

# DAVID PENGLASE

## YOUR SALES SUCCESS VOLUME 2:

TWELVE MORE SPECIAL  
REPORTS TO KEEP YOU  
AHEAD OF THE COMPETITION

Once again packed full of the latest sales “must-knows” and reminders of proven truths still essential for successful selling today

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## A note from the author

In sales we can hear or read a message a number of different times and in a number of different ways, and then we hear or read it just one more time told by someone in a way that is just slightly different again.

Then, all of a sudden ... We get it!

And we get it in a way that we can immediately apply it and gain outstanding benefit and success from applying it.

This is the second book in the Your Sales Success Series and it has been written with the intention that as you read it, more than just one “ah ha” experience will be the result.

You might discover it in the first chapter, or maybe in the second, and who knows, maybe you’ll discover some key point that you can apply right now in every chapter.

Whatever your experience as you read this book, I wish you all the best as you continue to build Your Sales Success.

A handwritten signature in black ink that reads "David." with a period at the end. The signature is written in a cursive, slightly slanted style.

David Penglase

What are you really selling?

## Report 1: What Are You Really Selling?

As I begin this report with the question, What are you really selling?, the first thing that may have popped into your mind are the names of the products and services that you provide.

And of course, these are the things that you sell.

Or are they?

Let me put it another way.

When you sell what you sell, what do your clients really buy?

Now you might at first think this is simply asking the same question in a different way, but put yourself for a moment in the clients shoes ... and ask the question in this way:

When a client buys your products or services, what is it that they receive - in other words, what are the end result benefits and real value that they experience or gain?

This is one of the most important questions for any sales professional to be able to answer.

Let's spend a moment considering why.

Some years ago, I was conducting a sales seminar for a car dealership.

One of the issues that the car dealer principal was concerned about, and that he wanted to focus on during the training, was that they had a new 4-cylinder model on the market, and that some salespeople were selling it well, but others just couldn't seem to sell it.

There were about 15 sales reps from two different sites at the seminar. One of the exercises that I completed with the car salespeople, was to hand out blank index cards to each of them.

## What are you really selling?

I then wrote the name of the car on the flip chart and asked them to write on the index card the first things that came to their mind to describe the car.

I allowed them a moment to complete their descriptions, and then collected the cards.

I shuffled them and handed them back to salespeople.

Now there was some anonymity, and I asked each of them in turn to read the descriptions on the card they had been handed.

I divided the flip chart paper into two sections.

As they read out their responses, I wrote them on the flip chart.

On one side I recorded words and phrases that were read out to me such as: Economical, well built, easy to park, quality, value and sexy.

On the other side I recorded words and phrases that were read out such as: Cheap, junk, poor quality, tinny, gutless and crap.

Well, I'm sure it doesn't come as any surprise to you that some of the salespeople did not have high levels of belief in that particular car.

## The importance of belief

Could their beliefs in the car be manifested in the way they talked with customers?

I'm convinced that the answer is 'of course'.

Strong belief in any product will help a salesperson talk openly and honestly about the many positive attributes that the product has, and more importantly how those attributes of the product will serve the customer's needs.

How then would you describe the products and services that you provide?

## What are you really selling?

What first pops into your mind when I ask you this question?

While considering how you would describe the products and services you provide, take a moment to think about the real reasons why clients would buy your products.

People buy things for different reasons. They make their decisions based on a hierarchy of deciding values.

Understanding these deciding values is extremely important for a sales professional to tune into the clients' real needs and reasons why they will buy.

Many people say to me that the only thing that really matters in a purchase is the price.

If the price is not right, people will not buy.

You may agree or disagree with this, but for now, let's agree that price is important.

But what if there are other deciding values that might cause a buyer to put price as a secondary concern?

### Dominant Deciding Values

Let's for a moment, consider a potential client who believes the price differential between your product and your competitors isn't really that significant.

One deciding value they might base their decision to at least pursue a conversation with you could be a deciding value of Ego.

Yes ego.

The potential client isn't worried, at first, about price.

First, they're asking themselves questions and weighing up the following:

## What are you really selling?

- ✓ Do you look professional?
- ✓ Do you sell the brand that is known by everyone to be the 'best'?
- ✓ Is your company, office or store one that people associate with success, achievement, professionalism?

You see, this potential client won't even worry about price, because if you don't pass the first decision test, they may just tune out, or walk away.

What if a potential client again believes that the price they have to pay for most competitive products are about the same.

They may have a different deciding value that they use to consider whether to pursue a conversation with you.

It could be that they want to do business with someone who is not too friendly, who is not touchy feely, who doesn't fluff around with small talk.

What if they just want the Evidence that the product on offer will meet their needs. Just give me the facts Jack type of person.

They may be turned off by an emotional, energetic, and overly friendly salesperson and not even worry about price.

Why?

Because they just want the evidence, not a friend.

So, they will go and find a salesperson who will be more business like, and more to the point.

People buy for their reasons...not yours

Well, I'm sure you're getting my point.

People buy for their reasons. Price is often secondary to some other dominant deciding value.

## What are you really selling?

Now again, I'm not saying that price is not important.

Of course, it is. But usually, there will be other reasons why people will buy from you.

Given that they have choices between you and your competitors, and that the price differentials aren't that much, their first deciding value may be that they just want to be dealing with someone who will put them at Ease.

They don't want to be pushed, pressured, and they want to know the warranties and guarantees of the quality of the product.

Or it might be that they base their initial decision on the value of Enjoyment.

In other words, some people just want to do business with people they like and get along with. Price becomes secondary when they enjoy doing business with you.

So now you have a framework to consider why people buy from you – they base their initial decisions in a hierarchy of values including:

Ego, Evidence, Ease and Enjoyment.

Only then does the Economics (or price) of the purchase become important.

## What are you really selling?

So, let's return to the question that I started with. What are you really selling?

So far in this report I've asked you to consider how you would describe your products and service – by thinking about what end result benefits clients receive from you when they buy.



## What are you really selling?

I've also suggested that clients buy for different reasons and that the Economics or price of the purchase is usually a secondary concern – in so much that most clients just expect your best price.

If this is so, then there may be other dominant deciding values that cause them to make the purchase.

As you consider these points, consider asking yourself what excites you about your products and services.

If you're not excited by them, it will be quite difficult to engender any excitement from your potential clients.

I've often seen salespeople stand in front of potential buyers, without any excitement or expression on their face that indicates that they are interested in the product or the potential buyer.

Just the other day I went to purchase a new colour printer and scanner.

The shop attendant came over, and really gave me every impression that she wanted to be somewhere else.

I asked some advice about the printer, but she showed no excitement about the choices that I could make.

A little excitement, backed up by solid product knowledge, would have really helped my buying decision.

Well, as I finish report, I've left you with a number of questions to think about.

I've included some worksheet questions to help you really understand what you are selling, and what clients are buying.

The deeper your understanding of the value you can create for clients when they buy from you, the stronger the intellectual and emotional connection that you will be able to develop with any potential or existing client you meet with.

What are you really selling?

Worksheet exercises:

Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. How would you describe the products or services that you provide?

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2. What are the real reasons why clients buy your products or services?

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3. What value do your products and services create for your clients?

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4. What do you do to reduce the three fears of buying?

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What are you really selling?

5. What excites you most about the products and services you provide?

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6. If you were a client, why would you buy from someone like you?

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7. How do you know that your products and services deliver the end result benefits that your clients seek?

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# The 100 Day Plan

## Report 2: The 100 Day Plan

There's an adage that goes something like this:

Those who fail to plan are probably unaware that they are planning to fail.

It's true though, isn't it?

If we don't spend appropriate time planning for an outcome, we leave things to chance.

Another adage that I like is the one that says,

If you leave it to chance, the chances are you'll just leave it.

What sort of planner are you?

How effectively are you harnessing your energy to consider what it is you're trying to achieve, and more importantly, what strategies, actions and activities do you need to employ to achieve your goals.

When we first met with our financial planner many years ago now, my wife Liz and I were seated in his office and we had been chatting for about five minutes or so when we shifted into 'Well, let's get down to business' mode.

Our adviser then asked us one of the most important questions that I had ever been asked.

He wrote the word SUCCESS on his white board, and he turned to us and then with a little dramatic edge to his voice, asked this:

"What does the word Success mean to you both?"

Well, Liz and I offered a number of answers including things like wealth, health, happiness, prestige car, travel, well educated and confident children, time and many other things that we brainstormed on that important day in our lives.

## The 100 Day Plan

After a brief moment of silent study of these words that he had written on the white board under the word success, he turned to us and said:

“Well,” and he paused again, “One thing I can say at this stage is that you probably will never achieve it.”

Before he got the next sentence out, you can imagine our reaction.

Here was this financial adviser, recommended to us by trusted friends, telling us that we would never achieve success.

My thoughts at this stage were suggesting to me that this may not be the type of person we would be doing business with.

But I was interested to know where this was going, so I said, tell us more.

His next words still ring loudly in my mind. He said, “What I mean is that you will never achieve, or feel like you’ve achieved success, until you’ve defined it better than what you’ve listed here on my whiteboard”.

He went on.

“If it’s wealth, how much and to do what with it?”

“If it’s health, define that for me.”

“If it’s travel, how often, nationally or internationally, at the pointy end of the plan or in economy?”

“If it’s a prestige car, home, or whatever, let’s get a little more specific.”

He wrapped up his message by saying this:

“Unless we’re more specific, we can’t plan strategies that we will be able to act on to earn and gain the types of tangible and intangible things that will make you both feel successful.”

## The 100 Day Plan

Wow. What an experience.

In this short meeting, our adviser had been able to **comfortably disturb** us into realising that we had not set specific enough life goals and that if we hadn't set the goals, how could we possibly know whether we were undertaking the right strategies to achieve them.

He respectfully sent us on our way to do some homework.

To spend time defining what we wanted to specifically achieve 5, 10 and 20 years in the future.

After about a week we returned to the adviser and after some refinement, we prioritised our life goals and he helped us design a financial plan to help us achieve the kind of lifestyle that we dreamed of.

Now, this report is not about setting life goals, although I highly recommend, if you realise that you haven't spent time defining your life dreams, as a separate exercise, do that.

A song by Jana Stanfield titled If I Were Brave, has this line:

“What if we're all meant to do what we secretly dream?”

Well, one way of starting the process of turning secret dreams into realities is to clearly define the goals or dreams and then to decide on strategies that will help you achieve them.

A proven process to achieve goals.

But let's get more specifically focused on business, and in particular, let's consider how you can use a proven planning process to help you achieve your goals.

Now, I would not be being honest with you if I was to try and suggest that I am an expert in time management.

## The 100 Day Plan

I respect time, I manage my time as best that I can, but like many people, I have many competing priorities that cause life to be a continual juggling act.

However, when it comes to business, many years ago I discovered an important paradox that has become a continual focal point in the way that we have structured our daily work life.

Structure creates space for flexibility.

I don't know about you, but I am not a naturally structured person.

However, what I have learned is that the more structured I am, the more flexible I can be.

There's the paradox. Structure creates space for flexibility.

This is where, in business, having a structure to achieve goals becomes so important.

While remaining flexible and open to the changing environment, you have goals and strategies to work toward and implement.

As a sales professional, of course you will have an annual sales revenue target that you will need to be working toward.

And that annual target is usually set by others.

I have over the years worked with many salespeople who waste a lot of energy worrying and complaining about budgets and targets that they believe to be unrealistic.

Now don't get me wrong.

I too in the past have wasted energy worrying and silently complaining about budgets and targets that I thought were unrealistic.

But that energy is wasted on something that is outside of our control.

## The 100 Day Plan

Sales revenue targets and expense budgets are quite often out of our control aren't they.

Many sales managers also rarely have significant input to what they believe their team's annual targets ought to be.

However, what is in our control, is where we can place our energy, focus and activity.

The energy, focus and activity should be directed toward doing things to achieve the target, not focused on why we won't achieve the target.

The philosopher Spinoza once said:

"In so far as the mind conceives a thing according to the dictates of reason, it will be equally affected whether the idea be of anything past, present or future."

As you think about these words, let me take a moment to explain my interpretation of what this great philosopher is suggesting.

What I believe Spinoza is saying, is that if we reasonably believe something to be true, whether it's based on something we have experienced ourselves or have heard of others experiencing, in the past, or in the present, or even if we believe it could happen in the future, our thoughts are so focused on this belief, that everything we see or do will be affected by that belief.

I vividly remember the first day in my first sales role.

My sales manager said to me, "In the first year, don't expect to make budget or bonus."

I didn't realise it at the time, but those words really started to affect the way I went about my sales activities.



## The 100 Day Plan

Being young and somewhat naïve, I remember thinking that if my sales manager didn't expect me to make budget or bonus, there's probably a strong chance that I won't.

Guess what – I didn't.

My first six months in a sales role was a disaster.

Fortunately, the second six months found me transferred to a different range of products and services, and a new sales manager.

My new sales manager had a totally different outlook.

Not only did she explain to me that her expectations was that the minimum standard of performance of any salesperson was to achieve revenue targets, but that we would all work together to plan and act on ways to achieve bonus.

This is where I first learned of the 100-day plan.

Recently, I was pleasantly surprised to find that in one of Australia's leading financial institutions, they were very successfully using a similar type of planning tool.

### Why a 100 Day Plan?

The 100-day plan is a way of looking at the number of working days available to you, taking away public holidays etc., in any six-month period of a year.

Now, don't get too caught up in the exact nature of whether that actually works out to be more or less than 100 working days. Use it as a guide.

You may already have a plan in process.

## The 100 Day Plan

If so, congratulations. Stick with it and you deserve to achieve the success you have planned for.

On the worksheets at the end of this report, are a number of questions and activities to help you review your existing plan, or to start the process of a new plan.

Here's a process that you will find of value:

You will already have your monthly, quarterly, or annual budget.

What you need to do now is to think about the territory you are working in, and to start with existing clients and ask yourself the following questions:

1. What proportion of the sales revenue target was achieved last year from existing clients?
2. What potential is there from existing clients for this year?
3. How will I stay in touch with these existing clients to provide value and reason for them to do the same amount or additional amounts of business with me this year?
4. What amount do I need to find from new clients?
5. How will I identify these new clients?
6. What marketing and sales activities in the past did I or have others used to secure business with existing clients?
7. What marketing and sales activities and strategies will I employ to set up appointments or make contact in other ways with the potential clients I have identified, to discover and clarify where there might be potential for me to create value for them?

When you have answered these questions, you are well on your way to being able to complete your 100 day plan.

## The 100 Day Plan

Once you've identified the activities that you will undertake, it's then a process of getting specific about what you will do on a monthly, fortnightly, weekly, and daily basis for the next 100 days.

The worksheets are a guide for you, but you may like to design your own, or incorporate these ideas into your existing planning forms.

Planning is only one part of the process of goal achievement.

Planning without activity is a waste of time.

Nike had the wonderful motto of "just do it". Take a leaf out of their approach and take the action, complete the activities on a daily basis.

Most importantly though, as part of the 100-day planning process, is to review your progress at the end of each week.

This may be in the form of a personal review of how you went in terms of achieving the activities you planned for, or it could be discussing your progress with a colleague or your sales manager.

The key to the success of the 100-day plan is your ability to not lose focus on your revenue targets, but more importantly, if you've planned for what you believe will give you the highest likelihood of achieving or beating your target, focus all of your energy on doing the plan.

As a marathon runner, the thrill (and exhaustion) of running over the finish line after 42 kilometres or 26 miles can only be achieved if the training has been effective.

I remember the evening before I completed my first marathon, one of my clients sent me an email note that said, "You've completed all the hard work in training for the past 16 weeks, tomorrow run well and enjoy your 42-kilometre victory lap."

## The 100 Day Plan

Well maybe that's a little too self indulgent on my part, but my point is that the plan, followed with the activity, has a much higher potential of achieving target than no plan or unplanned activity.

I know the 100-day plan process, or at least the questions that I have suggested to you in this program will add real clarity and value to your selling career.

As Yoda, the great philosopher and teacher from Star Wars said,

“Try not. There is no Try. Do or do not.”

Well, that's it for this report.

Complete the worksheet exercises on the following pages and discuss your findings with your colleagues.

You'll be surprised how much you can achieve over the next 100 days.

# The 100 Day Plan

## Worksheet Exercises:

Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. How would you rate your current success with planning and goal management?

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2. Goals or objectives need to be specific, measurable, attainable, relevant, and time bound. In the space provided, write out two objectives that you are currently working toward achieving within the next 100 days.

Goal Statement #1

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Goal Statement #2

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## Buyer Behaviour Styles

### Report 3: ASKING QUESTIONS - How to listen people into buying.

One of the most powerful communication tools for anyone in business today, is their ability to craft and then ask, questions that have the capacity to comfortably disturb existing and potential clients.

Let's for a moment consider what I mean by comfortably disturbing clients.

First, what I'm not suggesting is that we use manipulative or inappropriate questions that cause clients to feel pressure in any way.

We ought to be asking questions that help clients and us clarify and understand what their specific needs, wants, or problems are, that we might be able to help them with.

Manipulative, tricky, cynical, and inappropriate questions will place barriers between us and our potential clients.

The key is to understand the difference between appropriate and inappropriate questions.

I remember watching a movie called the Verdict with Paul Newman as the star.

Paul Newman's character was a down and out Attorney at Law. He was the classic ambulance chaser – in fact, in the movie he chased hearses.

His business building activities were based on reading the morning paper to discover where funerals were being held.

He would then simply turn up uninvited to the church ceremony.

He would follow the coffin and people from the church to the burial ground, uninvited and mix with the grieving family and friends.

## Buyer Behaviour Styles

He would then, uninvited, follow them back to the wake, where he would, when he thought the timing was right, start to hand out his lawyer firm business card to try and line up some appointments.

Well, if you've seen the movie, you know his strategy usually ended up in disaster.

But as the film continues, in one important scene, his character is speaking to a judge who says to him this:

“In a court of law, you ought never ask a question that you don't already know the answer to.”

When I heard these words, I thought about them in context of selling.

In a court of law, you ought never ask a question that you don't already know the answer to.

And it quickly became obvious to me that this might be a good strategy in a court of law, but in the world of sales, to ask questions of potential and existing clients that you already know the answer to is a flawed strategy that would build barriers between buyer and seller.

### The 'Obvious Question mistake'

And yet, I hear salespeople in different industries, doing just that.

Asking questions that have answers that are so obvious, they stall conversations between buyer and seller instead of promoting conversations.

Let me give you some examples that I have heard salespeople ask:

“Is dealing with someone you can trust important to you?”

Of course, the answer is yes! What do they think the client would say?  
“No, I'd really like to deal with a criminal, can you help me?”



## Buyer Behaviour Styles

I have heard salespeople ask:

“Is quality important to you?”

Again, what do they the client is going to answer ... “No, sell me the crap will you!”

Of course, quality is important.

So, as you read through this report, let me ask you this question:

How skilled are you at crafting and asking powerful questions?

Let's go back to what I suggested at the start of this report message.

One of the most powerful communication tools for anyone in business today, is their ability to craft and then ask, questions that have the capacity to comfortably disturb existing and potential clients.

In sales, you could certainly disturb a client by asking questions with obvious answers.

You could also disturb a client by asking inappropriate or manipulative type of questions.

A few examples:

A home security system salesperson asked: “Is your child's safety something that you will need to consider?”

A private school tutor coach asked: “Do you hope that your child will be academically strong in the future?”

For most, if not every parent, the answers to these questions would be (or perhaps should be) of course yes.

## Buyer Behaviour Styles

But these manipulative type of questions with obvious answers, that play on guilt as their prime purpose, can again simply disturb the client and stall conversations.

So, what is the difference between disturbing and comfortably disturbing a client?

### How to comfortably disturb potential buyers

Disturbing a client will result in conversations stalling, build barriers between salesperson and buyer, and generally result in no sale.

However, the principle of being able to comfortably disturb a client is to be able to ask a question, that will not upset the client, but rather, helps a client clarify their wants, needs or problems in a way that they think or say, "Wow, I hadn't thought about it that way." Or, "You know, I didn't even consider that." Or, "I'm not sure about that, could you tell me more please?"

The comfortably disturb style of question is one that must be asked for the right reason.

That is, to help clarify and discover client needs, wants and problems, that you might be able to help them with.

The power of asking these types of questions comes from the principle of discovery learning.

The principle of discovery learning is that people are more apt to take action on that which they discover for themselves.

What this means is that telling people the value of your products and services may not be enough to cause a client to take action.

However, asking a client a question that comfortably disturbs them into discovering, clarifying, or pinpointing certain wants, needs or problems

## Buyer Behaviour Styles

that you can help them with, is more likely to result in the client wanting to take action.

Once again, any question that has the purpose of forcing the client to answer in a certain way, or that has an obvious answer, or that is somehow manipulative or playing on the guilt of the client is in my opinion potentially unethical and will usually not achieve a positive outcome for both salesperson and the client.

In the worksheet exercises at the end of this report, you will find a client-focused question checklist.

This is a checklist for you to check and consider the types of questions you are currently asking your clients.

Let's spend a moment looking at this client-focused question checklist.

The first couple of points on the checklist ask if the questions you ask are questions your client would expect you to already know the answer to, or that have relatively obvious answers.

Imagine that you're out shopping and that you're in a retail store, and that you've been standing in the Refrigerator section of the store for more than 5 minutes, and that you've been opening the fridge doors, checking out the compartments, assessing the size and style of the many refrigerators on display.

The salesperson walks up to you and asks, "Are you interested in buying a fridge?"

Well, to me, that would be an example of a question that has a pretty obvious answer.

The cynic in me might answer "No, I'm lost and looking for lawn mowers!"

But surely for most customers, they would think ... "Of course, I'm interested in the refrigerators, that's why I've been here for the past 5 minutes."

## Buyer Behaviour Styles

Try to avoid asking questions that the client might assume you ought to know and that are fairly obvious.

The client focused question checklist also suggests that you should take caution with questions that naturally have yes or no answers.

I'm sure you're aware that these are typically referred to as closed questions.

Closed questions can generally stall conversations, and usually, depending on the answer that the client gives, will need to be followed up with another question.

You might want to consider changing your closed questions into open ended questions.

For example. A question that might be asked is:

“Have you ever experienced problems with these types of products before?”

The answer the client might respond with is “yes”.

So where does the salesperson go from here?

They will need to ask another question, a more open-ended question like, “What were they?”

This stop start process of closed questions followed by another question, can halt conversations.

What is often a more effective approach, is simply to try and change closed questions to open-ended questions.

Using the same example, instead of asking “Have you ever experienced problems with these types of products before?”, change the question to an open-ended question by asking something like:

## Buyer Behaviour Styles

“What experiences have you had with these types of products in the past?”

You see?

What this slight modification has achieved, is streamlining the questioning process.

Instead of asking two questions, you have achieved the same result and gained the same information by asking the one open ended question.

The client focused question checklist also suggests that the types of questions to ask are those that are discovering needs, wants or problems that your client may have.

This is crucial to the process of selling.

You can't sell a solution unless you have first identified a problem that the client has, and more importantly, that it is a problem that the client wants to solve.

You can't fulfil a need or satisfy a want, until you have first discovered them, and the client has admitted that they would like to do something about them.

Herein lies the major clue to being able to develop powerful questions that have the capacity to comfortably disturb our clients into wanting to hear more about what value we can create.

Take this opportunity to complete an exercise on reviewing and developing your questions.

There is a two-step process.

The first step is to make a list of the end result benefits or value that clients receive from you when they buy your products.

## Buyer Behaviour Styles

A typical list of benefits or value would include things like quality, safety, information, peace of mind, service, and timesaving.

These are the end result benefits that people receive when they usually buy.

What we want to discover, is which of these benefits, and what about them, are most important to the client.

Here's where open-ended questions can be of great assistance to both you and your clients.

We want to be asking questions that help clients clarify in their own minds what it is that they are really looking for, and what it is that is most important to them in making the decision to buy.

For example, let's consider peace of mind.

Of course, peace of mind is important to most, if not all people.

So, asking a question like "Is having peace of mind important to you?" or even "How important is peace of mind to you?" won't really achieve anything.

However, what if we asked something like:

"What are some things that you're currently concerned about in terms of ... " and the 'in terms of' could be examples like:

What are some things you're currently concerned about in terms of your existing refrigerator?

What are some things you're currently concerned about in terms of managing your finances?

What are some things that you're currently concerned about in terms of moving home?

## Buyer Behaviour Styles

What are some things that you're currently concerned about in terms of setting up a home entertainment system?

Well, hopefully you're getting the picture.

If the client can tell you their concerns, you can then explain how your products and services will be able to help them.

So how does this comfortably disturb the client?

Well, what these types of questions can achieve, is to help the client clarify their real concerns, and in so doing, remind them that if someone could fix those concerns, their life and lifestyle would be improved.

Your challenge, and the challenge for all of us in sales, is to really understand what needs and wants that our products and services meet, and what problems they can solve for our clients.

We then can ask of ourselves, what do we really need to know about each client's current situation to discover how our products and services might help them, solve their problems, or fulfill a need that they have.

So, once again, let me ask you, what questions do you ask?

How competent are you at asking questions that really help clients discover and clarify what's important to them?

More selling takes place when clients are answering questions, than in any other part of a sales process.

What that means is that if you aren't asking great questions, you may be missing out on a lot of sales.

## Buyer Behaviour Styles

**Worksheet exercises:** Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. There are two types of questions to ask during a sales call or interview. These are information-seeking questions and value-clarification questions.

What are some information questions that you would generally ask during a sales call?

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2. List at least 3 needs, wants, benefits or value that you deliver to your clients when they buy what you sell?

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## Buyer Behaviour Styles

3. For each of the needs, wants, benefits or value you listed above, construct a value-clarification question.

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# Buyer Behaviour Styles

## Report 4: Buyer Behaviour Styles

In his landmark book "How to win friends and influence them", Dale Carnegie states this:

"Dealing with people is probably the biggest problem you face, especially if you are in business."

Now, he wrote those words back in 1936.

Isn't it amazing, that with all the advances we have made over the past century, dealing with people, and specifically dealing with the different styles, personalities, wants and needs of people, is still, for many, one of the most difficult.

A simple exercise to demonstrate this, is one that I often conduct in my seminars.

The exercise involves people simply shaking hands with other people as if they had just met them.

I then ask them, to write down some descriptions of the types of handshakes they received.

The answers are always wide and varied.

Some of the descriptions of the handshakes are physical. Such as strong, weak, loose, soft, hard, bone breaker, limp, sweaty and comfortable.

Usually, there are plenty of descriptions that are more interpretations of the type of handshakes. Such as confident, overbearing, tentative, nervous, uninterested, aloof, genuine, fake.

Now this is simply an exercise. However, it really does show quite powerfully, how we are all quite different.

## Buyer Behaviour Styles

As my summary point to the handshake exercise, I challenge people by asking them these questions:

1. What if you have what you consider to be a good firm handshake, but that the majority of people think you're a bone crusher?" or
2. What if you consider that you've got a good firm handshake, but the majority of people think it's limp and aloof?"

You see, people interpret us through their own eyes and experiences.

Most of us would agree that we all make quick decisions and impressions about people.

How quick?

Well, I've seen research that suggests we can make decisions and assumptions about people in milliseconds.

Suffice it to say though, whatever the time and content, people do make quick decisions and assumptions about us.

My favourite quote from Aristotle is this:

"We are the sum of our actions; therefore, our habits make all of the difference. Our actions and our behaviours are our morals shown in conduct."

This quote is simply a great reminder that our actions and our behaviours are constantly being interpreted by others.

This is why considering the buyer behaviour of our customers becomes so important.

Notice I'm using the term 'Buyer Behaviour'.

Often, not always, customers' normal personalities can change when they're faced with an important buying decision.

## Buyer Behaviour Styles

They adopt what I refer to as their Buyer Behaviour.

One way salespeople can better understand this is to understand their own preferred and natural buying style – especially when buying something important.

This then can open the window to better understand how other buyers might like to buy ... especially when they're buying something very important (and/or expensive).

You see, what we need to be able to do is not sell to people.

What we need to do is to first get an understanding of their buyer behaviour style, and then, more importantly create an environment where they feel comfortable that they can communicate and buy in that way.

People like to buy; they don't necessarily like to be sold.

So, an understanding of different styles is important – but not to 'box' people into one style and just communicate with them in that way.

That's dangerous, and in my opinion, certainly not professional.

The reality is that we are all a combination of different styles, and we can change our styles to fit different situations.

But for now, understanding that I am not advocating that we pigeonhole people into a style and sell to them that way, let's consider four different styles and how these styles can influence the ways your clients and potential clients can make their purchasing decisions.

### SOCIAL STYLE BUYER BEHAVIOUR:

These people tend to be outgoing, chatty, openly friendly, and warm. They love being involved with other people and enjoy social events. They seek "friendship", will love to "do lunch", and place high emphasis on talking things through (they love to talk).

## Buyer Behaviour Styles

They may appear to be disorganised, do not like conflict situations, and tend to be openly emotional about things.

### ACTIVE STYLE BUYER BEHAVIOUR:

These people are driven by success and the appearance of being successful. They are extremely active, quick paced and ready to move onto the next important job (sometimes forgetting about finishing the last one). They are strongly tuned into the station WIIFM (what's in it for me) and are results driven. They do not like too much detail. They will visually or verbally remind others of their success.

### STEADY STYLE BUYER BEHAVIOUR:

These people do not like to be pushed or rushed. They enjoy systems processes and look for the safety of evidence. Attention to detail and procedural adherence is their catch cry. They do not usually like to take risks and will like to take their time to assess all of the possible outcomes of a situation before making a decision. They enjoy reading reports, and understanding how things will work and the process that will be in place.

### RESERVED STYLE BUYER BEHAVIOUR:

These people are bottom line and facts based. They tend to keep their ideas and feelings to themselves and can be turned off by highly energetic and emotional people. They value time and reflection. They tend to prefer to work individually until it is essential to bring others in on the process. They often want to have proof about a course of action or suggestion, enjoy playing devil's advocate and tend to ask lots of "why" questions.

Now, I don't know about you, but for me, as I was explaining each of these styles, I know that there are elements of each of these styles that I will exhibit, depending on the situation.

## Buyer Behaviour Styles

### But so what?

Knowing that there are different buyer behaviour styles is one thing, but how can you effectively use this information to help your clients and potential clients feel comfortable when dealing with you?

More importantly, how can this help you understand what's most important to them in their decision making when buying your products or services.

In the worksheets at the end of this report you will have an opportunity to review these styles and to think about how you can use this information to help you better communicate with your existing and potential clients.

Remember, the key is not to assume that a person is one style and one style only. The reality is that we are a combination of these styles, and that people can change their buyer behaviour style depending on the situation they are in.

And finally, let me conclude by saying that as salespeople, your role is to ensure that you are allowing the buyer to communicate with you in the way they like to buy, and to ensure that you're not simply selling the way you like to sell.

If they seem to want detail, ensure you provide them with detail. If they seem to want to be open and friendly, respond by letting them spend some time chatting with you. If they seem to just want to get on with things - get on with things.

The point is that one person may want you to communicate with them in just one or all of these ways. How flexible are you with your communication and selling style? How well do you tailor every sales call or interview with a prospective or existing client to ensure you're communicating with them in the way that they seem to want to communicate.

These are important questions for every sales professional to ask and answer.

# Buyer Behaviour Styles

**Worksheet exercises:** Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. Realising that people are often a combination of these buyer behaviour styles, take a moment to list the names of clients or prospects who you believe might fit into each of the following styles (for example, you might know a client who you believe has a social buying style, and another who is predominantly a steady style of buyer):

1. Social	
2. Active	
3. Steady	
4. Reserved	

2. What type of clues have led you to decide on the type of preferred buyer style each of the above people might have?

1. Social	
2. Active	
3. Steady	
4. Reserved	

3. What type of communication style do you believe you personally are most of the time in selling situations with prospective clients?

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## Buyer Behaviour Styles

4. What could you personally do to ensure that you are effectively communicating with each of the following styles?

1. Social	
2. Active	
3. Steady	
4. Reserved	



## Dealing with the Tough Stuff in Sales.

### Report 5: Dealing with the Tough Stuff in Sales.

Many years ago, my wife Liz and I were travelling the Princes highway following the coast of New South Wales from Sydney down to the beautiful southern shores of Eden.

Now Eden, just as you would expect from a town with that name, is a beautiful small town that boasts some of the best coastal and natural forest scenery in Australia.

As we were driving into Eden, we needed to stop and put fuel into the car for the next part of our journey. ‘

There is a small service station, just as you enter Eden, so we pulled into the service station and refuelled.

As I was walking into the shop to pay for the fuel, I noticed a large sign on the glass door, which was placed so you couldn't miss it as you enter.

The sign had written in large words:

We shoot every third salesperson ...  
and the second one has just left!

Well, I smiled at the sign as I entered to pay for the fuel.

Inside the shop assistant was bubbly and friendly, so I asked her about the sign.

She told me that it was a tongue in cheek warning to any sales representative that although they were a business necessity, they were also an unwanted distraction.

As I left the service station to travel to our accommodation, I realised that this tongue in cheek sign, actually explained a key issue that many sales professionals face.

## Dealing with the Tough Stuff in Sales.

In the competitive world that we live in today, not only do we need to be able to compete against competitive brands, products, services, and other sales representatives, but we also, quite often have to compete against a negative stereotype that many potential clients and customers might have when it comes to salespeople and the selling/buying situation.

Not only do salespeople need to deal with the negative stereotype, they often need to do some activities they're not overly excited about doing.

In my Sales Mastery conference keynote presentations and masterclasses, I often ask audience members chat about the sales and marketing activities they enjoy and those that they don't enjoy.

On the most enjoyed side, typical answers have to do with the actual client face to face.

It might be building rapport, it might be asking questions, showing the value of products and services, or arriving at a win-win situation.

On the least enjoyed side, typical answers include, canvassing, cold calling, trying to get appointments, paperwork, following up, dealing with objections, asking for referrals, and asking for the business (the close).

The discussion that follows often produces the conclusion that those activities that people enjoy, usually get completed first, and those that are not particularly enjoyed are usually pursued last, and sometimes avoided at all costs.

This avoidance behaviour can cost and cost big time.

What sales and marketing activities are you not doing, that if you did them, or did them even better or more regularly than you are now, would increase your potential to achieve your goals?

## Dealing with the Tough Stuff in Sales.

This is an important question to ask yourself.

The question challenges you first of all, to think of all the sales and marketing activities that are required for you to achieve your sales goals.

It then also asks of you to consider from that list, which activities are you avoiding.

Part of the process is to also consider your avoidance behaviours.

Let's consider an example.

Suppose you need to make a phone call to a potential client. You have never contacted the client before, so we could put this into the cold call heading.

You're about to make the call, but something stops you.

Instead of making the call, you avoid it by doing something else.

What might those something else's be?

Well, instead of making the call, you might call someone else – it's good to have a warm-up, isn't it.

Or, you might paper shuffle, or look at your email inbox and see what's more interesting to do rather than make the call

You might decide now is the perfect time for a cup of coffee. So you leave the phone, head to the tea room, meet up with a colleague, have a good chat (may as well distract them as well, they're probably avoiding making a call as well) – solidarity is important

I'm sure you're getting the picture.

## Dealing with the Tough Stuff in Sales.

I often wonder how much time is taken up during any given day, across the world, by salespeople involved in avoidance behaviour?

What's your avoidance behaviour?

What about your day?

How much time and potential opportunities might you be missing out on through avoidance behaviour.

I remember when this question was first asked of me by my sales manager at the time.

My initial reaction was "Who me? Avoidance behaviour – surely not?"

Back then, we had specific targets of the number of clients that we aimed to see during a week, which meant making many phone calls to line up appointments.

I remember the reluctance that I had in making cold calls.

I also remember, just before making a cold call that my heart would start beating a little faster, and I'd get a bit of a knot in my stomach.

Now I know that many people don't feel this way when making cold calls, but I also know that many people do.

What about you?

Anyway, the heart would beat a little quicker, I'd get the knot in my stomach, and would usually summons up the courage to ... go get a cup of coffee.

But here's what I discovered.

First of all, I discovered that I was drinking about 10 cups of coffee a day – no wonder my heart was racing – it was on caffeine overdose.

## Dealing with the Tough Stuff in Sales.

I also discovered that the time that it took me to typically make the coffee, have a chat to colleagues, drink the coffee (while shuffling paper or reading correspondence – you know, all the busy work), take the coffee mug back to the tearoom, wash it out, dry it and then return to my desk ... and I still hadn't made the call.

Well, I estimated over a typical marketing day (the days we set aside for making the phone calls to get appointments), I would invest about an hour of every day in avoidance behaviour.

If you think about a day a week for marketing calls, losing an hour on each of those days, and consider 40 weeks of the working year, that's about 40 hours or the equivalent of about 5 working days that I was potentially losing because of avoidance behaviour.

And that was only considering one of my avoidance behaviours with cold calling.

Again, what avoidance behaviour might you be investing your time in, that could be better invested in more productive marketing and selling activities?

You may need to go beyond ... **JUST DO IT!**

The sporting apparel company Nike had a wonderful slogan of Just Do It.

And it would be so easy to say, don't practice avoidance behaviour, just do the sales and marketing activities that will move you closer to your goals.

The problem is, for some of us, Just Do It, is not enough to cause us to get over the fact that we just don't enjoy doing certain sales and marketing activities.

So, just make the cold calls, might not get us across the line.

## Dealing with the Tough Stuff in Sales.

So how do you deal with these tough or less enjoyable sales and marketing activities?

One of the best strategies that has been helpful to me is using what I call mental reminders. You might have heard of them referred as auto-suggestion or affirmations.

Now, before you tune out, let me explain why mental reminders can help.

In my seminars, to demonstrate how many of us have and continually use the power of mental reminders, I often refer people back to their times tables.

I will ask the question, "What is the answer to this ... six sixes are ..." and I don't have to wait very long, in fact, it's an automatic instant reply by the majority of people in the seminar ... "36" they answer.

How does that just pop straight into most people's mind?

Because it was repeated over and over again until it moved from our conscious to subconscious.

### **Affirmations, Auto-suggestions, and Mental Reminders**

*A note of caution here: Research shows that affirmations do not work for everyone. In particular, what we know from the research is if you have low levels of self-esteem, affirmations are less effective than for people with high levels of self-esteem. With that note of caution, here are some thoughts and tips on how to use affirmations.*

Affirmations, Auto-Suggestion or Mental Reminders can work in just the same way.

What you do is first identify what negative thoughts spring into your mind about the sales or marketing activity that you least enjoy.

## Dealing with the Tough Stuff in Sales.

For example, using the cold call, typical negative thoughts that people have told me they have include:

Now is not the right time to call; What if they don't want to talk with me: What if they say no to an appointment.

Pretty negative thoughts aren't they. No wonder the heart starts racing and the knots in the stomach start to churn.

So, what do you do?

You come up with a more positive statement and write it down.

Instead of, Now is not the right time to call ... write down something like ... I'll make the call because now is the best time.

Instead of, What if they don't want to talk with me, write something down like ... I'll make the call because I have something of value that they may need.

Instead of, What if they say no to an appointment, write down something like ... I'll make the call, because I want to give them an opportunity to discover the value I might be able to create for them.

Now, the mental reminders that I might use, may not work for you ... so come up with your own, and use mine as a guide.

### Keep your affirmations at top of mind.

Once you've arrived at your mental reminder – even if you don't really believe what you've written down – make copies, large and small, maybe with a picture or graphic to make it even stronger, and place a copy by the phone, in your diary, in your brief case, on your device screen, and where ever you feel comfortable to put it as a reminder for you that there are good reasons to make the call or do the sales and marketing activity that you don't particularly enjoy.

I remember on mental reminder that I wrote out to help me be more proactive in following up on leads.

## Dealing with the Tough Stuff in Sales.

My typical thought that would pop into my mind when a colleague might have given me a lead was "I'll get to that".

Now, this was before mobile phones (don't judge me), and here's what I wrote down on a credit card size piece of cardboard ...

My days are filled with opportunity,  
when opportunity knocks, I take action.

Now I didn't necessarily believe that totally when I wrote it down. Nor did I start to take action immediately after writing it down.

However, I do remember a specific day, that after about two or three weeks of reading this mental reminder daily, over, and over, that a colleague gave me a lead.

I remember the first thing that entered my mind was 'take action'.

It had replaced the 'I'll get to that', and I actually did go and follow-up on that lead straight away - and won the sale.

Well, I know that many people have used affirmations, auto-suggestion, and mental reminders with a great deal of success.

### Your challenge

Your challenge is to identify those sales and marketing strategies and activities that you're not doing, that if you did do them, more often or more comfortably or better than you are currently doing them, that you would increase your potential for successful selling.

The worksheet provides you with some questions and actions that will help you identify and deal with the tough stuff in sales.

One of the landmark books on this concept was written by Maxwell Maltz. The book is called *Psycho-Cybernetics*.

Let me leave you with a wonderful quote from his book.



## Dealing with the Tough Stuff in Sales.

Max Maltz wrote:

“True success and true happiness not only go together,  
but each enhances the other”.

So successful implementation of those activities that you may least enjoy in sales and marketing, can over time, through that successful implementation, lead you to potentially enjoy them.

**Worksheet exercises:** Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. Which sales and marketing activities do you most enjoy?

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2. Which sales and marketing activities do you least enjoy?

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3. What are some typical avoidance behaviours that salespeople might practise?

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## Dealing with the Tough Stuff in Sales.

4. Of the list you generated and discussed, which are the avoidance behaviours that you might catch yourself practising?

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5. What sales and marketing activities do you believe that if you did them more often and/or more confidently and comfortably, would help you achieve greater results in sales?

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6. What might salespeople be saying to themselves (self talk) about certain sales and marketing activities that would cause them to practise avoidance behaviour, rather than confidently and comfortably just doing the sales and marketing activity?

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## Dealing with the Tough Stuff in Sales.

7. From the list you generated and discussed in question six, select one or two of the 'self talk' statements that you might occasionally say to yourself and write them down here.

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8. In the following space, try to come up with some more positive mental reminders or affirmations that you could say to yourself about certain sales and marketing activities that you may not currently enjoy.

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Now, over the next month, write these statements in places that you will be constantly reminded of these more positive thoughts about the sales and marketing activities.

Catch yourself with positive self talk and reward yourself when you 'just do it' and watch your sales and marketing activity levels increase.

# Creating Distance Between Ourselves and Our Competitors

## Report 6: Creating Distance Between Ourselves and our Competitors.

One of the most important beliefs that any sales professional ought to be able to articulate is their belief in the value that they can create when they sell what they sell.

So, let me start this report with that very question - To what extent do you truly believe in the value you create when you sell what you sell?

This is a question that I often ask sales managers.

To what extent do you believe that your people truly believe in the value they create when they sell what they sell?

I have worked with sales managers and their sales teams in many different industries, in large, medium, and small companies. But this question remains one of the most important that I ask.

When sales people truly believe in the value that they create when they sell what they sell, it forms the foundation of confidence and personal integrity that clients are seeking when they are making purchasing decisions.

But is passion and belief in the value we create when we sell what we sell enough?

We live in a world of increasing competitive markets. Our competitors can usually produce and offer what we produce and offer for around about the same production cost, quality level, service delivery and price offering.

So, it's one thing to believe in the value we create when we sell what we sell, but how do we articulate and demonstrate that in a way that can positively distance us from our competitors, who are offering similar products and services?

## Creating Distance Between Ourselves and Our Competitors

I have no doubt in my mind that the ability to answer, articulate and demonstrate some point of difference in the value we create when we sell what we sell, from that of our competitors, is one of the keys to success in selling.

When consumers have many choices, it can create confusion, especially when there is a 'sameness' about the products and services being offered.

This confusion is only increased when salespeople cannot articulate or demonstrate some point of difference.

But not just any point of difference, it needs to be a point of difference that is important to the client.

You see, if we have no positive point of difference that the client sees of value and that differentiates our products and services enough from our competitors, it almost forces the client to seek a point of difference in price.

In other words, when they can't distinguish between two product or service offerings from competing companies, then it will just make sense for them to go with the cheapest.

Once we start to compete on price and price alone, we are in the commodity selling business. And people usually buy commodity items, where no point of obvious or positive difference exists, on price and price alone.

### So how do you identify your points of difference?

Here are five strategies to consider:

1. Make a list of value units associated with the product or service.
2. Tailor every communication to what's most important to the client.
3. Look for ways to create 'wow' experiences.

## Creating Distance Between Ourselves and Our Competitors

4. Research your competitors.
5. Put the 'you' factor into the equation.

Let's consider each of these.

One way to prepare yourself to be able to articulate your points of difference, is to make a list of the value units associated with your products and services.

I remember some time ago working with a national auto spray painting company.

They had a strong product brand name, but many of their salespeople were concerned that their product per unit was more expensive than their competitor's.

More than this, in terms of paint quality, although the product was technically sound and of good quality and would effectively do the job it was intended to do, there seemed to be a consensus that a competitive product was probably of superior quality and was cheaper than theirs.

Now, if they were simply to compare their product to their competitor's product on a per litre basis, they would lose on price every time.

However, when they listed all of the supporting value that they offered when a customer purchased their product, such as special equipment, training, delivery options, technical back up and support, they realised that these extra value units were superior in many ways to their competitors.

More importantly, when asked why existing customers bought from them, despite the fact that they were more expensive than their competitors, their responses reinforced that it was these extra value units that were most important to their clients.

## Creating Distance Between Ourselves and Our Competitors

What extra value units can you list when it comes to your products and service?.

This is an important question that is provided for you in the worksheet at the end of this report.

Another way to help distance yourself from your competitor is to tailor every communication to address what's most important to the client.

This means obviously that you need to learn first of all just what is important to the client.

Again, this is where the power of questioning becomes so important.

What we want to be doing is asking questions that help clients discover and clarify what's most important to them and questions that have the capacity to 'comfortably disturb' them into wanting to take action to solve a problem or meet a specific need.

It is these types of questions that will effectively distance you from your competitors because you're offering solutions to a specific problem or need of the client, and not just selling a commodity item to address general wants and needs.

### Creating the 'wow' experience

So far I have suggested that to help you distance yourself from your competitors you need to be able to list down the value units that are associated with your products and services, and also that by asking appropriate discovery questions you can tailor every presentation of your products and services to meet specific needs and wants or solve specific problems that your client might be experiencing.

Another way to help you distance yourself from your competitors is to look for ways to create 'wow' experiences for your existing clients.

## Creating Distance Between Ourselves and Our Competitors

Nothing distances you more from your competitors, than after sale service and experiences that clients did not expect nor have to pay for.

What after sale service and experiences are you currently implementing that send loud and clear messages to your clients that you value their business and that you want to demonstrate your appreciation.

This is not an easy question to answer and is even more difficult at times to implement.

Creating advocates through post-sale value adding is a topic that we will cover in more detail in a separate program in the Sales Essentials Series.

However, for now, think about what you are currently doing, and what else might you be able to do after the sale?

Another strategy to distance yourself from your competitors is to research your competitors offering.

As a salesperson, understanding how your product or service compares to your competitors is extremely important.

What you might find though, as many of my clients discover, is that the differences in the product or service itself are usually very little.

How important are your points of difference  
to your prospects and clients?

However, with a little competitor research, you might discover something that you offer that is a point of differentiation.

If this is so, you might then want to ask yourself, So What? Is this point of difference important to my clients? Which clients will this be more important to than others and why?



## Creating Distance Between Ourselves and Our Competitors

By asking yourself these questions and comparing your products to your competitors, you just might discover a significant point of difference that can distance you from your competitor.

However, of all these strategies that I am presenting, the one true point of difference that you have available in every sale that you try to achieve, is the 'you' factor.

Never underestimate the difference that you bring to a purchasing decision for a client.

Are your attitude, approach, thoughts, words and actions aimed at sincerely creating an environment where potential and existing clients feel comfortable to communicate and discuss their business needs, issues, problems and goals?

Are you creating a buyer-seller experience where your customers feel no pressure, and they can see that you're not just there to sell them anything to meet your sales targets?

Your answers to these questions will be impacting your success in creating an interpersonal connection that will distance you from your competitors.

So, when you meet with your clients, potential and existing, what attitude do you bring to the meeting?

What are your true objectives when you meet with clients?

How do you build rapport and trust?

What thoughts, words and actions do you arrive with that send loud and clear messages to each client that you are the type of person they will want to do business with?

These are also important questions to answer.

They may seem a little 'soft' in the harsh competitive world that many of us do business in.

## Creating Distance Between Ourselves and Our Competitors

Yet, the answers to these questions will build your confidence and send clear messages to your potential and existing clients about who you are, what you stand for and why they should buy the products and services from you, and not from your competitor.

Part of this is about your personal brand and aligning your personal values with your motivation to be the most effective sales professional you can be.

People buy for many different reasons.

The key to successful selling in a competitive market is to discover what's most important to each client in making their decision to buy.

How well do you discover what's most important to the client?

How well do you tailor every presentation to explain how you can deliver the value that each client specifically is seeking?

Creating distance between yourself and your competitors has far less to do with your products and services and much more to do with your client focused attitude and determination to discover ways to create value for each client on an individual basis.

# Creating Distance Between Ourselves and Our Competitors

Worksheet exercises: Take a moment and review these thoughts, ideas and principles by completing the following exercises:

1. On a scale of 1 being low and 10 being high, to what degree do you passionately believe in the value you create when you sell what you sell?

(Low) (High)  
1.....2.....3.....4.....5.....6.....7.....8.....9.....10

2. Select a product or service that you provide and make a list of the value units associated with the product or service. Another way of looking at this is to determine the end result benefits that clients will receive that they won't receive from a competitor of yours.

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3. What are some things that you currently do, or could start to do that will create "wow experiences" for your potential and existing clients?

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4. What are the strengths of your competitor's products or service?

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## Creating Distance Between Ourselves and Our Competitors

What are the weaknesses of your competitor's products or service?

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5. How can your product or service offering be positioned so as to create more value for clients than your competitors (note: this does not mean that you ever attack a competitor product)?

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6. What questions could you ask potential clients that will help them discover the points of difference and real value of your products and services.

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# Our personal philosophy – The power of belief

## Report 7: Our Personal Philosophy – The Power of Belief

How would you describe your personal philosophy?

I've asked this question of many people during my presentations and masterclasses.

Some people can answer it quite readily, others need a little time to think about it, and others still have no idea how to answer it at all.

But I firmly believe that this is a question that we all need to be able to answer.

In fact, the better we can answer this question, and the more strongly we relate to the answers that we give, the more likely it will be that we will have more consistency in our lives, less stress and more confidence in our decisions, and a clarity of thought and purpose that will enable us to make wise choices in our planning and activities.

Our personal philosophy isn't something that we regularly talk about in business.

More is the pity.

Because in reality, although we may not talk about our personal philosophy, we carry it with us in the thoughts we think, in the words we say, and in the actions we choose to take.

Our personal philosophy can show in our facial expressions, in how we handle success and how we deal with failure.

Our personal philosophy can become obvious to others in the way we communicate both on the phone, face to face, one on one and in group situations.

## Our personal philosophy – The power of belief

Yes, our personal philosophy is with us at all times, and sometimes it can be more evident to others than it is to ourselves.

I wonder how many times over the years you have heard the story, one way or another, of how if you tell a child enough time that they will probably never be any good at maths or sport or whatever, they will eventually grow up to believe that to be true.

Another version is in the maxim,

If you say you can or that you cannot,  
you are probably right.

As a parent, we learn that what we can teach our children will more than likely be a lot less than what our children will be able to teach us. This has certainly been true for me.

I remember many years ago when our eldest son, Matthew, was about 4 years old. He came running out of his room bursting with excitement saying “Dad, Dad, guess what I’ve learned?”

“What son, what is it that you’ve learned?” I asked.

With that he said, “Watch this, it’s real clever.”

And he took a step forward, folded his arms and just looked at me.

Well, I’ve got about a silence comfort level of about 5 seconds, so I asked, “Matthew what are you doing?”

With that he said, “Wait here” and off he ran.

Well, it wasn’t long until he came running back to me with a book in his hand.

## Our personal philosophy – The power of belief

He said, "Watch".

And with that he started to read.

Now remember, at 4 years of age, he was only just beginning to read.

So, he read out loud to me ... "John and Jill jump. John and Jill run."

He then seemed to stop reading and was just looking at the book for about 5 seconds.

Then he again just looked up at me with a big smile.

Well, it was at this stage that I knew he was his mother's son!

"What are you doing Matthew?" I again asked.

He said, "Dad, I was reading the words out of my mouth ... "

"O.K." I said, "so you were reading out loud - well done."

"But that's not it" he continued getting even more excited about what he was doing.

He said "I then looked at the next line, and I could hear the words inside my head."

And then he asked, "Can you do that?"

"Yes" I replied.

"But Dad," he continued "you can't hear what I'm saying inside my head, can you?"

"No" I said.

## Our personal philosophy – The power of belief

He then took a step forward, folded his arms and looked at me again ... if only I could read minds ... and he finished with “Yes ... that’s what I’ve just learned.”

Well, it was a great lesson that Matthew taught me or reminded me of that day.

We all have this little voice inside our head, and it's saying things to us on all of the time.

Our ‘inner voice’ makes decisions about all that we see, hear and experience.

We may never verbalise what it is that we say to ourselves, but we say it none the less.

And the more we say a certain thing to ourselves, the stronger the belief.

And here's the point.

The stronger the belief the more likely you will  
consciously or subconsciously create a boundary or wall  
to protect and reinforce that belief.

If I believe I can make budget, my boundary or wall of thoughts will be supportive and open to that belief.

So, when opportunities appear to help me make budget, I am sub-consciously able to let down the draw bridge to let opportunities in, and I take advantage of them.

And if I believe that I have no way of ever making budget, my boundary or wall of thoughts will be supportive and open to that belief.



## Our personal philosophy – The power of belief

So, when opportunities occur to help me make budget, I will subconsciously keep the draw bridge closed to those opportunities, and only let it down to allow the entry of evidence to support me in my belief that I can't make budget.

You hear people saying things like, "We've tried that before, and it didn't work." Or "That's for others to try, not me". Or more simply, "That won't work".

These are all examples of our internal draw bridge being raised so that we don't take opportunities.

Of course, if our internal draw bridge is lowered to let opportunities in, we would be saying things like, "I will give it my best shot." Or, "Everything's worth a try". Or "Let's at least consider the possibilities".

### How open are you to new ideas, change and opportunity?

The great philosopher Aristotle has been quoted as saying "We are the sum of our actions, therefore our habits make all of the difference".

He goes on to say, "Our actions and our behaviours are our morals shown in conduct."

Let's consider what this great man of philosophy, who focused on the importance of the character of an individual is actually saying in this quote, and let's consider how these words can help us in this discussion on our personal philosophy.

He starts by saying that we are the sum of our actions.

Everyday we make certain decisions and choices about what actions we will implement.

## Our personal philosophy – The power of belief

We might do some planning, some research, make some phone calls, visit some potential clients, meet with some existing clients, attend meetings, sit in on a training program, and take many other actions.

Aristotle says that we are the sum of our actions.

In other words, who we are is made up in sum of the things that we do. People, our colleagues at work, potential and existing clients, managers, peers, friends, family and strangers, will judge us (rightly or wrongly) based on their observations of what they see us doing. We are the sum of our actions.

If you were able to observe what you do from a distance, how would you describe yourself, based on the sum of your actions?

Aristotle goes on to say that “therefore our habits make all of the difference.”

We may act in a certain way, once, and it may be out of character.

You’ve seen people do that haven’t you.

We might say something like, “Wow ... that was so unlike them to do that.”

That’s an indication of an action that is not a habit.

A habit is a learned automatic sequence of behaviour.

Our habits are formed by repeatedly acting in the same way in similar situations over a period of time. And it is these habits, those actions that we repeat in the same way consistently in similar situations that Aristotle is referring to.

What are the habits that you have in business that are helping you toward achieving your goals?

## Our personal philosophy – The power of belief

What might be the habits that you have in business that could be taking you further away from achieving your goals.

You see, the great thing about a habit is that it is automatic.

We do it without conscious thought. But herein lies a potential problem as well.

What if we have some business habits that are not goal supportive, and that we aren't even aware that we're doing them.

On your worksheet that follows this report, you'll get an opportunity to list down the types of work habits that you have in a range of areas, and get to discuss how some habits might be goal supportive and some might actually be goal obstructive.

### What sort of habits could be goal obstructive?

One way to consider the more goal obstructive habits is to think about the things you do during the day instead of the things that you know are directly or indirectly income producing. Things like:

- The number of coffee breaks you take.
- The number of personal calls you make.
- The number of colleague 'catch up' chats you have.
- The time you spend on paper shuffling.
- The time you spend on emails or the internet.
- The time you spend reading nonproductive material.
- The time you spend getting ready to do things.
- The time you spend on your favourite things, rather than what need to be done.
- The time you spend just thinking about what to do next.
- The time you spend being distracted by others.

So, Aristotle says that our habits make all of the difference.

## Our personal philosophy – The power of belief

And he goes on to say that our actions and our behaviours are our morals shown in conduct.

In other words, everything we say and everything we do sends loud and clear messages to everyone around us about who we are and what our personal philosophy is – or said another way, just what we stand for.

But what drives our action?

It's our personal philosophy.

You see, what we say to ourselves (our personal philosophy), can affect how we feel emotionally and physically.

How we feel about things emotionally and physically can cause us to act in certain ways.

Our actions that we take on a regular basis form the bulk of our habits.

And our habits, those things we do on a regular basis are what will create our success.

I'm sure that you've experienced this yourself.

Most of us understand this concept intuitively but may at times forget or choose to ignore it.

So, if we look at our success levels, in any area of our lives, and if we find ourselves in a situation that may not be as successful as we would like it, then we first have to go back to explore the habits that are causing us to be where we are.

We have to go back to the actions that we take, the feelings that we have, and most importantly, to what we are saying to ourselves that causes all else to follow.

## Our personal philosophy – The power of belief

Let's consider for a moment the value in developing a personal philosophy of success. What areas might be important for us to explore?

Here are just some of the areas that will help you develop a personal philosophy of success. They are provided for you again in the worksheet at the end of the report.

- Belief in Job Role.
- Belief in what selling is.
- Belief in your products and services.
- Belief in your own competencies.
- Belief in your team.
- Belief in yourself.
- Belief in your company.
- Belief in your clients.
- Belief in your opportunities.
- Belief in your future.

Let's take a moment just to consider each of these and their importance.

Your belief in your job role and your belief in what selling may be directly related and will have a direct impact on how you perform.

I've known many people who have ended up, sometimes without thought or intent, as salespeople.

Some struggle with even calling themselves a salesperson or considering that they are in sales.

What I've learned over the years is that this usually is caused by one of two things.

## Our personal philosophy – The power of belief

The first is that in previous roles or as consumers, they have had negative experiences with pushy, unprofessional, or even unethical salespeople.

And they certainly don't want to be considered similar to that stereotypical type of salesperson.

The second is that they have a flawed and negative definition or understanding about sales.

I have found the best way to deal with this low belief in what selling is, is to redefine the word selling.

Selling is not something we do to or at someone.

Selling is what we do for and with someone.

If you have products and services that potentially could create real value for a client, value that they may not even know that they can get, why shouldn't you at least have a conversation to explore that possibility.

I don't remember the exact day that this happened for me, but I do remember that every client interview after went so much better.

I remember I used to go out on client visits with the words repeating silently in my mind, "You've got to win the sale, do the doable deal".

But this one day, I had made up my mind that this client call would be different.

I decided that I was just going to have a conversation with the client to help them clarify any potential heading out on a client call.

One definition of selling is that it is the process of creating mutual value.

## Our personal philosophy – The power of belief

When we as salespeople can offer and provide something of value for the client, the client will return that value to us.

This can be in money, referrals, stronger relationships, and many other ways.

How do you regard your belief in your job role and what do you believe about selling?

Our belief in our products and services is obviously going to have an affect on how we talk about the value we can create.

Whether you have one product or service or many, your belief in the value they create for the client at the price you charge, will have a direct impact on how successful you will be in selling them.

What about your belief in your own competence?

Do you have sufficient product knowledge? Do you have the communication skills and confidence to be able to sell?

What about your belief in the team with which you work?

Are you getting the support you believe is necessary for you to be successful? If not, what might you do to help gather that support?

A more difficult question, is if not, what might you be doing to cause the lack of support?

How strongly do you believe in the company that you work for and the mission, vision, values, and objectives that the company is trying to achieve?

Your belief in the company, it's products and services will all be quite visible to your clients and potential clients – especially if they have some problems, issues, challenges or objections to what you might be saying to them during a sales interview.

## Our personal philosophy – The power of belief

And finally, what are your beliefs about your opportunities for success and the future?

Your belief in your potential to be successful, to be able to take opportunities now and in the future will be an internal motivator that will cause you to seek out and take action in goal supportive activities.

Let me leave you with the point that we can choose our philosophy.

We can choose a philosophy of success.

We can choose a philosophy of “can do”.

We can choose a philosophy of self-leadership.

We can choose a philosophy of giving and of abundance.

One of my favourite business and life mentors was the late, Jim Rohn.

He advised this:

“Success is not something you pursue,  
it’s something you become.”

Your personal philosophy is a choice.

What choices have you made to become successful?

What choices will you make to build a personal philosophy that will help you become even more successful?

**Worksheet exercises:** Take a moment and review these thoughts, ideas and principles by completing the following exercises:

1. How would you describe your personal philosophy?



## Our personal philosophy – The power of belief

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2. What are some habits (behaviours and actions repeated regularly) that you have at work which demonstrate your personal philosophy?

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3. What work habits might you have developed that are moving you closer to achieving your sales targets?

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4. What work habits might you have developed that could be inhibiting your achievement of sales targets? (Use the following list as a guide)

- Coffee breaks

## Our personal philosophy – The power of belief

- 'Smoko's'
- Personal calls
- Colleague 'catch-up' chats
- Paper shuffling
- Email management
- Reading non-productive material
- Getting ready to do things (over preparing)
- Choosing favourite activities vs doing important activities
- Thinking too much
- Being distracted by others
- Being distracted by external concerns

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5. Take a moment and rate your belief in the following areas (1 is a low belief and 10 is a strong belief):

Belief in your job role

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

Belief in what selling is

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

Belief in your products and services

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

Belief in your own competency

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

## Our personal philosophy – The power of belief

Belief in your team

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

Belief in your company

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

Belief in your clients

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

Belief in your opportunities

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

Belief in your future

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

Each of these beliefs will impact on your performance.

They influence your decisions and actions by controlling your perceptions about who you are, what you do and what you believe about your current and future potential for achievement.

Building a personal brand to attract more buyers.

## Report 8: Building a Personal Brand to Attract More Buyers.

I'd like you to take a moment and think of the first product that comes to your top of mind as I give you a range of categories:

O.K., so let's try it.

The first category is soft drink.

What about a European prestige car?

Now what comes to top of mind when I say Running Shoes?

How about denim jeans?

I've asked these questions to many people, and the typical answers are Pepsi or Coke for the soft drink. BMW or Mercedes for the European prestige car. Nike or Asics for the running shoes and Levis for the denim jeans.

Regardless of whether these were your answers or not, the reality is, some brand name came to top of mind for you as I gave you the category.

That reaction, something coming to top of mind, is what branding is all about.

One of my close friends and a brand management expert to our business is Fiona Pearman, Managing Director of the company Brand Management Strategies.

Fiona often tells her clients that your brand is the platform upon which all your decisions in business should be made.

## Building a personal brand to attract more buyers.

One of the greatest lessons that I have learned from Fiona is the distinction between your company brand and the many sub brands in the products and services on offer, and the importance of your own personal brand.

We live in a world where markets are full of competitors who can usually offer similar products, services, at similar price points, quality, and service levels.

Quite often, the choice that a potential client might have between one company and another, one product and another, given that the prices are very similar, will be the emotional and intellectual connection that they develop with the salesperson.

But what will cause one salesperson to have a stronger emotional and intellectual connection with a potential buyer over and above that of another salesperson?

This an important question for everyone of us in sales to be able to ask and confidently answer for ourselves.

Why would a potential (or existing) client choose to buy from us and not someone else, given that the products and services, quality and price are all very similar.

In your worksheet at the end of this report, you have an opportunity to consider some questions that will help you discover your personal brand and how it can help you attract more buyers.

Here are some example questions for you to consider:

1. How would you rate your level of product knowledge compared to others in your industry?
2. How would you rate your overall level of expertise in your industry?

## Building a personal brand to attract more buyers.

3. How well are you recognised as an expert in your field by potential and existing clients?
4. How well are you recognised as an expert in your field by your peers and colleagues in your industry?
5. How would you rate your overall confidence in communicating with others?

Let's take this a bit further.

How can you create a personal brand that is readily recognised within your industry by your peers, competitors and most importantly, your existing and potential clients.

I've heard this referred to as the "Ghost Busters" principle.

You remember the world hit movie the Ghost Busters. Their catch cry was "Who ya gonna call?" and the answer was of course, Ghost Busters.

Well let's apply the principle to our own personal brand and consider what impact this might have on our success.

When a potential client (or existing client for that matter) wakes up of a morning, and for whatever reason, decides that today they need a product or service that you could help them with, who are they going to call?

Who will come to top of mind for them?

If the answer is you, then congratulations. You already have a strong personal brand.

But if the answer is that they could call a number of different people and that you're not convinced you'd be top of the list, then you may

Building a personal brand to attract more buyers.

have a recognition void, and there may be some work for you to do to build your personal brand to get you to be top of mind.

So, what can you do?

That's the purpose of this report.

Let's first consider three key strategies to build your personal brand.

The first is that you need to be seen by the people who can help you achieve your sales targets and business goals.

Now, obviously potential, and existing clients is the easy answer.

But think a little deeper, and you will be able to start to consider which existing clients, which potential clients.

Who else will you be seen by to help you achieve your sales targets and business goals?

Answer this question, and you're well on your way to targeting your personal brand and building your profile.

Once you've worked out who you need to be seen by, spend some time thinking about how and where you're going to be seen by them.

What proportion of your contact strategy will be face to face visits?

What proportion will be phone calls?

Where else can you be seen by them – think beyond just face to face and the phone.

## Building a personal brand to attract more buyers.

When you implement your answers to these questions, you will have clearly identified who you need to be seen by, and where you can be seen by them, and seen by them in places that is easy for them.

But it's one thing to be able to be seen by the people who can influence your successful pursuit of your sales targets and business goals, but a more important question is:

Will they remember you when they need a product or service that you could provide for them.

So, the question you need to consider is:

What can you do with your personal style and/or business practices that will cause people to remember you for all the positive and right reasons?

Now before you tune out on the personal style side of that question, let me clarify what I mean.

What I'm not saying is that you need to change your personal style – that would be ridiculous.

But what I am asking is, is there something about your personal style that will naturally cause people to remember you, or if you emphasise it in some practical and positive way, that it would cause people to remember you for all the right reasons.

For example, you might have an accent in your voice, maybe there's something about the clothes you wear, maybe it's something about the colour of your hair, maybe it's something about your personal approach to life, maybe it's just your personality - something that differentiates you naturally from your competitors.



Building a personal brand to attract more buyers.

## The 'Sameness Syndrome'

The problem or challenge is that for the majority of us, there's a general sameness about us all.

Of course, we're all different, but physically and stylistically speaking, there's usually not something that by and of itself will cause people to remember us for all the positive reasons.

So, we turn to the second and more important part of the question.

What can you do with your business practises that will cause people to remember you for all the right reasons?

Maybe it's your stationary, maybe it's the level of service you provide, maybe it's the after sales service you're known for, maybe it's the extra mile philosophy that you adopt.

Whatever it is, we all need something that will differentiate us in a way that our personal brand stands out and distances us from our competitors.

If you answer these questions, and take action on your findings, you'll be well on your way to developing a personal brand and becoming top of mind in your clients and potential clients' minds.

Obviously, as you become top of mind through a personal brand management strategy, your ability to continually promise what you can deliver and most importantly to deliver on your promises, will cause you to make even stronger emotional and intellectual connections with your existing and potential clients.

So, we're talking about your ability to build and maintain your personal brand, your personal profile, and coupling this with the strength of your company brand and the many sub brands of your products and services.

## Building a personal brand to attract more buyers.

Although for many of us who may have been raised not to stand out in the crowd, not to brag, and not to hog the limelight, in the world of sales and business, being a conformist will not reap you the greatest of rewards.

Look for strategies to build your personal brand that fit well with your personal values.

Don't try to do things that will cause you to not feel good about yourself.

Your own belief in the strategies you take action on, is the intangible glue that binds actions with successful outcomes.

## Building a personal brand to attract more buyers.

Worksheet exercises: Take a moment and review these thoughts, ideas and principles by completing the following exercises:

1. Why would a potential (or existing) client choose to buy from you and not someone else?

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2. How would you rate your level of product knowledge compared to others in your industry?

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

3. How would you rate your overall level of expertise in your industry?

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

4. How well are you recognised as an expert in your field by potential and existing clients?

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

5. How well are you recognised as an expert in your field by your peers and colleagues in your industry?

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

6. How would you rate your overall confidence in communicating with others?

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

## Building a personal brand to attract more buyers.

7. Who do you need to be seen by to help you achieve your sales targets and business goals?

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8. How and where can you be seen by these people in a way that's easy for them?

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9. What will you do with your personal style, and/or business practices that will cause these people to remember you for all the positive and right reasons?

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### Report 9: The Principle of Reciprocity.

Isn't it funny how some of the best bits of advice we get are the most simple.

It's true.

One of the most important principles that I have ever learned, and am constantly amazed by the power of, is the **universal law of reciprocity**.

There are probably better definitions of the universal law of reciprocity than "What you give out, is what you get back", but it seems to best encapsulate the meaning for me.

Have you ever watched a baby smiling or giggling on public transport?

Did you notice how many adults on the bus or train were smiling right back at the baby?

Did you catch yourself smiling?

Have you ever been confronted by an apathetic and abrupt customer service assistant.

Despite your best intentions when you walked into the shop, you had to fight really hard with yourself to not get sucked into their negative world and end up in an argument.

Have you ever been in a team meeting or having a meal with family, brothers and sisters and noticed how one member sends out a few sarcastic remarks, and all of a sudden, sarcasm is being shot back and forth (with some laughter and some "hidden" hurt and tears)?

These are all examples of the universal law of reciprocity.

## The principle of reciprocity

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You know the concept – you give out positive signals, and you get positive reactions back. When you think, talk and act positively, even when times are tough, positive people will want to be around you, and more positive things just seem to happen.

It's like a magnetic attraction.

You'll know people like this – maybe you're one of them.

Some people just don't want to expel their energy on the negative.

They're constantly looking for the upside.

That doesn't mean that they're necessarily *over-enthusiastic* about *everything* (there are extremes in all things), but these people understand either intuitively or maybe they've learned it, that if they want positive things to happen to them, they've got to think, talk, and take positive actions.

It also cuts the other way. You give out negative signals, and you get back negative reactions.

You've seen people like this too, haven't you?

It doesn't matter what the message or the situation, some people just want to see the downside of everything.

They constantly look for why things won't work, or why things don't apply to them.

They find fault in others and attract only others who share and support their negative beliefs.

## The principle of reciprocity

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They see that the whole world is falling apart because of their daily dose of doom, received each evening on the six or seven o'clock news.

### Reciprocity cuts both ways

I consulted once to a company whose managing director was a real enigma.

On some occasions he was one of the most interesting and giving people that I have met, but on most occasions he was ruthless, manipulative, dishonest and used people to gain his own advantage.

He had built this company from scratch.

From start up, there was basically himself and two other people, operating off crates as desks and chairs, importing product from Asian sources to provide a price competitive retail product to the Australian retail market.

Over a period of about 5 years, from the late 1980's to the mid 1990's this managing director built this company from just an idea into a multimillion-dollar company with operations in every state of Australia and significantly healthy profits.

So, what does this have to do with the universal law of reciprocity?

To achieve the levels of growth and profitability, this managing director constantly played one supplier against another.

He would pull out of what would be considered by one supplier as a 'Done deal', only to go with a last minute 'Better deal' by a competitive supplier.

In the eighties real estate markets, they referred to this as "gazumping".

## The principle of reciprocity

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He would screw suppliers, threaten them, lie to them, and basically, because at the time, his company was the only real entrance to the Australian market, they would have to basically just put up with it.

But this was not only happening with suppliers but also with his clients – the retailers.

He believed that negotiating was about winning at whatever cost.

This became evident in his sales team as well.

They would go to major national retail stores, meet with their buyers, and stretch the truth about delivery dates, product quality, product colour, terms, and conditions.

Once again, because at the time, the product range was relatively new to the Australian market, the retail companies chose to put up with it.

I've talked about the suppliers and the retailers.

But the people he employed were also under fire.

I still remember one day sitting in the managing director's office. It was one of those offices with a glass wall to enable him to look out on what everyone else was doing.

I had my back to the work area and was facing the managing director, and we were talking about a sales conference he wanted to run.

He had confided in me that he was having difficulty with finding good employees. He said that it was hard to find people with the same commitment and drive that he had.

As we were talking, I could see that he was somewhat distracted.



## The principle of reciprocity

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He kept peering over my shoulder, through the glass wall, and out to the “work area”.

As I continued to answer a question he asked me, he excused himself, and left the room.

As I turned around to see what the distraction was, I noticed three staff members at one desk in conversation.

They were smiling and it seemed all OK to me.

Then the managing director got to the desk where they were all standing, and he yelled at them.

“Get back to work. I don’t pay you to enjoy yourselves.  
I pay you to work and to get things done.”

They quickly dispersed and a hush fell over the work area.

The managing director walked back into his office, red faced and almost hyperventilating.

He sat down, took a moment, and then apologised with a questioning smile. “You see,” he said, “I just don’t seem to get the respect that I deserve from these people”.

So, this was how he dealt with suppliers, retailers, and employees (and probably many other stakeholders as well).

But after a while, the universal law of reciprocity came into practice.

The retail stores started to negotiate directly with the Asian and other overseas manufacturers.

## The principle of reciprocity

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Other competitive suppliers started to emerge. Good staff (especially the salespeople) left to his competitors.

Suppliers now had choices and started to deal with his competitors.

Those that did continue to deal with him, made sure that it was on *their* terms and not his.

Over the next few years, the company slowly got deeper and deeper into trouble.

The managing director had to finally give in, and the company was bought out – mainly for the stock and staff – the “goodwill” was basically negligent.

### A footnote to this story

You may be tempted to say that I am drawing a long bow, but the managing director also became quite ill.

I believe this had to do with a second principle known as the principle of “*internal conflict*”.

I mentioned to you that this managing director was at times a most giving man.

But there was a conflict within him.

He was somehow able to remove his personal morality hat when he arrived at work and put on his ‘Greed is good’ hat to do business.

Over the long run, this internal conflict ate away at him.

Basically, the principle of “internal conflict” is that when people perform or are asked to behave in certain ways that do not meet their most

## The principle of reciprocity

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deepest inner and personal beliefs, a conflict between mind, body and action occurs.

This conflict can cause inaction, inappropriate action, and disruption.

The inaction, inappropriate action and disruption can be personal (physically or mentally) or to others.

The universal law of reciprocity was basically catching up with the managing director. What he gave out, he got back (and how!).

Now you might think this to be a melodramatic example to use.

But the universal law of reciprocity is never too far away.

Our potential and existing clients want to do business with people they can trust, with people who have their best interests in mind, with people who are skilled and knowledgeable about what they're offering, with people who genuinely seek to meet and exceed their expectations.

If you want to receive value, you better give value.  
If you want clients to be loyal advocates,  
you'd better give them reason.

There is an exercise on the worksheet at the end of this report where you will list down the left-hand side of a page of all significant people you deal with on a day to day basis (current potential and existing customers, team members, manager etc).

On the right-hand side of the page, you will construct a 0 to 5 rating scale. 0=low and 5=high.

Then I will get you to rate the level of trust that you have been able to build with each contact.

## The principle of reciprocity

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You will think about the trust you have in them, and the trust you truly believe they have in you.

Your truthful answers can be enlightening to say the least.

Wherever low levels of trust are scored, start thinking of strategies to build that trust level, then act on those strategies.

### Vision ... Direction ... Purpose

The principle here is to develop yourself a strong personal vision, direction, and purpose.

What is your vision for your potential and existing clients?

What is your purpose as a sales professional?

What are the core directional values that you will aspire to?

Ask yourself "why would others want to buy-in to this personal vision, direction and purpose?"

Also ask, "How will this vision, direction and purpose create value for others? How will it make a difference to those around me?"

Your worksheet has these questions for you to consider.

When you can answer these questions, make sure that your behaviour constantly and consistently demonstrates your commitment and passion in that vision, direction, and purpose.

When you do this, trust will develop in your relationships, and you will create a magnetic attraction for people who want to help you achieve your vision.

## The principle of reciprocity

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This will include of course happy clients ready to buy from you again, and ready to recommend and refer you to others.

Remember, what you give out, you get back.

Whether you believe in it or not, whether you understand it, or not, the universal law of reciprocity is always at work.

# The principle of reciprocity

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Worksheet exercises: Take a moment and review these thoughts, ideas, and principles by completing the following exercises:

1. Make a list of 5 of your existing clients and 5 potential clients who you hope to do business with in the left hand column that follows. Then rate the level of trust that you have been able to build with each contact.

Name of contact	Level of trust	
	(low)	(high)
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	
	1...2...3...4...5	

2. If you would like to receive more value (more sales, referrals, positive feedback, deeper relationships), what will you do to create deeper levels of trust with each of these clients?

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## The principle of reciprocity

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3. What is your personal vision, direction, and purpose for being in your sales role?

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4. How will this vision, direction and purpose create value for others?

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## Managing and achieving goals

### Report 10: Managing and Achieving Goals.

The majority of us in sales don't get much input into our own sales targets.

If you do, fantastic -you're one of the fortunate few.

But for most sales people and their managers, sales targets are usually set by the finance department in response to the pressure being put on the organisation's board of directors, to achieve and provide, a predetermined return to shareholders.

Well, the reality is that your sales targets are a given, and the minimum standard of performance that will be expected of you is to achieve that target.

If you're in the fortunate situation where you firmly believe that the sales target set for you is easily achievable, that's fantastic.

But for many salespeople, their immediate reaction when they find out their new sales target is one of dismay.

And herein lies the problem that many salespeople start to cause for themselves.

They disengage their energy and motivation from that target by saying something like, "Well, it's not my target", or "That's a ridiculous figure."

Now, what I'm about to say, may cause you to roll your eyes and shake your head, but stay with me for a moment.

As salespeople, if we want to increase our chances for success, we need to understand, that even if our sales targets are ridiculous figures, it's not our concern.

Just in case your sales manager is reading over your shoulder and has just fell off their chair, let me explain.



## Managing and achieving goals

The actual sales target is not your concern, because it's a given. It's set. It's not negotiable.

So, what is your concern?

What we as salespeople need to be focusing on is not the actual sales target, but what sales and marketing activities we will define and implement in order to have the highest chance of achieving the target.

This is not to say we ignore the sales target; we simply focus our attention on the things that will help us achieve it.

We often have no control over the target,  
but we do have choice and control over  
our own sales and marketing activities.

In fact, our research has shown time and time again, that in certain situations when salespeople focus so intently on the target, they put too much pressure on themselves and become target focused and not success focused.

The result is that they often exhaust most of their motivation and energy in worrying about the target, instead of focusing on identifying and implementing sales and marketing activities that will help them work toward achieving the target and their ultimate success.

So, let's start to focus on what is in your control as a sales person and let's think about the theme of this message, managing and achieving goals, in terms of what's in your control.

In the worksheet at the end of this report you will get a chance to set some goals in some specific areas of sales to help you achieve your sales target.

I have no doubt that you will already have set some goals, and my hope is that this will confirm or reconfirm that you're on the right track.

## Managing and achieving goals

So, let's consider some sales and marketing activities for which you might want to set some goals.

Here's a list for you to work on:

- Defining your prospect clients
- Researching prospect decision makers
- Introductory emails/letters to prospects
- Phone calls to prospect decision makers to arrange interviews
- Planning your meetings with prospect decision makers
- Meeting with prospect decision makers
- Building rapport during your meetings
- Asking questions during your meetings
- Showing value during your meetings
- Identifying obstacles during your meetings
- Confirming (closing) the sale
- Staying In touch to reaffirm their decision and to add value
- Reviewing every call or meeting
- Categorizing or segmenting your existing clients
- Defining the potential revenue opportunities with existing clients
- Developing a stay in touch program for existing clients
- Implementing a stay in touch program with existing clients
- Developing a personal branding strategy
- Attending client and prospect association meetings – getting involved
- Writing articles (which is different to advertising) in client and prospect industry magazines.
- Sending newspaper or magazine clippings to existing clients on areas that you've learned they're interested in.

Now this is simply a list to start your goal management and achievement process and I've listed them again for you in the worksheet at the end of this report.

## Managing and achieving goals

As you consider each of these, you'll have the opportunity on the worksheet to write out actual goal statements.

As you will see, the goal statements are written in a specific way to ensure that each of these 'activity goals' are easy for you to review and manage your progress.

For example, you might write out a goal statement on defining your prospect clients in a similar way to this:

By Wednesday next week, I will have researched and developed a list of prospective clients that I will be calling on over the next 100 days.

A key to making these goals realistic and achievable, is to transfer them into your daily and weekly activities.

### Diarise your way to success

As a salesperson, our diaries ought to be full of specific and measurable daily and weekly activities including research time, phone calling time, email/letter writing time, sales calls/meetings with prospective clients, sales calls/meetings with existing clients and so on.

There's nothing worse in a salesperson life than an empty diary with no activity and little prospect of success.

So, increase your chance of success by filling your diary with realistic opportunities that you will create from your sales and marketing activities.

While you're working through the sales and marketing activity list provided (and of course, you will be able to come up with other activities that you need to undertake), start to think about the sales target and how your activity levels will enable you the best chance of achieving it.

## Managing and achieving goals

Another key message you may have read in other special reports I've written, is on developing a 100-day plan.

It helps you to look at your sales target and break it down into a more manageable number by getting you to answer these questions:

1. What proportion of the sales revenue target was achieved last year from existing clients?
2. What potential is there from existing clients for this year?
3. How will I stay in touch with these existing clients to provide value and reason for them to do the same amount or additional amounts of business with me this year?
4. What amount do I need to find from new clients?
5. How will I identify these new clients?
6. What marketing and sales activities in the past did I or have others used to secure business with existing clients?
7. What marketing and sales activities and strategies will I employ to set up appointments or make contact in other ways with the potential clients I have identified, to discover and clarify where there might be potential for me to create value for them?

Once again, these are listed in your worksheet.

But setting these sales and marketing activity goals is only a part of the process.

You also need to manage the process of goal achievement.

You can do that by first looking at each of the sales and marketing activity goals that you have set, and asking yourself this question:

## Managing and achieving goals

What skills, knowledge or attributes might I need to learn or strengthen to be able to achieve this goal?

This is an important question for you to ask, because if you don't have the competency to achieve the goal, it will only cause you frustration.

So as part of your goal management process, you need to identify a personal learning and development plan.

Identify the areas that you will need to develop and start working on those.

Another part of the goal management strategy is to review your progress on a regular basis.

Weekly is a pretty good way to do that. Last thing on a Friday of each week, take a half an hour to review your progress.

What did you set as your weekly sales and marketing activities and how did you go.

What caused you to achieve or not achieve these activities?

What can you do in the next week or so to ensure those activities that did not take place in the past week are recovered in the following weeks?

## The importance of rewards

Finally, one of the most important strategies to managing the achievement of your goals is to reward yourself when you achieve the activity levels you set.

Rewarding yourself is different to the rewards you will receive from your organisation and in many ways, more important.

## Managing and achieving goals

When you know that you have set realistic but stretching activity goals, and that you have actually achieved what you set out to do, the numbers will just take care of themselves. So, remember to reward yourself weekly or fortnightly.

Maybe you will reward yourself by treating yourself to something special.

It could be going to see a movie, a special bottle of wine, or taking some personal time.

Whatever it is, set these little personal rewards regularly, and make sure you take them when you earn them.

Let me conclude this report with this: Planning doesn't achieve results, nor does unplanned activity usually achieve the best results.

However, well planned and executed sales and marketing activities, when implemented with strong belief and enthusiasm by you, will give you the best chance of achieving any sales target that you might be faced with.

So, fill your diary with planned sales and marketing activities, reward yourself as you implement and achieve your weekly and fortnightly activity levels, and I'm sure you will reap the benefits and accolades from your organisation as you meet and even exceed your sales targets.

## Managing and achieving goals

**Worksheet exercises:** Take a moment and review these thoughts, ideas and principles by completing the following exercises:

1. Use the following list to select () some sales and marketing activities that if you set some activity goals, and achieved those goals, you would move closer to achieving your sales target.
  - Defining your prospect clients.
  - Researching prospect decision makers.
  - Introductory emails/letters to prospects.
  - Phone calls to prospect decision makers to arrange interviews.
  - Planning your meetings with prospect decision makers.
  - Meeting with prospect decision makers.
  - Building rapport during your meetings.
  - Asking questions during your meetings.
  - Showing value during your meetings.
  - Identifying obstacles during your meetings.
  - Confirming the sale – asking for their decision to buy.
  - Staying In touch to reaffirm decisions and add even more value.
  - Reviewing every call or meeting.
  - Categorizing or segmenting your existing clients.
  - Defining the potential revenue opportunities with existing clients.
  - Developing and implementing a stay in touch program for existing clients.
  - Developing a personal branding strategy.
  - Attending client and prospect association meetings – getting involved.
  - Writing articles (which is different to advertising) in client and prospect industry magazines.
  - Sending newspaper or magazine clippings to existing clients on areas that you've learned they're interested in.
2. Now, choosing three of your selections, use the guidelines below to create activity goals that you can commence to work toward achieving.

Goal Statements can be written in the following form:

## Managing and achieving goals

By (date) I will (an action) (a measurement).

Example: By [date - Wednesday next week] I will have [action - researched and developed] [measurement - a list of 100 prospective clients who I will market to].

By [date - June 30] I will have [measurement - personally contacted] [measurement - all 100 prospective clients on my prospect list to arrange interview opportunities]

Your Activity Goal #1

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Your Activity Goal #2

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Your Activity Goal #3

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## Managing and achieving goals

3. What personal reward will you allow yourself as you achieve each of these activity goals?

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Product knowledge – the must, should and could knows.

Report 11: Product Knowledge – The must knows, should knows and could knows.

Have you heard this quote attribute to Theodore Roosevelt?

“No-one cares how much you know, until they know how much you care”.

Although this may sound a little soft and touchy feely, the message is still pretty important.

Clients don't really care how much product knowledge you have, so long as you have a sufficient level of expertise to be able to answer their questions and show value by demonstrating what it is your products or services can do for them to meet or exceed their wants, needs and expectations.

I've known many salespeople who have exceptional levels of product knowledge.

They are recognised experts in their field.

However, having the expertise and being able to communicate it in ways that are meaningful to potential and existing clients are two different skills.

Recently I went to buy a new home theatre system.

I wanted to have that surround sound experience in our home. You know the sort. I wanted the big screen and high-definition surround sound action right in my own living room.

I thought, incorrectly as I discovered, that this shouldn't be too difficult a task.

Product knowledge – the must, should and could knows.

Everywhere I initially went, I experienced almost identical salespeople, all who seemed keen to demonstrate their expertise and command over all the features of their products.

The conversation always started out well.

“Can I help you?” they'd ask.

“Yes, I'm looking for a home theatre system” I'd reply, and that's where things went down hill pretty quickly.

The majority of these salespeople would jump right in and explain the different options (i.e.. Product choices and combinations) that I had.

But as I listened to them, and they obviously knew exactly what they were talking about, I had absolutely no idea what they were saying, or whether what they were explaining, in terms of the different products, their capacity and the various combinations available, whether any of them would actually be right for me.

Too much product knowledge can cause problems.

The flooded me with technical terms, none of which meant anything to me.

I left these salespeople by saying thanks for your help, I think I need to consider my options a little more.

Finally, as I was about to give up looking, I went into one last store.

The conversation started the same way as before – “Can I help you?” asked the salesperson.

“Yes” I said, “I'm looking for a home theatre system.”

Product knowledge – the must, should and could knows.

“Fantastic.” came the reply. “Can I ask what type of home theatre system you currently have at home?”

Finally, I had a salesperson who was willing to find out a little about my specific situation before starting on about the many product options and combinations.

The salesperson asked me about our house layout (of which we ended up drawing a floor plan together), what the walls were made of, and whether we had an outside entertaining area. He asked about the age of our kids and what sort of music we all liked to play when relaxing, when entertaining and many other questions to help him get an idea about which of his products and combinations might be best for my situation.

It's great when they get it right

He then said something like, there really are a lot of different options, but I believe you really ought to buy this package.

He then went on to explain why the particular package he was recommending would be best for my situation.

He still used the same jargon that other salespeople used, but he was able to say “And what that will do for you is ...” And he'd relate it back to what he know about my house, and my situation.

Well, you've probably worked out already that I bought the home theatre system from that salesperson.

Now I know that not everyone buys the same way that I buy.

But that's the very point I want to make.

Product knowledge – the must, should and could knows.

People don't buy your products and services. They buy what those products and services will do for them.

If you're in a service industry where you bill out your time, people aren't buying your time, or your expertise.

They're buying what your time and your expertise will do for them.

They're buying problem resolutions and satisfaction of specific wants and needs.

So how do you make sure that you don't flood your potential and existing clients with product and service details that either don't make sense to them or just aren't important to them?

The answer is to ask questions of your potential and existing clients to find out specifics of their situation and from your understanding of their specific situation.

Then, tailor your discussion about your product or service features by discussing meaningful and tangible benefits that fit each client's situation, needs, wants and expectations.

One way to ensure you are talking about your products and services in meaningful ways is to look at a framework of must knows, should knows and could knows.

The must knows, should knows and could knows

Let me explain.

The must knows are the specific features of your products that you have identified will best suit the client you are talking with.

Your conversation might go something like:

Product knowledge – the must, should and could knows.

“One of the things you have told me is ...”, and you mention a particular need, want or specific about that clients situation.

Then you might say something like, “And one of the features that this product has is ... “, and you mention the feature.

Then continue with “And what this feature will enable you to do is ... “, and you mention how that particular feature will result in a specific benefit that client has told you they are seeking, or how it will suit their current situation that they have explained to you.

These are the must know features of your products because if you have asked great questions of your client, you will have identified which of the many features of your product are most important to the client. The must knows or the must haves.

The should knows are the specific features that you believe, based on your assessment and understanding of the clients specific situation, will add value to what they will experience from the product in a way that they may not have even considered.

You have to be careful here that you don't start talking about the things you really like about the product.

There still needs to be a connection and reason for you to be talking about these 'should know' features.

Maybe you'd say something like, “Now you may not have thought about this, but based on what you've told me, here's something else that this product will do for you ... “.

So, there's a genuine connection and reason for you to be highlighting this additional feature or features and the associated benefits that the client will receive.

Product knowledge – the must, should and could knows.

The could knows are the features of the product that although they exist just aren't important to the client given all that you've been able to understand about their specific situation.

## A practical exercise

A great exercise is to build your product knowledge and to better understand the must know, should know, and could know approach to discussing your products and services, is to pick a product or service, and write down as many features that you can remember.

Next, for each feature, ask yourself the question "What does this feature actually do for the client?" Then write down your answers.

You may find that one feature may have a number of different benefits, depending on the client's specific situation and how they might want to use the product.

You'll get an opportunity to try this out on the worksheet at the end of this report.

Next time you're out shopping, take notice of how many times a salesperson actually asks you questions to identify your specific situation, so as to be able to sell to you a product that will meet your needs, as opposed to just flooding you with information that might not be important to you.

Your product knowledge and level of expertise is only important when you can use it in ways that are meaningful for your potential and existing clients.

Don't tell them about your products and services, sell them on the features that will achieve real benefits for their specific situation, their specific wants and needs.

Product knowledge – the must, should and could knows.

When you sell in this way, although it might sound like it will take a little more time, and it generally will, your number of sales will increase.

They will because you are clearing away the clutter that quite often confuses potential buyers.

Tell them the must knows, add value with the should knows, and leave the could knows for their own discovery once they've bought.



Product knowledge – the must, should and could knows.

**Worksheet exercises:** Take a moment and review these thoughts, ideas and principles by completing the following exercises.

1. Many salespeople focus on the features of their products or services.

This exercise will outline or remind you of the process of converting a product feature into a benefit or benefits to a client.

First, we convert features into benefits by choosing a product or service. Write the name of a product or service you provide in the space below:

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Next we right down a list of the many features of that product or service. A feature is simply a component of the product or something that we do as part of a service.

Write down some features of the product or service you have selected.

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But so what? A benefit is what that feature of the product will do for the client. A benefit is what we do as part of a service will do for a client. The benefits satisfy needs, wants, and solve client problems.

Write down some benefits of the features that you listed above (ie. the real value that the client will receive)

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## Report 12: How to Create Advocates, Referrals and Repeat Business.

Let me start this report by asking you to take off your sales hat for a moment and to put on your buyer's hat.

As a consumer, when was the last time that you bought something where you can honestly say you had a “wow factor” in the buying experience?

I've asked this question of many people, and although occasionally one or two people might be able to tell me of a buying experience that really was outstanding, the majority of people have to really struggle to think of an example ... and many just don't have an example.

And yet, as consumers we're buying products and services all of the time.

We buy our meat from a little butcher's shop nearby our home, and we rave about Denis and his team of three other butchers and the wow factor we experience every time we enter the shop.

These guys are chatty with all their customers – they know many of us by name, they come from behind their counter to open the door with some good old fashioned hospitality and courtesy to let some of their elderly customers out, they ask how we intend to cook our meat selection and may offer advice on how to prepare and cook it, and even recommend a more appropriate selection of meat instead of what we originally thought.

Now the reality is that I know we could buy our meat from Coles or Woolworths for a cheaper price, and it would be convenient for us to do so when we're shopping for our groceries.

But we don't.

Why?

Because it's good fun, great service, and top quality at Denis's butcher shop.

You might not want that kind of butcher's shop experience, and that's fine.

But my point is, we do rave about their service, and I know that we have referred many people to the shop, and they just keep going back.

Of course, your business may not be anything like a butcher's shop.

But what are you doing to cause your existing and potential clients to rave about their buying experience with you.

In the worksheet at the end of this report, you'll have an opportunity to challenge yourself to discover answers to this very question.

But to create advocates and increase the repeat and referral business that comes your way, having a wow experience mentality and delivering exceptional value during your sales calls and interviews may not be enough.

Once again, let me ask you to put on your buyer's hat.

As a consumer, when was the last time that you were contacted, by a salesperson, after you had bought something from them, and from that phone call, letter or personal visit, you experienced extra value, reinforcement of your buying decision and an even further 'wow' experience that you didn't expect nor had to pay for?

If you bought a TV, did the salesperson ever call to find out if you were happy?

If you bought a car, did the salesperson ever contact you to ensure all was going well, maybe arrange a time to meet and check that you're comfortable using all of cars features, or send you a complimentary car wash and wax at a carwash near your home?

If you bought a house, did the real estate agent ever contact you after settlement, just to congratulate you with a little gift basket and maybe a bottle of champagne to celebrate?

It's not just about the sale.  
It's also about what happens after!

Now you may think I'm in a dream world if you've never experienced any of these things.

But the reality is that every TV salesperson could make a follow-up phone call, but they don't.

Every car salesperson could send out a complimentary car wash certificate – but they don't.

Every real estate agent could deliver a gift basket after settlement to welcome you into your new home – but they don't.

Why not?

Because it takes a little effort and maybe a little expense.

But the reality is, these examples I've mentioned do happen, and the salespeople (and their companies) are all extremely successful.

And I know that they're successful, not by chance, but because of this extra mile philosophy, this passion and drive to create buying experiences for their clients that will cause their clients to want to rave about their experiences.

Let me ask you, what are you doing during and after the point of sale to create outstanding buying experiences and after sales service for your clients?

What are you delivering to the client that they didn't expect, didn't have to pay for, but see as extra value, a 'wow experience' and a wonderfully unexpected reconfirmation of their decision to buy from you?

Challenging yourself to ask and answer this question and then to take action on it will put you well ahead of your competitors and bring you to the top of conversation when your clients are talking with their family, friends, and colleagues.

Referral business will increase and if you're in the kind of business where repeat purchases can be made, you will have created a level of client loyalty that will be the envy of your competitors.

The difficulty is that whatever you arrive at, you have to adopt a continuous vigilance of looking for new ways to thank your clients, new ways to reinforce their decision to buy from you, new ways to add value and new ways to create that 'wow' experience.

And that's the reason why many salespeople and their organisations don't keep up the momentum – it's hard work.

Hard work yes, but work that will reap you outstanding results – definitely.

Learn from the successful companies who seem to have strong loyalty between their clients and their products.

If there was one strategy that I firmly believe will make a huge difference in any business, it is their ability to take action on creating wow experiences for clients both during and after a sale.

You really do have a choice on this one - be like most other salespeople and choose the simple and same path, or dare to be a little different and surprise your clients with a genuine passion to exceed their expectations.

Worksheet exercises: Take a moment and review these thoughts, ideas and principles by completing the following exercises.

1. When was the last time as a consumer that you bought something and can honestly say you experienced a “wow” factor?

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2. Which industries do you believe are best at creating those ‘wow factor buying experiences’ for their clients?

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3. What are you doing, or could you be doing to cause your existing and potential clients to rave about their buying experiences with you?

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4. What are you doing to stay in touch with your clients that demonstrates you value their business?

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5. How will you increase the 'high touch' and reduce the 'high tech' feel of your correspondence with clients?



## ABOUT THE AUTHOR



DAVID PENGLASE is a behavioural scientist and Australia's leading expert on the Art & Science of Building Customer Trust. David shares his research on how trust impacts almost every measure of success in our personal and business lives ... Especially in sales and service roles.

With degrees in Business and the Psychology of Adult Learning, an MBA, a Master degree in Professional Ethics and a Master of Science degree in Applied Positive Psychology, David is one of Australia's most booked and rebooked conference speakers and masterclass presenters – both in person at your event, or livestreamed from his purpose built multi-camera livestream and recording studio.

David's clients range from large multinationals to boutique small businesses looking to create successful sales cultures.

David and his wife (and business partner) live in Sydney and have two adult sons.

For more information about David or to inquire about booking David for your next conference event, or Professional Learning Development program visit [www.davidpenglase.com](http://www.davidpenglase.com) or call +61 (0) 418 400 369.