stage of the selling process is to make all the necessary preparations and accumulate all pertinent evidence or displays to enhance your presentation, before any contact is made with a customer. It involves knowing inside-out all company policies, procedures and rules, as well as, how to operate all in-store equipment. It also involves accumulating target market knowledge (i.e., knowing something of the likes and dislikes of your primary customers) and product knowledge (i.e., being up-to-date on the latest technologies as well as be able to demonstrate each product works).

NOTE As an owner-manager,

you should make all your company policies, procedures and rules available in writing to your sales staff.

2. Prospecting – The object of this stage of the selling process is to try and find potential clients or customers. There are three types of prospecting:

“10 Steps” to Successful Selling



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new customer prospecting, regular customer prospecting and in-store customer prospecting.

New Customer Prospecting – involves identifying potential customers or running ads to entice people into your store. It involves not waiting for the customer to show up at your store or phone about your service. It is concerned with taking the initiative by going to the customer with a product or service idea.

Regular Customer Prospecting – involves activities like keeping your old customers up-to-date on new stock (e.g., “Hello, Mrs. Anderson, I just wanted to tell you about the new shipment of dresses that we received to-

day. As I unpacked them, I saw several that made me think of you.” Remember that your best prospects are your current customers.

In-store Prospecting – involves sizing up and qualifying customers as they walk into your store. It means using all your powers of observation and experience to determine whether a person is a buyer or a browser, and who really wants help and who would prefer to be left alone.

When approaching a customer try and open on a positive note.
SUPERTIP

- 3. Approaching** – The object of this stage of the selling process is to open on a positive note and then learn as much as possible about the customer and his or her buying motives before you begin your presentation or sales

pitch. However, before approaching a customer, it is a good idea to know what you will say to them. Normally, this will be a greeting, statement of objectives or series of questions to determine exactly what the customer wants.

NOTE Do not approach a customer in the following manner: (CLERK) “May I help you?” (customer) “No thank you. I’m just looking.” This ritual leaves much to be desired. Why? Because it’s an automatic statement that shows no creativity on your part. And since the customer has heard this statement many times, his or her response is

Legend tells of the traveler who went into country store and found the shelves lined with bags of salt. “You must sell a lot of salt,” said the traveler. “Nah,” said the storekeeper. “I can’t sell no salt at all. But the feller who sells me salt – boy, can he sell salt.

MARTIN MAYER
The Bankers

automatic.

- 4. Presenting** – The object of this stage of the selling process is to tell customers everything they need to know to make an intelligent buying decision, making sure to adapt your message to meet their needs. More importantly however, it is an opportunity to influence their decision. To do this you need to promote buyer benefits, demonstrate, dramatize, get customers involved, provide proof, limit their choices, and help them visualize the satisfaction they will get if they buy now.

Each of these are explained in more detail below.

Promoting Buyer Benefits – In presenting merchandise to the customer, you should use your product knowledge to your best advantage by talking about buyer benefits. For example, when you talk about a chainsaw's three horsepower motor, the customer may be more interested in hearing about how fast the chainsaw will cut down a tree.

Demonstrating – If possible, let the customer experience the product. Many items are difficult to sell without a “test drive.”

Instead of spending an hour talking to a salesperson, [customers] have come to value much more highly other means of doing business. Salespeople still are important where they act in a consulting capacity and they provide some genuine interactive skills, but most routine activities and basic information conveyance now are done in other ways. This is a major change.

IRVWIN GROSS

Dramatizing – Show enthusiasm for your product or service as you demonstrate it.

Getting Customers Involved – Give the customer a chance to share the excitement. Show them several features of a new computer and let them sit down and play with it.

Providing Proof – If words and hands-on experience are not enough to convince your prospect, give them facts and figures, endorsements, testimonials or other means of backing your claims.

Limiting their Choices – If during your

sales presentation more than three items are in front of the customer, the chances of a sale are reduced while the possibility of shoplifting is increased. If, for example you are selling a suit to a business person, and you continue to carry different suits into the fitting room for the customer to try on without removing any from consideration, the customer will likely not buy any because of the inability to decide from among so many choices. It has been proven that limiting choices promotes sales.

NOTE Unless there is a definite reason for an exception, the rule of three (never show more than three choices at one time) should be followed.

When a man comes to me for advice, I find out the kind of advice he wants, and I give it to him.

**JOSH
BILLINGS**

Helping Customers Visualize their Satisfaction from Buying Now – To help your customers visualize the satisfaction they will derive from buying now, elaborate upon the benefits you think they have responded to the most.

5. Trial Closing – The object of this stage of the selling process is to make a statement or question designed to let you know how close the customer is to making a buying decision.

NOTE Avoid the line, “Are you thinking of picking one up today.” This turns most people off as it relates more specifically to your need to make a sale.

6. Uncovering Objections – The object of this stage of the selling process

is to find out why the customer is not ready to buy.

- 7. Handling Objections** – The object of this stage of the selling process is to go back over your presentation to clear up misunderstandings or doubts the customer may have. If a customer, for example, tells you a speaker system you have shown them is too expensive you might respond using one of the following four approaches:

Yes, But Approach – “Yes, it’s rather pricey, but the best always is.” This approach begins on a positive note by agreeing with the customer.

Counter Question Approach – “Why do you feel it’s too expensive?” By asking

It is important to note that if objections are present, progress is probably being made on the sale.

why, the real reason for the objection might become known.

Restating Objection Approach – “You think these speakers are too expensive?” By restating the objection, you may be able to reduce the magnitude of the objection in the eyes of the customer.

Direct Response Approach – “In the speaker industry, you get what you pay for. Quality has its price.” This approach is offensive to some, but may be necessary if the customer is not going to buy unless the untruth can be corrected.

- 8. Final Closing** – The object of this stage of the selling process is to ask a question or make a statement that

causes the customer to make a buying decision in your favor. To do this you can:

Offer a Service – “We can deliver it to you this afternoon.”

Give a Choice – “Do you want the five-piece or eight piece cooking set?”

Offer an Incentive – “If you buy now, you can get 10% off.”

Suggest a Deadline – “If you want this refrigerator, better get it now. It’s the last one in stock.”

For many businesses, sales can be increased by 25 percent through positive suggestion selling.

- 9. Suggestion Selling** – The object of this stage of the selling process is to encourage your customer to buy more by making a definite suggestion for another product or service they may

need. Usually, most customers like to receive suggestions as long as they are valid. For example, if a person buys a lamp, suggest: “Will you be needing any light bulbs.” This may save them another shopping trip to pick up that needed item. For many businesses, sales can be increased by 25 percent through positive suggestion selling.

NOTE Statements such as, “Will there be something else? or “Can I get you something else?” are not suggestion selling.

These kinds of statement will likely lead to automatic responses such as, “No thanks” or “That’s all, thank you.”

- 10. Following Up** – The object of this stage of the selling process is to make

sure all the steps to write up the sale, arrange delivery, receive payment and ensure customers satisfaction are taken. The closing statement, “Thank you for shopping at (name of Store)” is worth adding as the customer leaves your store. Remember that follow-up is a very important part of a sale, as it is the first step that leads to new sales in the future.

NOTE A business with a reputation for good sales follow-up and concern after the sale is going to obtain additional business. Imagine the impact that can be had on a customer when a contractor telephones the customer 48 hours after completing their work to ensure that everything is satisfactory.

Sincere sales follow-up builds goodwill and repeat business.
SUPERTIP

Turning “Contradictions Built into Human Nature” into Golden Selling Opportunities

People are full of contradictions. These contradictions can prove to be very frustrating to the novice seller, but to the pro, can actually be turned into stepping stones to developing trust and eventually closing a big sale. Below is a selection of ten of these contradictions. Use them, and the selling strategies each contain, as a starting point to develop your own unique way of turning the contradictions in others into a big pile of money for yourself.

CONTRADICTION #1

All of us like to think of ourselves as winners. However, in reality none of us are

really as good as we would like to think.

STRATEGY *Sell ego gratification.* People will more likely buy your product if you subtly encourage them to believe that only smart people use your products and not-so-smart people, the products of your competitors.

CONTRADICTION #2

When making rational decisions, we like to think that our organized educated left brain dominants. However, in practice our imaginative, symbolic right brain is at least as important as our rational, educated left. “Does it feel right?” counts for more than, “Does it add up?” or “Can I prove it?” In other words, people like to think they buy with their minds not their hearts. But in re-

“Does it feel right?” counts for more than, “Does it add up?” or “Can I prove it?”

ality, many buying decisions can be traced back to emotions that are later rationalized by thought.

STRATEGY *Associate your product with situations and results that affect peoples’ feelings in a positive manner.* Sell good

feelings and benefits, not facts and features. Realize that it is more critical to make people feel good about buying your product than offering solutions to their problems.

CONTRADICTION #3

As information processors, the human brain is both wonderful and hopelessly flawed. Our unconscious mind is extremely powerful, capable of accumulating a vast storehouse of patterns. However, at most it can only hold a half dozen or so of

facts at one time. In fact, Nobel laureate Herbert Simon and his colleagues have found that human beings are not very good at processing large streams of new data and information. They have also found that the most we can hold in short-term memory without forgetting something is six or seven pieces of data.

STRATEGY *Sell simplicity and innovation without talking down to people; avoid revolutionary but complicated technology.* Management, especially in complex organizations, should strive to keep things as simple as possible. Also, keep your selling points down to six or seven strong recognizable benefits – not twenty or thirty. People won't remember half of them anyway.

Wise sayings often fall on barren ground; but a kind word is never thrown away.

SIR ARTHUR HELPS

CONTRADICTION #4

We are creatures of our environment, very sensitive and responsive to external rewards and punishment. However, we are also strongly driven from within.

STRATEGY *Whenever possible, reward your customers.* Be particularly careful to give rewards related to the reasons why they buy what they do.

CONTRADICTION #5

We act as if our expressed beliefs are very important. However, we often act in a manner that is the exact opposite of those beliefs.

STRATEGY *Sell quality and integrity.* Don't try and trick people into making purchases they don't really want or need.

CONTRADICTION #6

We desperately need meaning in our lives and will sacrifice a great deal to institutions that will provide meaning for us. However, we also simultaneously need independence, to feel as though we are in charge of our destinies.

STRATEGY Sell products that will make people feel independent and make that independence meaningful.

CONTRADICTION #7

We pride ourselves on our ability to reason and learn from our mistakes and prior outcomes. However, we often jump to the wrong conclusions based upon data that has little statistical bearing or worse yet, rumors and juicy pieces of gossip that

Always remind people how great your company is and how much you value their business.

happen to be circulating around the office. In other words, if we meet three separate groups of friends while dining at a new recently opened restaurant, we are more apt to think, “That’s strange? What are they doing here? How come no one called me?”; rather than ponder the probabilities that our circle of friends tend to like the same things we do.

STRATEGY Always remind people how great your company is and how much you value their business.

Preferably, do this using a good current anecdote, testimonial or a story rather than a list of scientific facts.

CONTRADICTION #8

If two events or things even vaguely co-exist, we often jump to the wrong conclu-

sion that one caused or is related to the other. For example, we often think that people who look alike are related; hardened criminals have peculiar eyes (even though this isn't true); and if something suddenly is missing on your desk, the last person in your office must have took it.

STRATEGY *Associate your company with positive images.* The positive feelings associated with the positive images will then likely be transferred to your company.

CONTRADICTION #9

We don't really believe in probability theory and the likelihood of certain events occurring repeatedly although we understand the mathematics behind it. For example if

an individual draws three balls from an urn and finds that all are red, we are likely to assume that most of the balls in the urn are red even if another person draws thirty balls and finds that eighteen are red and twelve are white.

Sell obvious easily predictable conclusions and solutions, not ones that take too much thinking to understand

STRATEGY *Sell obvious easily predictable conclusions and solutions, not ones that take too much thinking to understand.* If your sales pitch is complicated, people are likely to pick out only the most tangible parts of it – the parts they easily understand – and end up formulating their conclusions, good or bad, based upon an incomplete understanding.

CONTRADICTION #10

People love having standards of excellence, or heroes to look up to. However, according to Leon Festinger's now widely held "social comparison theory," people most strenuously seek to evaluate their performance by comparing themselves to the guy or gal next to them, not by using absolute standards. For example, bicyclists race faster against each other than against a clock.

STRATEGY Compare your product features with competitors and prove why yours is superior.

91 Power Selling & Negotiating Strategies

All successful people in this world, are salesman or saleswomen – sellers of

ideas, services or products. There is no escaping this fact. The following 91 strategies can be used to help you develop and fine-tune the necessary skills to sell and negotiate like a pro.

I found out a long time ago that no matter how scared you are, you're a damned sight safer if nobody knows it.

JOHN L. MCCLELLAN

–1–

Act don't react. As a general business rule, commit yourself to the importance of acting i.e., preparation, planning and doing, instead of reacting. Reacting often leads to jumping to conclusions, implementing quick fixes and going overboard. However, the one exception to this rule is when an opportunity strikes and must be taken immediately or it will be lost forever.

-2-

Adopt a personal, yet simple sales strategy to improve your selling technique.

The truly great successes have all had simple strategies – strategies that they could never forget and could always count on when needed. Consider the following five-step plan and how it might help you become a more effective sales person or negotiator.

ACTION 1: Show people specifically what you have to sell. Describe what you have to offer with great economy of words.

ACTION 2: Target what you have to offer specifically to the people you think are interested in buying or wanting your product.

You can tell more about how someone is likely to react in a business situation from one round of golf than you can from a hundred hours of formal meetings.

SUPERTIP

ACTION 3: Create value for the person you're asking, by showing them all the benefits of your product.

ACTION 4: Create the impression that you are a winner by showing your customers that your belief in the product is solid and honest (don't be wishy-washy).

ACTION 5: Keep asking them or showing them until they buy your product and you get what you want.

In other words, the key personal traits needed to sell anything is belief in your product, commitment to spreading the word, honesty and integrity, the need to add value to peoples lives, and your willingness to never give up.

—3—

Aim for the people who make the buying decisions. Buying decisions depend on the product being considered, the size of the company, and the management structure. However, bear in mind that the people who make buying decisions are not necessarily the ones who place the orders or hand you a check. The decision to try your product or buy your service may involve several people at different levels. Find out through your information gathering and market research who really makes the decisions. The bottom line: don't send a special offer to a business unless you send it to the decision-maker. Remember that office workers don't need to save someone else's money.

Always associate with your superiors.

MRS. JOHN D. ROCKEFELLER

NOTE It's worth noting that although it is most important to aim for the decision makers, it doesn't hurt to target the people who are influencers, such as research and development planners and even supervisors. If your idea or product is truly great, get as many people as possible to take notice.

—4—

Allow your client the option of saying “no” to some proposals.

Expose rather than sell by giving your client numerous options. In other words, let them feel they are the ones calling the shots not you.

—5—

Avoid needless arguing. Unsuccessful

people like to argue just for the sake of argument – to stir the pot or to put the other guy off balance. They will start argumentative discussions thinking that others will be impressed with how smart or clever they are. They couldn't be more mistaken. People who get things done don't like to spend their time arguing needlessly. They get along, by going along. This doesn't mean that you have to agree with everything another person says. But it does mean that you can't aggravate other people endlessly and still expect them to help you or buy from you.

–6–

Avoid reasoning too much with an emotional person. Emotional people cannot understand a rational person who is

*Influence those
who influence
others.*
**JOHN
FAIRCHILD**

trying to attack a problem from a rational, task-oriented viewpoint. Instead, foster the habit of empathic listening – making deposits in the other person's emotional bank account by sincere validation and appreciation.

–7–

Avoid the use of the word but while negotiating. Using the word *but* negates everything previous that has been said and comes across as being self-righteous: “That’s a great idea Mr. Carson, but . . .” Use the word “and” instead.

–8–

Back up your sales pitches with printed documents. In society, people

are conditioned to regard with awe anything that's in print. Most will not challenge documents and forms; they carry an assumed authority and will legitimize your claims.

–9–

Be confident, cheery in attitude, interesting and a good person. If you aren't, learn to fake it. Fake it long enough and it will become real.

NOTE People are always looking for new and interesting people to improve the quality of their life.

–10–

Be detached. If you can regularly force

An effective salesperson knows that it never pays to argue with a customer or client.

SUPERTIP

yourself to step back from any business situation, particularly one that is heating up, your powers of observation will automatically increase. When the other person gets a little hot under the collar, he or she

is going to be more revealing than at almost any other time. If you come back with an equally heated response, you will not only be less observant, you will be revealing just as much about yourself.

–11–

Be especially courteous to customers who have to wait for you.

A courteous, creative initial contact with the customer can go a long way to promote sales. If a customer has to wait for you say, "I'll be with you in a moment." Such actions will reduce the number of custom-

ers who leave without being served. When you are free to help the waiting customer, your initial comment should be, “Thank you for waiting.”

–12–

Be persistent when pushing for important issues.

Most people aren't persistent enough when negotiating. Stick to your goals and recognize that successful negotiations generally take some time.

There is no magic in business, only persistence. Remember, out of sight, out of mind.

People who are too insistent on their views find lots of people to disagree with them.

SUPERTIP

achieved their success. It's hard for others to give up their secrets, especially when they fought so hard to get where they now are. You must therefore be persistent and patient. However, be wary of someone who gives you an overly complicated

plan on how to become successful, for in this case, you can be sure they are trying to snowball you. Either they really don't want you to know, are trying to impress you, or want to exploit you and make you dependent upon them. Great secrets are almost invariably simple and make you say, “Gee why didn't

I think of that.”

–13–

Be persistent when trying to learn the secrets of others and how they

–14–

Be sensitive to people's emotions.

People are ruled by their emotions. By be-

ing sensitive to their needs no matter how difficult the circumstances, you will instantly gain their respect.

–15–

Be tactful. Bluntly telling a child, “Hey kid, quit playing with the toys and go find your mother” with the mother standing behind, you is a situation you need to avoid at all costs.

Believe in what you're selling, and let others know you believe in it.

–16–

Believe in what you are selling.

In general, people are far more persuaded by the depths of your beliefs and emotions than any amount of logic or knowledge you possess. Super sales people are true believers in what they sale, a belief that can't be faked. Believe in what you're selling,

and let others know you believe in it.

–17–

Build and establish trust. Successful sales people build a sense of trust and rapport with customers by: smiling sincerely,

first with their eyes and then with their mouth; keeping a relaxed, open stance; maintaining eye contact; and leaning slightly towards their customers. Successful sales people ALSO:

- empathize with their customers
- follow up on their promises
- help their customers like they would want to be helped themselves
- learn their customer's names and use them when speaking to them

- let their customers know that they haven't been forgotten
- recognize and praise their customers for what they want to be recognized and praised for
- subtly mirror their customer's behavior by matching their rate of breathing, speaking at the same rate of speech and in the same tone of voice, and adopting a posture and body language similar to their customers.
- use humor when it's relevant and appropriate

NOTE If you see an article that would be of interest, to one of your customers, clip it out and send it to them with

a brief, handwritten note.

–18–

Choose your words carefully, speak clearly, and don't rush.

Sales people have the reputation of being fast-talkers. But customers don't like to feel someone is trying to pull the wool over their eyes.

Therefore, when speaking try to relax. Speak with good pronunciation so your customers can think more clearly about the meaning of your words rather than fight for basic comprehension. Avoid using clichés, slang or business jargon for

these words often come across as being insincere or patronizing (e.g., don't use *utilize* for *use*; or *impact* when *affect* will do). Use light-hearted humor and anecdotes

People with large egos like to see you squirm a bit. They also don't like being bossed around but love it when you agree with them.

SUPERTIP

but avoid jokes, wisecracks and sarcasm. Extend a genuine, brief compliment to someone who has impressed you. However, avoid flattery or gushing praise.

–19–

Determine the strength of a person's ego.

If you can read a person's ego, understand its impact on business events, and then control it by either stroking it, poking at it, or minimizing its damage, you can go a long way to becoming a super salesperson. But remember . . . nothing blocks your own insight more than your own ego.

NOTE Once you have determined the strength of a person's ego, you can more accurately predict: How direct and forth-

*Nothing blocks
your own insight
more than your
own ego*

right their answers will be? How quickly they will likely make a decision, and once made, to what extent they will second guess themselves? And, whether the person likes to deal with facts as they are or as they would like them to be?

–20–

DEVELOP your emotional intelligence and self-awareness.

Among the ingredients for success, researchers now generally agree that IQ counts for only about 20%; the rest depends on everything from social class, luck, and the neural pathways that have developed in the brain over millions of years of human evolution, particularly the ones concerning one's ability to handle emotions.

-21-

One's ability to handle stress, for instance, affects the ability to concentrate and put intelligence to use. Those who can handle stress have what may be called a high emotional intelligence.

People with low emotional intelligence, are less able to make decisions because they don't know how they really feel about their choices. They also find it more difficult to recognize or react to warnings or anger in other people. And if they make a mistake, like a bad investment, they feel no regret or shame and are thus bound to repeat it.

Westerners seem to them by contrast a little rough, unpredictable and immature in their frankness and ready display of emotions. In the West unpredictability in a person may be seen as amusing or spirited, but to the Japanese it is a particularly reprehensible trait.

**EDWIN O.
REISCHAUER**
*Professor, Far
Eastern Languages*

Do your research before contacting prospective clients. After you have looked up your prospect in the "Who's Who" of your industry, researched their company, and done some inquiries with their present suppliers, then you're ready to call them up and make a good impression. Use the following conversation as a guideline (based on advice given by Harvey Mackay, author of *Swim With the Sharks*):

Hello, Roberta? I'm Albert Finston, President of Gallager Wholesalers Corporation (right-away Roberta, Mr. G.C.'s receptionist is thinking . . . *How does this guy*

know my name? Have I met him before?). I've written Mr. G.C. within the past two weeks, and now I'm calling him from Toronto. I would like to see him as soon as possible for exactly three minutes. And I will go as far as . . . Katmandu just for the purpose of seeing him for those three minutes. And if I take any longer, I'll donate three hundred dollars to his favorite charity . . . which I believe is the West Minister Baptist Cathedral on Maple and Fifth (Now wait for a response; don't say anything more).

Taking the edge is the gamesmanship of business. It is taking everything you know about others and everything you have allowed them to know about yourself and using this information to load the deck – to tilt a business situation slightly to your advantage. It is winning through intuition.

**MARK H.
MCCORMACK**

–22–

Don't brag or tell people about your accomplishments. This only indicates to them that you are conceited or insecure. Let them find out for themselves.

NOTE Don't brag about your designer label clothing. Unless you don't mind people thinking you're a snob.

–23–

Don't dwell on sort spots in the early part of your negotiations. If you come to a sore spot in a negotiation or sales contract, go on and talk about other aspects of the deal or issue. Then come back to the unresolved question. Chances are

the other party will be willing to negotiate on the aspect because they have already invested a large amount of time and energy in the initial discussions.

—24—

Don't jump to hasty conclusions if you can't read someone. Instead, watch. Be patient. Learning to read people is an acquired skill honed after years of trial and error.

—25—

Don't let a meeting get out of hand. If a meeting goes sour, stop it, make an appointment for another, make

I pushed. I yelled I hawked. And it worked. I was stuffing money into my pockets, more money than I had ever seen in my life. I didn't have to e poor the rest of my life. Through sales, I could escape from the poverty and the miserable existence I had with my grandparents.

RON POPEIL

it understood that next time you want results, and then assure the person as you walk them out the door, that you want their business. While you're waiting for the new meeting, find out as much as you can about the person and their company, in order to figure out why they didn't want to accept your proposal. Knowing their fears can help you plan a more effective package.

NOTE Sometimes you will lose, regardless of how well prepared you are to win. However, survive defeat. There will be other victories.

—26—

Don't let others know how desperate

you are. Whenever competition or strong desire exists for a possession, money, time or skill, the object of attention moves up in value. To make this work for you, you can not let on to others that what you are seeking – a job, a bank-loan, or whatever – means the world to you.

–27–

Don't over-worry. Worrying is a rehearsal for danger. It focuses the mind on a problem so it can search efficiently for solutions. However, danger results when excessive worrying blocks thinking, and leads to resignation instead of perseverance. For example, if you become so concerned about your falling sales record that you can't bring yourself to pick up the phone, than you have guaranteed that your sales

When my client gives me an absolute no, I blow a whistle and announce. "The second half is just beginning!"
LARRY LEVITT

will fall even further. Over worrying is a prescription for failure.

NOTE Get rid of worry, self-criticism and inhibitions by ignoring feedback that is not instructive nor positive and realizing that in most situations there is no simple right or wrong way of acting.

–28–

Don't take "no" for an answer until you've tried at least three or four approaches. "No" is sometimes a replacement for: *I can't be bothered to think about it right now; Actually, I'm busy today;* or *Why should I help you?* To combat this problem, you need to approach a negative response from different angles before giving up. For example, in negotiating for an

all booked up hotel room, you might say to the reservations clerk: “I know, and you know, that somebody isn’t going to show up tonight. So all I’m asking is . . . that you put my name on the top of the waiting list. Here’s my money in advance.”

–29–

Dress for success. Successful sales people dress and groom for success. They are never improperly clothed or look out of place in any business setting (see the chart on the next five pages for *Dressing and*

GROOMING CHECKLIST

HAIR

- Hair clean and cut
- Only a minimum of hairspray or gel used – esp., if spray or gel is heavily perfumed
- Hair combed or brushed – don’t perform this ritual in public; abstain from stroking or playing with your hair

FACE

- Face, ears and neck clean
- No side hairs cut

MAKE-UP & LIPSTICK

- Make-up carefully applied – get a make-up specialist to give you hints on how to help you disguise your weaknesses and accentuate your attributes
- Thick mascara and eye shadows avoided – use less makeup in the office than you might use during off hours
- Lipstick blotted – so as not to leave marks on glasses at a meeting or social event

Grooming Tips). They understand that grooming is the cornerstone of good appearance and that body odor, bad breath, dirty hair, soiled clothes, scuffed shoes, and unkept hands are all reasons why a sale may be lost. Would you like to buy low-calorie health foods from an overweight salesperson with body odor?

NOTE It's a good idea to keep a grooming kit in your office. The kit might include fragrance, comb or brush, hairspray or gel, mouthwash, toothbrush, toothpaste, mirror, shoe

GROOMING CHECKLIST

CLOTHES

- Clothing clean, pressed and checked for fraying
- Clothing spot-free, buttoned and checked for lint and dandruff
- Mismatched or clashing ensembles avoided
- Tight clothing avoided – snug clothing can give the appearance of weight gain; it's better buy some new clothes, or have the old clothes let out
- No short sleeve shirts – if you normally work without your jacket on, a long-sleeved shirt or blouse looks much better than a short-sleeved one, even with sleeves rolled up to the elbow when it's hot
- Contrived fashions avoided – e.g., don't wear western duds if you are a city person
- Exaggerated fashion statements avoided

polishing kit, razor, spot remover and sewing kit.

—30—

Establish yourself as an expert. To establish yourself as an expert, subtly allude to your background and credentials early in a negotiation. Most likely, your statements won't even be challenged.

NOTE If when you are confronted by experts on the other side of a negotiation, don't be over-impressed; if you didn't have something they really wanted, they wouldn't be there.

JACKETS

- Jacket compliments shoes, slacks or skirt, shirt or blouse, tie, jewelry or other accessories – color, texture, pattern and style is compatible
- Jacket is part of a matching suit or not too close in color to your pants or skirt
- Only one pattern, texture, or type of fabric prevails

ACCESSORIES

- Accessories enhance clothes and jackets; they don't overpower; nothing is tacky
- Hand bag and brief-case is polished and packed with essentials

FOR MEN ONLY

- Shirt collar and cuffs adjusted
- Tie neatly tied
- Facial hair is well shaven or trimmed

GROOMING CHECKLIST

-31-

Figure out ALL the needs of your buyer before beginning final negotiations. In all negotiation & selling situations two things are being bargained for: the specific issues and demands, which are stated openly; and the real needs of the other side, which are rarely verbalized. The better you can clue in to these hidden needs, the more you can influence the outcome.

PERFUMES & COLOGNES

SOCKS, SHOES & Underwear

HANDS

GROOMING CHECKLIST

- After-shave, cologne, or fragrance applied so that others are only slightly aware of it
- Low quality perfume or cologne avoided
- Deodorant applied
- Clean socks pulled up high enough so that no bare leg show at the bottoms of slacks
- Socks closely match color of pants
- Shoes in good condition, well polished and free of scuffs
- Laces not broken or frayed
- Running shoes avoided
- Underwear fresh
- Washed with nails clean and in good shape
- Watches, wedding bands and rings free from soap film

–32–

Follow up on all contract bids. Don't send out a Fax and just cross your fingers and hope for the best. If you make a bid on a contract, call, or better yet, visit the potential client to remind them of your commitment to meet their needs. Say to them:

Hello Ms. Callahan, this is Jake Bernard, president of Eaglerock Enterprises. As you may know, our company has just put in a bid for your contract. I just called to tell you, as president of Condor Enterprises . . . that if we are for-

**FOR
WOMEN
ONLY**

GROOMING CHECKLIST

- Slip not showing
- No make-up on blouse collar
- Earrings and necklace shined
- No dressy fabrics more suitable for evening wear (satin, cut velvet, lame, brocaded)
- No panty lines
- Nail polish well done and in the proper color
- Bright colored or excessively long nails avoided
- Hand lotion applied
- Pantyhose run-free and, if seamed, with seams straight

tunate enough to receive your business, I will see to it personally that you receive the utmost attention and service. We want your business . . . and we are willing to work

hard to get it . . . and keep it. Thank you. I hope to be working with you soon.”

–33–

Focus on a customer’s needs. Focus on what customers want and need, and then help them to buy what’s best for them. This makes them feel good.

–34–

Focus your efforts. Sell with enthusiasm, but sell smart, putting the bulk of your effort and focus on the top 20 percent of your customers, which provide 80 percent of your business.

–35–

Form a network. Sales people who are

good collaborators and networkers and popular with colleagues are more likely to get the cooperation they need to reach their goals than the socially awkward, lone-wolf geniuses.

–36–

Get others to see “what’s in it for them” if they deal with you. You can buy or sell anything if you can get the other side of the table to see how the deal works to their advantage.

–37–

Give service not indifference. People are tired of customer indifference brought about by high technology. Give customers personal attention and they will give you their business.

–38–

Handle client and customer suggestions diplomatically. If any of your clients suggest ideas which you think are ludicrous, don't tell them exactly what you think. Rather, inform them you don't feel you can execute their suggestion satisfactorily.

–39–

Handle hostile customers or clients by giving them the opportunity to vent off steam.

Hostility can be lessened by a) recognizing that something is wrong, b) giving the hostile party the opportunity to speak, c) listening carefully to their objections or personal attacks, d) summarizing what they said to let them know that you

Many a man has busted in business because his necktie did not match his socks.

**FRANK
MCKINNEY
HUBBARD**

understand their concerns, and then e) getting out of the personal realm of the conflict and finding something in common to be used as a starting point for coming up with a solution. In other words, turn the focus away from you and back on to the hostile attacker.

NOTE A visceral or hostile opponent will deal with you on an emotional level and has a tendency not only to disagree with your point of view, but disagree with you as a human being. They may attack you personally by calling you a fraud, a clown, or a liar. Don't let yourself care too much, and never overly indulge them by overreacting yourself. Your overall bearing, tone of voice, conveyed attitude, and bartering method should exude calmness. Often a visceral opponent only wants

to save face publicly and preserve their self-image.

–40–

If you have to bribe people, learn how

to do it right. Jim Rogers, a former Wall Street investor, after traveling through much of the world on a motorcycle, offers this advice about bribing (*Fortune*, February 24, 1992):

"Never admit it's a bribe. Say you understand that you're presenting the official with unusual difficulties. Offer to pay an extra fee."

"Don't be afraid to haggle. I nearly always wound up paying less than was initially demanded."

Power today is the ability to communicate and the ability to persuade.

**TONY
ROBBINS**

"Never insult one of these uniformed extortionists. In Peru I nearly got arrested for calling a guard an idiot. It was fun but ultimately not worth the trouble."

"Ask for a receipt. On occasion, it scares these people into taking their hands out of your pockets."

–41–

Keep your deadlines to yourself.

If the other party you are dealing with knows you have to settle a deal by a particular deadline, then all they have to do is set their terms and wait until the deadline arrives. Don't let them know your secrets. On the other hand, keep in mind that it gives you a huge advantage if you know their deadlines.

–42–

Know when to laugh to diffuse attention.

There are very few absolutes in business. But this is one of them that never fails: Laughter is the most potent, constructive force for diffusing business tension. If you can point out what is humorous or absurd about a situation or confrontation, you can diffuse the tension, and momentarily get the upper hand as the other party share in your feelings. You can then use this common ground to strike out a more productive path.

The business lunch and company party have become common yet important affairs that require social poise and style.

–43–

Learn how to communicate effectively.

Power today is the ability to communicate. Above all else, communication is

the first step in knowing how to sell and influence others.

–44–

Learn how to POWER lunch. The business lunch and company party have become common yet important affairs that require social poise and style. Even minor irritants can terminate a relationship or a deal. Follow these business power lunch strategies:

1. If you would like to host someone for lunch for a particular purpose, extend the invitation during a phone conversation: “How about lunch next week?” Asking ahead of time will allow you both to calendar a mutually agreeable time.

NOTE Avoid inviting a “night owl” type to a breakfast meeting or an “early bird get the worm” type to a late dinner.

2. To further clarify that the person you invited will be your guest, suggest a location and reconfirm the time.
3. Call ahead for reservations, giving the number of guests and, if needed, the desired seating arrangement.
4. Choose one particular restaurant – being recognized and getting quality, personal service make positive impressions.
5. Arrive before your guest. Wait in the lobby to check in coats and for others to be seated first.

*In flood time you
can see how
some trees
bend, and be-
cause they
bend, even their
twigs are safe,
while stubborn
trees are torn
up, roots and all.*
SOPHOCLES

6. When asked if you wish to order drinks, put your guest at ease: “Yes, I would. What will you have Frank?” The drink is a formality. Generally, only one drink (at most two) should be ordered, especially if it is alcoholic. No one, regardless of their drinking habits, wants to be perceived as a heavy drinker.
7. Enjoy your food, but not at the expense of ignoring your guest. Don’t complain about your food if it’s not quite right – no one likes to get into a business deal with a complainer.

–45–

Learn how to think on your feet. Improve your ability to think on your feet by

surprising yourself with imaginary situations and training yourself to remain calm under pressure. For example, imagine sitting in an important meeting and accidentally spilling hot coffee all over your white shirt just before your big presentation. What would you do? What would you say? Would you run to the bathroom, turn beet red, postpone your presentation, or blame a subordinate? Planning ahead is the best way to avoid losing control.

—46—

LEARN HOW to understand, cope and control your anger. Being

smart about what you feel can go along way to keeping you on the right track and on target towards your goals. If your day starts out badly and you are grouchy with-

Don't let your emotions get the better of you. Make decisions with your head. Make them with your heart and you'll end up with heart disease.

SUPERTIP

out knowing why, your patience, ability to reason and productivity drops dramatically. However, once an emotional response comes into awareness and is processed in the brain, the chances of handling it appropriately improve.

This ability to pull back and recognize that what you are feeling is anger, sorrow, or shame, is crucial to being able to exercise some self-control. The idea is not to repress feelings but rather to do what Aristotle considered the hard work of the will. “Anyone can become angry – that is easy,” he wrote in the *Nicomachean Ethics*. “But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – this is not easy.”

–47–

Learn when and when not to touch clients and customers. Touching can be overdone or underdone. It can be overdone by going outside certain boundaries with people who you don't have a close relationship with. Some common mistakes which should be avoided include:

- Hugging a client and refusing to let go (unless you plan to get married)
- Mussing up the customer's hair (unless you're a hairdresser)
- Putting an arm around your customer's shoulder (unless he or she is about to faint)
- Slapping the customer on the back

A diplomat is a person who can tell you to go to hell in such a way that you actually look forward to the trip.
CASKIE STINNETT

(unless he or she is choking on an olive pit)

Touching can also be underdone. Imagine meeting a new supplier for the first time. What kind of impression do you think they going to be left with if when they extend their hand, prepared to provide you with a nice, confident grip and in return you give them a weak, dead fish (uggggg!) type of handshake. They will shudder all over. Offering your hand in a tentative way is almost guaranteed to create a bad first impression.

–48–

Learn when and when not to touch clients and customers . . . overseas.

The way we touch, how often we touch, and who we touch varies from nation to nation almost as much as the languages spoken. Below are some guidelines for dealing with people from different countries.

Chinese – The Chinese don't often touch in public. They usually greet each other with the traditional bow or. However, because of the influence of western culture, the handshake is becoming more common.

As part of his research for Nonverbal Communication For Business Success, author Ken Cooper sat in outdoor cafes around the world, observing conversations and counting the number of times the patrons casually touched each other. In San Juan, Puerto Rico, he noted 180 touches per hour; in Paris, France 110 touches per hour; in Florida, USA 2 touches per hour; and in London, England had 0 touches per hour.

FUNFACT

French – Unlike North America, where a firm handshake is seen as a sign of confidence, in France the handshake is light, quick and frequent. If you go into a French business meeting, expect to shake the hand of every person in the room. The French are also well known for the air kiss on each cheek. If this custom is initiated by a French business associate, reciprocate.

Italians – The Italians are not generally shy about expressing physical contact in public. They love to touch. They shake hands often, kiss and embrace. When dealing with Italians, a good guideline is to always follow your host's lead; if they want to give you a hug,

respond in kind.

Japanese – In Japan, public displays of affection are thought to be impolite. They are considered a private matter. The traditional greeting in Japan is a bow, although accommodations are made to westerners to shake hands. Hugs and kisses between foreign businesspersons and Japanese customers are virtually nonexistent.

Koreans – Not too long ago, due to Confucian ideologies, public displays of affection were rare among

part taboo in the Arab world. However, touch between same-sex gender, especially men, is common. In many Arabic countries, one can frequently see men walking down the street hand-in-hand.

—49—

Let your customers buy directly from YOU the "boss."

Getting orders is crucial and the best person for getting orders is YOU or the figurehead of your company. As the owner, boss or company president, you know the customer better, know the product better, work harder and can make decisions on the spot. Remember that every buyer likes to deal with the head of a firm. When making a call or setting up an appointment few people will refuse to see the "company

No man can think clearly when his fists are clenched.
**GEORGE JEAN
 NATHAN**

president."

—50—

Love and accept your customers for who they really are.

Love and acceptance are the "great persuaders," for even if people reject particulars concerning your sales pitch, love and acceptance will soften them. Love and acceptance can be developed by always looking for the best in others.

—51—

Make people believe what you have to say is important. Sounding important, and saying something important are two different things. Sounding important means you are trying to impress the people you

are speaking to, as well as, feed your own ego. On the other hand, saying something important means you are more directly in tune with the needs of others.

–52–

Master the art of influencing others.

Many theorists believe that *persuasion* is the key to selling and negotiating. In other words, they teach that whether you sell ideas, products, or services, your success to a large part will be determined by how well you make people believe or persuade themselves that what you have is worth buying.

Deadlines are often more flexible than they may seem.

–53–

Negotiate deadlines rather than be-

come a slave to them. Deadlines are often more flexible than they may seem. If someone gives you a deadline, don't ignore it, analyze it. Ask yourself what will happen if you go beyond the deadline?

–54–

Never attack a client's ideas directly.

When a client suggests a number of ideas, none of which captures your imagination, remain silent. To attack a client's ideas is very risky. To remain silent and deep in thought, however conveys understanding.

–55–

Never discuss the execution of an idea with a client.

Never discuss the

finer points or details of executing your work, especially if working in a creative field. Divulge only general concepts. Give yourself the freedom to change your approach later.

NOTE The more questions a client asks, the more questions you should ask.

—56—

NEVER PRESENT threatening or even new information in an overly aggressive manner. Emotions grow out of an ancient area of the brain called the limbic system, specifically the amygdala, which is responsible for delight,

A salesperson can kill a sale by talking too much – no one likes to be sold by fast-talking salespeople. Customers usually appreciate being left alone to make up their minds whether or not they want the item. I personally do not require a lot of time to decide whether I want to buy something.

ABIGAIL VAN BUREN
Dear Abby Columnist

disgust, fear, lust and anger. Millions of years ago however, the neocortex was added, enabling humans to plan, learn, love and remember. This addition, resulting in an interesting connection between the amygdala and the neocortex which has many ramifications to how people handle new input.

It has been discovered, that there is a short circuit between these two parts of the brain that lets emotions drive action before the intellect gets a chance to intervene. For example, a hiker on a mountain path, sees out of the corner of his eye a long, curved shape in the grass. He leaps out of the way before he realizes

it's only a stick that looks like a snake. Then he calms down; his cortex gets the message a few milliseconds after his amygdala and “regulates” its wild response.

To make a long story short, to an effective sales person you should never startle customers with new information, forcing their brains to react in a primitive manner.

—57—

Never show a client your re-jects. When a client sees your re-jects, he sees your struggle, he sees the imperfections and he sees your mistakes. Seeing your re-jects gives your client ammunition to criticize your final choices. Almost always, this deteriorates professional re-

Never show a client your re-jects. When a client sees your re-jects, he sees your struggle.

spect and solicits premature judgment which can be unintentionally destructive. Only show your final choices.

NOTE If a creative person is subjected to criticism while an idea is still in its formative stage, this can only serve to destroy the delicate process of inspiration.

—58—

Never tell customers your problems. Customers need to see you as a solution to their problems not as a shoulder to cry on.

—59—

Practice being a good listener. If every conversation you begin ends with you hearing your own voice, than you can be

sure that you have violated the fundamental rule of effective selling: if you don't tune into the needs of your customer first, how can you know what to sell them? To become a better listener and thus improve your ability to determine your customer's needs:

- Find a reason or purpose for listening in each new situation. Then search for value and meaning in what is being said. Good listeners are interested.
- Listen not only to what your customers are saying but how they are saying it.
- Pause before responding to a customer's request to absorb its meaning.

A gossip is one who talks to you about others; a bore is one who talks to you about himself; and a brilliant conversationalist is one who talks to you about yourself.
LISA KIRK

- Pause often, creating a slightly uncomfortable silence and increasing the likelihood that your customers will talk and maybe even reveal more than they really want to.
- Remember that there is a time differential between his rate of thought (400-500 words per minute) and the rate of speech (100 -150 words per minute). Use this extra time to search for meaning.
- Resist distractions such as noises, sights and other people, so you can focus on the sender and the message.
- Restrain yourself from talking more than you should. People feel better if you let them talk. Therefore, let

your customers do most of the talking. Let them get in the last word. Ask a few questions and then don't begin to answer them yourself. You will automatically learn more, hear more, see more – and make fewer blunders.

- When the message is emotional or unclear, restate it in your own words – paraphrase the meaning – and then direct it back to the sender for validation.

–60–

Practice observing people wherever you happen to meet them. You can't learn to read people if you don't watch them closely. Observe people wherever you happen to meet

The next time you're in a meeting, look around and identify the yes-buffers, the not-howevers, and the why-notters. Why-notters move the world.

**LOUISE
PIERSON**

them, not just in business situations. Remember that you can learn a great deal about a person at a restaurant or on a golf course.

–61–

Prepare yourself before you act. If you're about to make a presentation or a phone call, take a moment to think about what you know and what reactions you want before making the call.

–62–

Present narrative information orally, and facts and numbers visually. Feelings and narrative are best presented orally, while new facts or data, numbers or trends, and direct comparisons

are most effective and memorable when presented using charts and graphs.

–63–

Present one-on-one when possible.

One-on-one presentations give you more control and more opportunity to be persuasive.

–64–

Put your best self forward.

This applies to your correspondence, phone conversations and face to face meetings. To impart a positive impression, do exactly what

A friend of ours was at an embassy cocktail party where a South American gentleman was talking with a Japanese gentleman. Our friend reported that the two of them never stood still the whole evening. They waltzed around the room as the South American kept moving closer – trying to close the gap between them – while the Japanese gentleman kept backing away – trying to increase the gap.

KARN LELAND

Customer Service for Dummies

you say you will do, exactly when you say you will do it. The right impression may also be created simply by treating someone the way he or she wants to be treated.

–65–

Put yourself in an optimistic emotional state.

How you respond to setbacks optimistically or pessimistically is a fairly accurate indicator of how well you will succeed in school, sports, selling and pretty much anything. Optimism is a handy measure of a person's self-worth and a yardstick of success potential.

A dramatic proof of this theory can be

seen at the 1988 Olympic games in Seoul, South Korea, after U.S. swimmer Matt Biondi, lost his first two races. Before the games, Biondi had been favored to win seven gold medals – as Mark Spitz had done 16 years earlier. Most commentators thought he would be unable to recover from his setback. However, having been previously tested to have an extraordinarily upbeat attitude, rather than losing heart, as others might, Biondi went on to win his next five races and take home five gold medals.

–66–

Recognize people's basic communication styles. People have either visual, auditory or emotional communication styles, each type having its own distinct

People have either visual, auditory or emotional communication styles, each type having its own distinct communication tendencies.

communication tendencies.

People who are primarily visual tend to see the world in pictures, they achieve their greatest sense of power by tapping into the visual part of their brain.

Visual people tend to speak quickly. They don't care exactly how they get it out, they're just trying to put words to the pictures.

People who are more auditory tend to be more selective about the words they uses. They have more resonant voices, and their speech is slower and more rhythmic.

People who are sensory driven tend to speak the slowest of them all. They tend to breath deeper. Their voices tend to be deep and their words often ooze out. They react primarily to feelings.

–67–

Repackage your offer if your client is having second thoughts or backing down.

Rather than lose a sale, a good sales person will repackage a deal to better meet their customer's needs.

You can close more business deals in two months by becoming interested in other people than you can in two years by trying to get people interested in you.

**DALE
CARNAGIE**

cilitate communication, comfort, and trust. Three distinct spatial zones exist:

Intimate Zone (0 to 2 feet) – This zone is reserved for romantic partners, family members, close friends and children. Entering this zone when you don't belong is embarrassing and/or threatening to the other person. As a salesperson keep out of this zone. If you see customers moving away from you, they may be doing so in an attempt to create more space for themselves.

Personal Zone (2 to 4 feet) – Most of your conversations with customers will take place in this zone. This amount of personal space creates the privacy necessary for a confidential discus-

–68–

Respect your client's personal space.

Personal space is the distance that feels comfortable between you and another person. If another person approaches you and invades your personal space, you automatically move back without thought. Keep this in mind when approaching client's or customer's. By maintaining a safe personal zone, you fa-

sion while maintaining a safe comfortable distance.

Teacher Zone (4 feet or more) – This spacial range is used mainly by teachers, presenters and bosses at company meetings. However, just as you can get too close for comfort, it is also possible to get too far for comfort. As a salesperson, you should avoid getting too far away from customers. It becomes difficult for them to concentrate on your sales pitch. They are also more likely to drift and feel you aren't listening to them.

Respect your client's personal space. Personal space is the distance that feels comfortable between you and another person.

—69—

Seek first to understand, then to be understood. In the communication process, we often prescribe before we diag-

nose. We have a tendency to rush in, and try and fix things up with good advice but without deep understanding. This is a mistake. Consider the following story:

Suppose you've been having trouble with your eyes and you go to an optometrist. If, after listening to your complaint, the optometrist takes off his glasses and hands them to you and says, "I've worn these glasses for years now and they've really helped me. But, I have an extra pair in the closet, so you can wear these . . ."; would you thank him for his generosity or stare at him as if he's lost his mind?

NOTE Remember that customers buy for their reasons, not yours.

–70–

Select the right time to introduce new

ideas. The toughest part of good timing is patience. Too many good ideas fail because their timing wasn't right. To improve your sense of timing:

- don't blurt out anything until you have considered the best strategy for the situation
- take your sales cues from the buyer
- use prudently phone calls during non-business hours
- quickly get to the point during presentations
- take less of a person's time than you originally asked for

My father said: "You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money there is in a deal, you won't make many deals."

J. PAUL GETTY
Financier

- if you have a good proposal but the customer balks, return to try again later

–71–

Send in an intelligence opera-

tive. Sometimes it is necessary to get the feel of a deal without showing all your cards. To do this, hire someone – a spy, if you will – to go in and make a verbal offer to see how firm an asking price is. Such an arrangement can give you cheap information that you could get in no other way.

–72–

Show good manners.

Unsuccessful sellers have bad manners and are routinely rude. They fail to show up on

time, thank givers for gifts, be gracious when treated to lunch or dinner, and apologize for slights and wrongs.

–73–

Show up on time. Effective sales people, even though they tend to be really busy and have heavy-weight responsibilities, still show up on time for all their appointments. Ineffective sales people, who have nothing to do all day, will typically be very late or maybe not show at all.

When a feller say it ain't the money but the principle of the thing, it's the money.

ABE MARTIN

gle for power. Power is the ability to get things done, to achieve goals, and to influence others. Power is also the ability to give the perception that you can either help or hurt another party physically, financially or psychologically. In fact, successful negotiating often revolves around nurturing or creating this fear in others to control their behavior. Therefore, look at your opponents or customers in terms of strengths and weaknesses. Then try and expand the bargaining options available to you to take advantage of the weaknesses and handicap their

strengths.

strengths.

NOTE If you try and bluff others using this strategy and fail, the consequences can be staggering. In fact, this strategy should be used only as a last resort.

–74–

Size up the power of your opponent before going into battle. Many people will agree that negotiating is often a strug-

-75-

Smile and say “no” until your tongue bleeds. Smile to let your client know you want to continued negotiating. Say "no" to affirm that what they are asking is out of the question.

-76-

Study peoples’ actions not their words. Actions speak louder than words. Watch for patterns in your customer’s most minute actions. Distrust words that in any way mismatch their deeds. Remember, people reveal themselves by what they do not what they say, for they often say one thing and do another.

Say no to affirm that what your client is asking is out of the question.

-77-

Take a second look at your first impressions. You need some sort of thinking out or contemplative process between forming your initial impression and then accepting that impression. In general, you should stick to your first impressions, but only after you’ve scrutinized them.

-78-

Think Win/Win interdependence. Most people are inclined to think in terms of competitive dichotomies: strong or weak; win or lose. But Win/Win thinking centers on the paradigm that there is plenty for everybody, and that one person's success is not achieved at the expense or exclusion of another person.

Win/Win thinking is a frame of mind that constantly seeks mutual benefit in all human interactions – agreements or solutions that are satisfying to all involved. The person using a Win/Win approach tries to produce acceptable gains for both parties. He or she regards conflict as a problem to be solved, an opportunity to uncover creative, enhancing positions. The secret to the Win/Win approach, lies in detecting what the other side wants, and then showing them that you can help them obtain it, while still preserving your own goals and integrity.

NOTE The opposite of the Win/Win approach is the “win at all costs” approach (sometimes called the Soviet style). The “win at all costs” negotiator sees every negotiation as a struggle between winning

Plan one hour of preparation for every minute of a client meeting.
SUPERTIP

and losing. Commonly, this kind of negotiator:

- initially takes positions that are extreme
- claims limited authority, so you wind up bidding not against him, but some imaginary third party
- employs emotional tactics
- treats you in an adversarial competitive manner
- presumes that any concessions you offer indicate weakness on your part
- remains stingy in offering his or her own concessions
- ignores deadlines

When confronted by someone using these tactics you can:

- walk away i.e., don't play the game and get out of the negotiation
- try to use these same tactics yourself
- seek to switch the negotiation to a collaborative, Win/Win encounter (let the other party know you are on to their tactics)

–79–

Treat every person uniquely.

George Bernard Shaw once said the following about the *Golden Rule*: “It is unwise to do unto others as you would have them do unto you. Their tastes may not be the same.” To heed this advice, act as if you are the only personal contact that a new customer has with your company and behave as if the entire company's image depends on you.

We've believed for 50 years that the Japanese are small Americans who wanted to be like us. They are not.
LESTER THUROW
Economist

–80–

Trust in your ability to reason. Don't believe what someone says because that person is deemed to be important. Believe it because it makes sense to you. People are only human. They make mistakes and say foolish things once in awhile.

–81–

Use both logic and emotion to win and keep customers. Never forget that people buy for only two reasons: for good feelings and to find solutions to their problems.

Thus when selling anything to a customer, first meet their emotional needs by assuring them of the benefits of their purchase. Second, to help prevent the

“post-purchasing blues,” give them sound, logical reasons that your products and services are a good value for the money.

–82–

Understand that customers love to buy, but hate to be sold to. There’s a big difference between *selling* a TV to a customer and *helping* a customer buy a TV. Customers would rather perceive that you helped them make a purchase, rather than fast-talk them into a nice tidy commission for yourself.

There’s a big difference between selling a TV to a customer and helping a customer buy a TV.

–83–

Use precedents to justify what you are asking for. To justify what you are asking for in a negotiation, refer to similar

past situations or experiences where others got the same things you are asking for.

–84–

Use the power of silence. When selling, once you get to the point where you have asked for a commitment, don’t speak again until the other person has replied. Silence is what keeps you from saying more than you need to – and makes the other person want to say more than he or she would like to.

–85–

Use the power of your voice. To speak well publicly you must become fascinated with your own voice. You must like how its sounds, learn how to inflect it just right to

impact peoples' emotions, and learn how to raise and lower it for dynamic affect.

–86–

Use what you know discreetly. Discretion is the better part of reading people. The idea of using what you have learned properly is not to tell them how insecure you think they are or to point out all their weaknesses.

–87–

Walk away from a negotiation if things don't work out. If your terms aren't being met, and you have

Be wary of untalented people who hold high positions in buying departments. They are generally insecure and gravitate toward mediocrity, thus will tend to shun new ideas. Search out for their creative counterparts who by nature are more courageous and in constant pursuit of excellence. Learn to judge people by what they can produce, not by what they are promoted to be.

SUPERTIP

nothing to lose, then walk away from a deal. Intelligent risk-taking involves a knowledge of the odds as well as a willingness to dig your heels in.

–88–

Watch out for people with emotional scars. Many people react to harmful or embarrassing events in their lives by developing a thick, tough skin. They resolve to never let anything or anyone hurt them that way again. They learn to deny or hide their feelings rather than accept and manage them. They thus carry around with them hidden emotional agendas into many of their communicative exchanges. The motivation underlying their words often becomes an

attempt to win acceptance or protect themselves from further harm.

–89–

When dealing with clients in large companies, prepare to endure their passion for meetings.

In large corporate meetings, staff opinion is elicited and ideas run rampant. Beware, though. These are dangerous waters for private contractors who have been requested to sit in on one of these meetings. If you agree with one person, you'll certainly be disagreeing with someone else. And inevitably, it is that person who will vote against you when the time comes to renewing or accepting your contract. In fact, whenever you are in a meeting, do everything possible to say nothing unless it

Everybody knows its a game. Play it honestly and creatively and you will win.
SUPERTIP

is obvious that your input is essential.

–90–

Win by understanding the rules of the game. Super sales people, climb that ladder of success by seeking out the declared and hidden rules of whichever situation they find themselves in.

–91–

Work your way down from the top, not up from the bottom.

When someone you have approached to sell your idea or product to, needs to get approval from someone higher up, than you have approached the wrong person. Working your way down is always more effective than working your

way up. Bypass juniors who have no power. Find the people who make the buying decisions. Don't spend time wooing those who don't have the authority to make a purchase.



Working your way down is always more effective than working your way up.