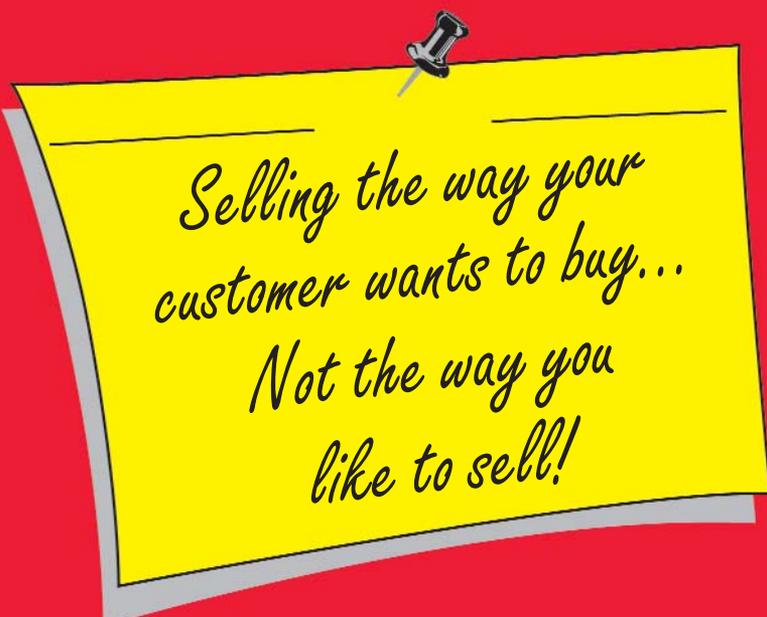


Unleashing the Power of Consultative Selling



*Selling the way your
customer wants to buy...
Not the way you
like to sell!*

RICHARD GREHALVA

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BY RICHARD GREHALVA

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Dedication

*This book is dedicated
to the memory of my mother,
Patricia Louise Holmes.
May she rest in peace.*

Acknowledgements

First, I must thank God for giving me the insight of how to be of service to you. This book teaches how you can be of service to your clients in bringing what they need to be of service to their clients. In this way, the gift of service never ends.

I am grateful to the many people who have been placed in my life to teach me the many things that are contained in this book. The production of this work, my first publication, was possible with the support of several people, a few to whom I would like to express my appreciation and gratitude:

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Introduction

“Sell the way you like to buy” is the answer I get in my workshops when I ask the attendees, “What is the best way to sell someone?”

My response is, “Are you saying people should buy the way you buy?”

They answer, “No not really. What we mean is, we should sell to people in ways we would want someone to sell to us.”

I ask, “Does that mean other people are motivated in the same way you are? Do they want to get the same results as you? Are they thinking they have the same problem as you? Do they want to accomplish a goal or avoid a hassle in the same way you want to?”

Then they get the message, and I make my point. “So, buying the way you like to buy works for you, but not for other people. Isn’t that right?”

“Well, if you put it that way, I guess you are right,” is their reply.

I do not know about you, but I do not like being sold. Just hearing the words rubs me the wrong way. If I see the salesperson coming towards me, I want to turn around and go in the other direction.

I like to buy the way I like to buy. But how many salespeople know how to find out how someone wants to buy? Do they know which questions to ask? Do they know that

what is not said is just as important as what is said? Do they know the specific trigger words that motivate the customer to action? Do they know how to recognize if that person is motivated by the stick or the carrot? Do they understand how the buyer makes a decision?

“Selling the way your customer wants to buy...Not the way you like to sell” is what you will discover in this breakthrough book.

Consultative selling made its appearance in the 1970's and, since then, has gained popularity in just about every industry and service. It has become the de facto way we sell in today's market.

What has changed since the introduction of consultative selling? What are the tools, techniques, and skills needed for a salesperson to become a top consultative sales performer? What are the top 20% of salespeople doing differently than the 80% that barely make quota, if at all?

I faced the same questions in my role as a senior sales executive. I discovered our salesperson's job description did not match what salespeople actually do! Worse yet, no sales system had what was needed in respect to training or techniques in one complete methodology. So I created one – not because of a brainstorm, but out of necessity.

Sales Mapping “The process of connecting the dots and winning customers for life”[®] workshops were birthed,

after many years of combining the best business processes with highly effective peak performance techniques. This book is based on these workshops to give you, the reader, the latest information on what works and what does not work in a consultative selling world.

This book describes how to get the same results that the best salespeople get year after year. What they do to achieve success was not taught or shown anywhere, until now.

Here is what is in it for you!

If you take the techniques found in this book and apply them, I promise you that you will make more money, have more fun and improve all of your relationships. A bold promise for sure, but I expect nothing but the best for you.

You will also get me as your personal coach, giving you free tips throughout the year on my website:

www.richgrehalva.com

It is best to read this book from beginning to end. Once you have done that, you can then refer back to individual chapters to sharpen your skills.

Please enjoy the book as much as I enjoyed bringing it to you.

Top 5 Sales Myths

Let's face it – selling has changed! The formula we have used for selling is no longer effective, as it has become predictable to businesses and consumers. The new-age breed will roll their eyes as the salesperson begins their close, then tries their closing again. People do not resist – they resent. Here are some hard facts:

- ➔ Order taking has been replaced by the Internet.
- ➔ The hard close has been replaced by the strong opening.
- ➔ The willingness to buy lunch has been replaced by the ability to solve customer problems.
- ➔ Many companies report their sales force ability to meet quota is declining and is at 49% or less.
- ➔ 80% of the total sales revenue is coming from 20% of the sales force. Some companies say it is a 90%-10% split.

Today, we embrace a consultative type of selling, introduced in the 1970's, which promotes a better understanding of the dynamics of how to sell.

What was missing, until now, is the next generation of consultative selling for the 21st century... **Sales Mapping**, which fills this void.

The old ways of selling can be best described by the following Five Myths:

Sales Myth Number 1

“You Think You Sell?”

When was the last time you bought something because the salesperson sold you?

How many times did you buy from a telemarketer who called your house? I bet if you had caller ID, you didn't even answer the phone.

How many presentations have you been at, listening to a salesperson with way too many Microsoft® PowerPoint slides and way too many words? Did they tell you their service or product is the solution you need, when they clearly did not have a clue about the problem? Worse yet, were they boring? Did they convince you? Did they sell you? Did you buy?

How many contracts have you signed because the salesperson bought you lunch or dinner? Did another supplier have a better answer to your needs at a lower price?

“Everyone sells” is what more and more CEOs are proclaiming. They realize that the person who answers the phone is just as important as the sales staff, when it come to selling the customer. In fact, many employees within the organization are finding themselves pressed into meeting with prospective buyers or existing customers.

The truth is, business and consumer buyers:

- ➔ Realize they have a problem.
- ➔ Know what is required to solve it.
- ➔ Do their own research. (The Internet is a tremendous source of information.)
- ➔ Select a service or product that will give them the results they expect.

Bottom Line:

Buyers are already sold... by their selves!

Sales Myth Number 2

“Selling is an Art”

Ask a salesperson to follow a procedure, write a report, or update the sales system, and they will tell you they do not have time. They'll tell you, “Sales is an art.”

Is sales a process or is it something created for each sale? Is it okay to occasionally update the Sales Force System? Is it really necessary to update the Customer Relation Management system? Or do you get a free pass? Do you really need to follow the procedure that requires a follow-up letter going out within 24 hours, or can you skip it because ... well, you are not in the mood?

I bet you would get upset if your commission check was late because someone decided not to follow the procedures.

What if the accountant said: “Well, is it really necessary to enter this information into the commission system today? Do I really need to check to see if the correct amount was entered? After all, accounting is an Art.”

If you believe any aspect of business is simply an “Art”, just ask the Enron CFO if that works?

What is the purpose of a procedure? It’s not having to reinvent the wheel each time, but most important it is:

*Procedures produce
predictable and repeatable results.*

Sales is a series of processes or procedures comprised of generating a lead, qualifying a lead, interviewing the client, preparing a proposal, developing a price, signing a contract, delivering the product or service, and managing the account.

The Undocumented Tragedy

The first areas to look to for change are within your own sales processes:

- ✓ Are your procedures current?
- ✓ Do your procedures produce the results you expect?
- ✓ Are all procedures documented?
- ✓ Is the staff trained in their use?
- ✓ Do you have metrics?
- ✓ Do you monitor the implementation of your procedures?

SALES MODELS

We have no recognized standards in sales, but we have plenty of sales models to choose from.

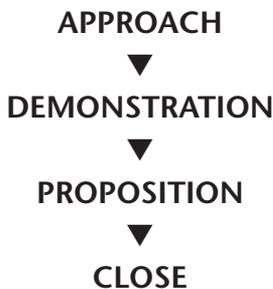
Many sales forces use all of them, some of them, or some hybrid of them. Unfortunately, allowing the sales force to follow their own model creates a considerable disparity of which model is working best.

Let's examine some of the models that have been developed along the way and that sales trainers have been delivering. Which ones are you using?

SALES SCRIPTS MODEL

This model contains instructions on not only what salespeople should say, but also what they should do while saying it. For example: the salesman points to the item that he is referring to.

The sales script is divided into four steps:



1. APPROACH

In the approach, the salesperson makes no mention of the product. Instead, he explains that he wants

to help the business person find ways to increase profit; he wants, in effect, to act as a consultant.

2. DEMONSTRATION

In the demonstration, the salesperson carefully leads the customer up to the point of a purchase.

3. PROPOSITION

In the proposition, the salesperson describes the product for the first time and explains how it would help the customer solve business problems. The goal of this stage is to schedule a demonstration of the product. Once the proposition is clear, and the salesperson feels sure the prospect realizes the value of the product and the moment seems right, he attempts to close.

4. CLOSE

This is the toughest part of the sale. The sales script offers a number of techniques for closing, including the following:

- Do not ask for an order. Take for granted that the customer will buy.
- Say to him “Mr. Blank, what color shall I make it?” or “How soon do you want delivery?”
- Take out your order blank; fill it out and hand him your pen saying, “Just sign where I have made the cross.”

- If he objects, find out why.
- Respond to his objections and again prepare him for a signature.
- Make the prospect feel that he is buying because of his own good judgment.
- Find out the real reason why he resisted and, chances are, it is the very reason why he should buy.
- Concentrate your whole force on one good, strong point.
- Appeal to judgment; get him to acknowledge that what you say is true, then;
- Hand the pen to him in a matter-of-fact way and keep on with what you were saying. This will make signing the logical and obvious thing to do.

The sales script requires exerting pressure in a forceful, yet subliminal, manner. The key is to prevent a prospect from feeling manipulated.

*Avoid giving the impression to the merchant that
you are trying to force him to buy....
No person likes to feel he is being sold.*

At the same time, it is important for the salesperson to exude confidence and honesty.

Over the years, the sales script underwent frequent revisions. Not long after the method was introduced, a *Book of Arguments*, containing a catalog of answers to frequently asked questions, supplemented it.

Companies also produced a more formal *Sales Manual* that combined the two. The Manual reached its maximum size at nearly 200 pages. Eventually, it was condensed, so it would be become easier for sales representatives to master. A later edition was a booklet of 56 pages.

Changes to the sales manual were regarded like alterations in the product—both part of an effort to constantly improve and keep up with shifting customer needs.

E. St. Elmo Lewis, an employee at Burroughs, who later became head of advertising, called the sales manual, “one of the fruits of the scientific attitude towards the problem of gaining greatest efficiency in selling goods.”

John Patterson, a past President of NCR, developed the “Sales Script” model in 1887 and also introduced the sales primer for selling cash registers. This is not a typo – 1887! Patterson has been given credit for pioneering professional sales representatives.

CLOSING SALES MODEL

The 1950’s introduced this model, which concentrated on the product being heavily emphasized.

The key elements defining the Closing Sale Model are:

- ✗ Presentation Skills
- ✗ Trial Closing
- ✗ Overcoming Objections
- ✗ Final Close

This model is still in use today, usually in high-pressure sales.

PRODUCT/SERVICE PUSHING THROUGH PERSONALITY, PERSISTENCE AND PRICE

- 🕒 The salesperson is tenacious, persistent and usually has a low-cost item and works on a numbers game.
- 🕒 The natural born salesperson enjoys interfacing with people and usually has an engaging personality.

RELATIONSHIP SALES MODEL

- 🕒 The salesperson builds a relationship, over time, with repeated visits.
- 🕒 The buyer and seller get to know each other on a personal and professional level.

PROBLEM-SOLVING SALES MODEL (1960's)

Focusing on:

- 🕒 Open-ended questions - Role-playing is used with students to get them to understand how to get clients or prospects to talk about the things that are important to them.

- ▶ Closed-ended questions - Closed-ended questions require a yes or no response.
- ▶ Listening skills is a key component.
- ▶ The salesperson takes the information and then presents solutions.

VALUE ADD SALES MODEL (appeared in late 1960's).

Price objections raised by the "Problem-Solving Sales Model" can be countered by adding additional services. In this way, adding these services to the base product/service gives a perception of the value received versus the price.

CONSULTATIVE SALES MODEL (surfaced in early 1970's)

- ▶ Determines how to lower the clients costs and/or
- ▶ Determines how to increase the client's revenues

The company requires a depth of understanding of their clients' business, as well as a solid track record in delivering proven results. Start-ups find it difficult to compete in this type of sales model.

PARTNERING

This model became the buzzword used by salespeople—not in creating a legal entity, but in building a joint plan for creating an opportunity. The sale is conducted at the highest level of the company and an output is a business plan targeted at a niche within the clients' market. The term

partnering became highly overused and misused. Clients and prospects soon tired of hearing the word.

TEAM SELLING MODEL

Though not new, the Team Selling Model became increasingly more integrated into the sales model. The salesperson in this model must coordinate all of the activities within the organization and external to the organization, in order to win the business.

COMPLEX SALES MODEL

- ✗ Large ticket sales
- ✗ Multiple decision makers
- ✗ Extensive coordination, both internal and external
- ✗ Long lead times

The role of the salesperson involves taking on a strategic role in developing win themes, internal politics, competitor analysis, and legislation, as examples.

Review the different models you are using. Are you getting the results you expect? If you are leading a sales team, what model does your team use? Or, are they all using different ones?

Bottom Line:

Sales is not an art ... it is a process!

Sales Myth Number 3

*“Salespeople who are
‘Good Talkers’ with a ‘Great Pitch’
win the most”*

Place a salesperson in a selling situation and they are set to give you their “Pitch”. In fact, I have heard prospects tell a salesperson, “Go ahead, give me your best “Pitch”. The reality is that the “Pitch” works sometimes, and sometimes it doesn’t.

Using a metaphor of baseball, imagine the role between a pitcher, catcher and batter, as they plan and play the game.

The catcher has studied each of the opposing batters and understands which pitch will work and which one will not.

He sends non-verbal signals to the pitcher, believing they will be the most effective.

The pitcher’s role is to accept the non-verbal signal and deliver the pitch across the plate.

The batter, of course, is also receiving a set of non-verbal signals from the manager, letting him know what kind of hit is suitable in this situation.

- What if the catcher sends a non-verbal signal for a curve ball and the pitcher throws a fastball?

- What if the catcher sends another non-verbal signal for a change-up and the pitcher throws a fastball?
- What if the catcher sends another non-verbal signal for a slider and the pitcher throws a fastball?

The pitcher, in this example, ignored the non-verbal signals, because this pitcher was not aware of them. Will this pitcher succeed? Because baseball is a numbers' game, success will come some times; but, over time, this pitcher will lose more games than he will win!

What if the manger sends a non-verbal signal for a bunt and the batter ignores the signal and continues to take full swings and strikes out? How long do you think the batter will have a job if he keeps on ignoring the non-verbal signals?

What do the salesperson and pitcher have in common? One throws a baseball across the plate, while the other uses words to get across the plate.

How many salespeople did you recognize through this example? Are you one of them? The ones with one great pitch will win once in a while but, over time, their record will show more losses.

Bottom Line:

**Salespeople can talk
themselves right out of the sale.**

Sales Myth Number 4

“Selling is Close, Close, and Close”

Say “Used Car Salesman” out loud and:

What images do you see?

What words do you hear?

Or, what feelings do you feel?

I am not slamming the car-selling profession. I have friends in the auto sales industry, who have high standards, are very ethical, and are good salespeople. However, a few bad apples make it tough for the rest.

The Gallup Organization took a poll in 2000 asking this question: “Please tell us how you would rate the honesty and ethical standards of people in these different fields?”

Four of the top trusted categories chosen were:

1. Nurses
2. Pharmacists
3. Veterinarians
4. Doctors

Four of the lowest rated were:

1. Lawyers
2. Newspaper Reporters
3. Insurance Salesmen
4. Advertising Executives

The lowest was (*you guessed it*): **Used-Car Salesmen**.

Gallup has been taking this survey for over 20 years and, each time, used-car salesmen ranked on the very bottom of the list.

Sean's Education

Do some used-car salespeople still practice hard-closing techniques today? I'd like to share a personal story to help illustrate the answer.

My teenage son, Sean, was ready to buy his first car. He had been saving his allowance for years and working in the summer to earn enough money to buy a car. The deal his mother and I made with him was that we would match his savings and earnings to help him get the vehicle of his dreams – a Jeep Cherokee or a Toyota 4-Runner.

He wanted to buy one from a used-car lot and I thought he should buy from a private party. He insisted he was right, so I said, "Okay, let's go look this weekend." Saturday morning came around and my son was eagerly anticipating finding his SUV.

We went to the part of our town where the used-car lots are located. You know the ones I am talking about – every city has them. The lots are on dirt, some are paved, and they usually have the little flags on lines all around the front. The signs say, "WE DO ALL OUR OWN FINANCING," "SWEET DEALS," "NO MONEY DOWN," and "NO OFFER REFUSED."

These are the kind of places you drive by, but do not really want to stop at, because you dread the inevitable hard sales pitch. Well, I figured there was no better teacher than experience as we arrived at the used-car lot centers of higher education.

We stopped to look at a Jeep that my son spotted from the road. He rushed over with anticipation, as he knew he had found *The One*. Of course, this being the first lot we had stopped at, I guessed that this was not the case. Smiles from this young, ripe little puppy were a dead give-away as the salesperson approached, eating a sandwich. "Hey, how are you all doing?" He said. "Fine," I answered, "My son is looking for his first car." He replied, "I kind of guessed that as I saw the two of you coming into the lot."

My son and I looked inside the car that had caught his eye and it was filthy. Sean began to ask some questions and the salesperson answered with his canned responses.

He asked if we would like to start it up. My son said, "Yes!" He took the key and tried, but the engine made a slow painful whine. Our salesperson remarked, "It has been sitting for a while. All we need to do is jump the battery and she will start right up."

My son asked for the price, which was more than he could afford. While the salesperson went to get his jumper cables, I looked at Sean and asked him, "What do you think?" Reluctantly, he answered, "Dad, I like the model of

the car but it is dirty, it doesn't start and it costs more than I have. I concurred, "Yes this is true." He then said, "Let's go to the next lot". I answered, "No problem, let's go."

I realized he was beginning to understand. You see, telling him was not the key – the experience was, because he was inexperienced.

We left the lot and visited many more. He heard every close you can imagine, including the ever popular "Let me go talk to my manager about getting you a better price." The salespeople attempted an appeal to me and I would say, "He is your customer, not me."

Then it came. "Sean," the salesperson said, "I have three words for you: 'Easy monthly payments'."

Yes folks, it had come full circle. The script from the *Gone Fishin'* movie was alive and well. Only thing he forgot was to give him a pen first.

Sean and I came home that Saturday afternoon tired, hungry and educated. Sean walked in the door and my wife asked, "How did it go?" I had already called her from my cell phone to relay the education and his disappointment. Sean described his day and recounted, in detail, the cars, the prices, and the different pitches.

He then turned to me and said, "Dad you were right; let's look in the paper and find the exact SUV that I want." Relieved, I answered, "Son, you have learned some life-long valuable lessons today and I'm proud of you."

Now, this is not the end of my story in Sean's quest for buying the car of his dreams.

After researching for the year and model SUV he wanted, he concluded that he would need more money. He decided that another summer working, combined with the matching funds from me and his mother, would generate enough money for his SUV.

Every night, as it got closer to the end of summer, Sean was searching for his SUV. He narrowed it down to a Toyota 4-Runner and found the one he wanted. A call to the seller confirmed the condition, price, etc. Only then, did he come to his Mom and me to show us the pictures, research notes and information from the seller. We were proud of what Sean had done at 17 years of age.

I spoke to the seller on the phone, negotiated a bit and agreed to a price, contingent on everything checking out. I told Sean, "We will go this weekend to check the 4-Runner and, if it everything is right, you can buy it."

Saturday rolled around and Sean and I traveled to see the car. A fresh cashier's check, drawn from his savings account, rested in Sean's pocket. It was his hard-earned fortune – a little over \$8,000.00 dollars.

The 4-runner not only checked out, but was in beautiful condition. After all this, Sean was so proud of himself and he loves his new vehicle, which shows in his permanent smile.

The Internet Has Changed the Way We Buy

What can this story teach us? Let us explore the buying and selling process.

How did he find the Four Runner?

✘ The Internet!

How did he get his research done?

✘ The Internet!

Where did we get the checklist of things to check and do when you buy a used car?

✘ The Internet!

How did we check to see if the 4-Runner had been in any accidents?

✘ The Internet!

How did he find out the average amount of money he could expect to pay?

✘ The Internet!

How did we get a map to the seller's house?

✘ The Internet!

Now, let's look at the used-car buying experience in a slightly different light, comparing it from the Old School to the New School of selling and buying.

OLD SCHOOL	NEW SCHOOL	DIFFERENCE
Used car lot	Car Max	No Commission - every salesperson is paid a base salary. Look at a kiosk for the car you are interested in. It gives you the price, no haggling or pressure selling.
Newspaper or classified ads	Autotrader.com or Ebay.com	Classified ad gives very little information. Online, you can see a picture of the car, read detail, send an email question and, if you click on Ebay.com, you can bid on a car.
Research, Ask a friend or read a magazine	Epinions.com	Find out what a few people know or go online and get consumer feedback from all over the country.
Trust salesperson that the car had not been in an accident before.	Carfax.com	Have an expert check it OR Go online and get a history report on the car you are interested in.

Where else has the Internet changed the sales process?
Consider the following:

CUSTOMER	OLD SCHOOL	NEW SCHOOL
Wants to place an order	Calls the salesperson: <ul style="list-style-type: none"> • Speaks to the salesperson and places order or • Leaves voice mail or • Waits for a return call or • Schedules a time for salesperson to visit 	Goes online: <ul style="list-style-type: none"> • finds product and • places order
Wants to know status of the order	Calls the salesperson: <ul style="list-style-type: none"> • Speaks to the salesperson or • Leaves a voice mail and waits 	Goes online: <ul style="list-style-type: none"> • Enters order number • Clicks on tracking link and Information is provided
Wants to know if a certain item is carried by the vendor	Calls the salesperson: <ul style="list-style-type: none"> • Speaks to the salesperson and places order or • Leaves voice mail or • Waits for a return call or • Schedules a time for salesperson to visit 	Goes on line: <ul style="list-style-type: none"> • Enters item and • Clicks search <p>Answer provided</p>

Bottom Line:
Selling has changed...
have you changed the way you sell?

Sales Myth Number 5

*“You can actually sell
Business-to-Business B2B
and Business-to-Consumer B2C”*

Defense Secretary Donald Rumsfeld’s press conferences, under the President George W. Bush administration, are “Must Watch TV”. Listening and observing how he works with the press is legendary.

As I tuned in one day, a member of the press in the front row raised his hand and the secretary recognized him. The room became silent and all present could hear his question to Secretary Rumsfeld.

“Mr. Secretary, the White house reported today...” But Secretary Rumsfeld stopped him right there and, without skipping a beat said, “That’s silly; houses don’t talk. Who in the White House reported?”

Salespeople do not sell to an industry, the marketplace, buyers, customers, clients and prospects, or to titles like CEO.

Businesses do not sell to businesses.

Businesses do not sell to consumers.

People sell to People

Salespeople have one major tool in their toolbox and it is not a PDA, a PC, Customer Relationship Management software (CRM), Sales Force Automation (SFA), or demos.

It is...Words!

We are taught as children:

How to talk . . . How to listen

How to read . . . How to write

How much of your day is spent reading or writing? Not as much as we spend talking. In fact, most of our time is spent talking!

Some challenges salespeople have in communications are:

- Poor listening skills
- Not realizing people have different speaking styles
- Not having defined the purpose for the communication
- Not having an outcome
- No common ground to begin the communication
- Resistance
- A desire to be right, instead of seeking resolution
- Interrupting the client
- Talking way too much
- Finishing the client's thoughts

Bottom Line:

**How do you measure communication?
By the results you get . . . No matter the intent.**

~ CHAPTER TWO ~

What's Missing?

I did not start my career in sales. My initial experiences consisted of managing and leading operations and delivery organizations, from start-ups to Fortune 500 companies employing from six to 2000 people in several executive senior-level positions. I have conducted business in over 20 countries.

My formal move to sales presented itself when my boss wanted to fill the VP of Sales position. At the time, I was the VP and General Manager of a software and services group. He said “Rich, you have been leading sales efforts without the title, and I think it is time you took it over.” So I did, which began my successful and very enjoyable career in the fabulous field of sales.

Throughout my experience in operations, it was quite common to have existing departments or ongoing projects transferred to me. One of the first things I always did was dig in and conduct an assessment of the department, staff, client satisfaction, processes used, morale and other relevant factors. I wanted to know what was working and what was not working.

Consequently, when I took charge of sales, one of my first actions was to do what I have always done – dig in and perform an assessment.

Following are some of the answers to my questions and the results of the research.

How did you choose sales as a career?

The answers varied, but I have never met anyone who decided, in college, that this would be their major or life-long career choice.

Some of the answers I heard were:

- Getting into sales was a way of entering the job market.
- A parent or a relative was in sales and got them a job.
- They liked interacting with people.
- They liked the travel, independence and challenges.
- They wanted to go after the “Big Bucks”.
- They were working in operations and decided to become full-time sales.

Where did you get your training?

Some of the answers were:

- They were a natural.
- Attended the company’s training program.
- Attended a seminar or workshop.
- Read a book.
- They worked with an experienced salesperson who taught them.

What did you learn?

- Cold calling
- Questioning
- Qualifying
- Overcoming objections
- Closing techniques

When I asked what they did on their own to improve their selling skills, only a few had done anything to better themselves in their profession.

Is the sales staff meeting quota?

The short answer was no, but the annual revenue was being met, or close to it. How could that be? It came as no surprise that 80 percent of all sales revenues were generated from 20 percent of the sales force. Sales management was all too familiar with this problem. Every year, when the quota numbers were getting set, they would struggle with how high or low to set the number.

The quota attainment bell curve shows how the sales force did and reveals:

- The poor performers.
- The low to middle of the road performers.
- The few sales reps that make or exceed quota slightly, and
- The few star performers who consistently exceed their quota (which, by the way, are generally the same ones every year.)

How did sales management solve this problem?

Sales management attempted many programs to get the sales staff to achieve their quota.

Programs implemented were additional financial rewards, motivational speakers, travel awards and additional training.

Did it work?

No, these short-term programs failed to deliver the results the management team desired.

What do we look for when we hire salespeople?

The position descriptions contained skills and traits that included:

- Excellent communicator, verbal and written
- Must be comfortable selling to the CXO level
- Must develop and maintain a pipeline
- Will be required to update and maintain all sales systems and databases
- Experienced in presenting solutions
- Consultative selling a plus
- Ability to travel

This is just a short list, but I am sure you recognize some of the typical requirements we see in just about all sales job descriptions.

What do salespeople do?

There is a major mismatch between the job description and what the sales staff actually does.

Here are the many roles they perform:

Excellent Communicator - Understands how to establish rapport. Possesses tremendous listening skills and asks great questions.

Consultant - Working with clients, they have the expertise to apply tools and techniques to resolve process problems and can advise and facilitate an organization's improvement efforts. They are knowledgeable in process improvement, problem solving and group dynamics. A good consultant is adept and experienced with people and people issues.

Analyst - Adept at analysis – breaking down the parts and understanding how to accomplish the client's objectives. Examples are strategic, competitive, financial, legal, technical, and operational.

Project Manager - This is one of the skills that separates the best from the rest. They accept responsibility for day-to-day coordination of internal activities and client contact. They comply with plans and strategy for scheduling meetings, establishing contacts, resolving disputes, and ensuring that all documents are completed on time.

Speaker/Presenter - The best salespeople have a unique set of skills for public speaking. Their presentations bring the audience useful information, on target, with a clear message. Most of all, they are engaging and keep the attendant's attention.

Facilitator - Helps members of a group conduct a meeting in an efficient and effective way, but does not dictate what will happen. Facilitators assist with the process, but they are not subject-matter experts of the content being facilitated. They fulfill their role by listening, asking questions, providing ideas, suggesting alternatives, and identifying possible resources.

Negotiator - They perform the bargaining process (planning, reviewing, analyzing, compromising) involving a buyer and seller, each with their own viewpoints and objectives, seeking to reach a mutually satisfactory agreement on all phases of a procurement transaction, including price, service, specifications, technical and quality requirements, freight and payment terms.

Leader - Acts as a guide, conductor, pilot, director, pioneer, and shepherd. In this role, they influence and guide the direction, actions, opinions and attitudes of people. Leaders are concerned with doing the right thing. In addition to being good planners and decision makers, leaders are good communicators and satisfy the needs of both individuals and groups.

Operations - They ensure that processes and procedures are followed. They are responsible for quality control involving all outgoing communication.

Which Sales Model Works the Best?

The question is: Which sales model is used by the top sales performers that deliver? They use parts of many of the models to create a hybrid of “**Consultative Selling.**”

SALES SCRIPTS

This model, introduced in 1887, still has a place in selling today. Everyone uses a script; they just do not like to admit it. The Script got a bad name, because it brings up those annoying telemarketing calls to your home.

- How do you introduce your product or service?
- Do you have an opening statement?
- How do you respond to an objection?

You use a script! What is a script?

A script is a well-thought-out, rehearsed statement that best communicates a response to a prospect's or client's question or concern.

The best salespeople have multiple scripts they choose from, depending on the topic. Eighty percent of the salespeople rely on one or two responses to objections, while the top performers have many to choose from.

CLOSING SALES MODEL

Acting as a consultant, the salesperson understands their product/service and how it can be applied to solve their client's problems.

PROBLEM SOLVING SALES MODEL

Questioning and listening techniques. Questions are not just the opened and closed variety; rather, they are focused on eliciting the specific criteria used by the client for identifying the problem and the result they are seeking.

VALUE ADD MODEL

Because the seller is often proposing answers to problems, several services or products are submitted as the solution. Clients view this approach favorably.

TEAM SELLING

A must for today's climate. Over and over, the internal organization will remark at how well the top salespeople work at getting the team to respond to their request for their client. It could be in preparing a proposal or presentation or assisting in meeting a client's requirement.

RELATIONSHIP SELLING

This method can be summed up in one word... Trust.

What is the best model to use? The answer is: a **"Best Practices Consultative Sales Model,"** based in taking parts

from many models. How do you get to a Best Practice? First, you have a process or procedure. It has to be followed and then you can learn from what works and what doesn't work, making the process better and better.

What standards and procedures are followed?

Having managed information technology groups in the past, I cannot imagine developing a software application without programming language standards or development methodology standards. Some of the processes used are:

- Collecting requirements
- Developing a design
- Creating test scripts
- Quality control checkpoints
- Communication interventions at each critical step
- Implementation standards
- Project Management

If these are not followed repeatedly, serious consequences can occur.

What I found in the sales organization were some or no procedures relevant to improving the overall process: no quality control, some structured reviews and little or no reviews of wins or losses to improve the overall process.

Basically, when there were procedures, there were little or no consequences if they were not followed.

Do we use sound sales strategies?

This is what I heard when I asked, “What is our strategy for winning?”

They need us.

We can discount lower than our competitor.

I am waiting for them to call me.

I have a meeting set up.

And my favorite:

They like me.

Asking what the tactics were for winning generated basically the same answers.

Do we learn from the best?

I struggled as I reviewed the performance of each member of the team. I knew that 80 percent of our revenue came from 20 percent of our sales force. So, I did not worry about the top performers, because they consistently delivered.

My objective was to raise the performance of the salespeople who were close to quota, at quota, or slightly above. I knew if I could raise their overall performance by 50 percent or better, we would be wildly successful.

I had not really done anything formally to replicate what the best sellers did differently than the rest of the team selling the same thing.

Time for a change

Because of the experience I had in developing operational processes, I knew it was possible to replicate the processes used by the best.

I knew that if I could determine what the top 20 percent of sellers were doing, document it, develop processes, create procedure, and develop training sessions, I could get the same results. The question was “**How?**”

This began my search to answer the “How.” The following are a few examples of the questions I had:

- ➔ What did the top 20 percent of salespeople do differently than the rest?
- ➔ What processes did they use?
- ➔ What procedures do the most successful organizations use?
- ➔ What tools or methodologies work best?
- ➔ What are the best peak performance techniques that work?
- ➔ Why doesn't training work?
- ➔ What are the traits and skills the top salespeople have?
- ➔ How do I hire the best?

What Is Sales Mapping?

“Why did I create Sales Mapping?” Because I could not find an existing system that connected all of the dots.

I took what I had learned running operational units that delivered products and services, combined it with the very best peak performance techniques, and developed a system for selling today’s market.

Sales Mapping is focused on helping the client achieve strategic short- and long-term goals through the use of their products or services. It is an approach to personal selling, emphasizing the role of the salesperson as consultant. The salesperson assists the buyer in identifying needs and securing measurable results, thus, building a relationship leading to repeat business.

The emphasis is on a **Client** not on a **Customer**.

What’s the difference? Selling to a “Customer” is a transaction relationship involving an exchange of goods for money, versus selling to a “Client” for whom the salesperson takes responsibility for guiding and advising by taking on a stewardship role.

Once I combined all the techniques, processes, roles, skills and patterns of the best sellers, the goal was to develop a model that was easy to learn and easy to use.

I trademarked this best practices consultative selling methodology as **Sales Mapping “The Process of Connecting the Dots and Winning Customers for Life”®**.

Connecting the **DOTS that Make up Sales Mapping**

Following are some of the core elements, how I discovered them and why they work. Most importantly, the reason they are part of the **Sales Mapping** method.

Learning how to maximize productivity

Is it possible to take a complex procedure or process and break it down into simpler terms while teaching people to improve their performance?

The answer is yes.

But the question remains – **how?**

I read an article in *Business Week* about a training method called Landamatics. The article reported Allstate’s claim processing operation had improved productivity by 75% and quality by 90%. This was impressive, but what really caught my attention was how the trainees were taught the processes using the Landamatics technique and how, after training, they reached the performance levels of the experts.

I had to find out more because I was running a claims processing department at the time and we received 50,000 claims a day. If we did not process all of the incoming claims in a timely manner, backlogs developed and the results were

disastrous. I was accountable for making sure that did not happen so, believe me, I was interested in knowing how the Landamatics technique worked.

I learned that Landamatics was named after Lev Landa, who founded this methodology. He had published a book, *Algorithmization in Learning and Instruction*. I bought the book, read it and studied it.

Here are the highlights of what I learned about complicated procedures:

- They are broken down into smaller steps.
- These steps meet conditions.
- Based on the condition, a decision point is reached.
- Which results in the procedure being completed.
or
- Moving to a new step or back to a previous one.

Did you ever put together a toy or a piece of furniture? You get instructions with illustrations and steps numbered in sequential order. This is called an algorithm. It is the most expedient way of assembling the product. If you bypass the algorithm, you might be one of those people who have various parts, screws and bolts left over.

What I needed to do, according to the book, was find out what steps the best experts followed. Simple enough, I thought, but the book provided a warning. Finding out how

people perform exceptionally well would not be simple. Observing and asking questions were the keys to uncovering the answer.

I brought in my experts, one at a time, and asked them: “Why are you one of the best performers?” The number one answer: “I don’t know; I just do it.” So I followed what Landa called for, which was observation, recording what I found, and asking questions.

What I learned from the experts was:

1. After formal training, people find shortcuts to get to the same outcome or result.
2. This is done through a trial and error process.
3. Once they are satisfied with the process and the results, this becomes the procedure they use to get predictable and repeatable results.

I developed an algorithm of the procedures that the top sellers had been following. I showed it to them and, though surprised, they confirmed that, yes, that was it.

I then gave some trainees brief instructions and provided them with the algorithm and a test set of claims to process. The results were amazing. They were just short of the productivity metrics of the experts, with only 30 minutes of instructions. Our training class had consisted of two weeks, until then.

Connecting the Best Practices **DOT**:

Find out how the experts perform a procedure. You can replicate it and get the same results. Sales Mapping took the best parts from many sales models and found the best procedures for developing the next generation of consultative selling.

Learning how people get exceptional results

If it is possible to get the same results as experts do, by observing, asking questions, and building algorithms, could this be done for other applications? The answer is yes, and the technology is called Neurolinguistic Programming (NLP), developed by Richard Bandler, Ph.D. and John Grinder, Ph.D.

Bandler, an information scientist, and Grinder, a linguist, were interested in how people influence one another, with the idea of being able to duplicate the behavior.

The modeling process they used uncovered important elements and processes that people advance through. For example, if you wanted to know how to teach a particular skill or concept, you would first find someone who does it extremely well. Then you would ask him or her numerous questions about what they do, why they do it, what works and what doesn't.

Wow! These were the same principles I had used earlier with Landamatics, so I knew this would work.

What made their approach different was their use of technology from linguistics and information science, combined with insights from behavioral psychology and general systems theory, all merging to unlock the secrets of highly effective communication.

Science Digest said, “NLP could be the most important synthesis of knowledge about human communications to emerge since the sixties.”

I sincerely wanted to understand this technology, so I completed the Practitioner courses, after which I discovered tremendous personal success with my communication in working with all types of people. My relationships improved dramatically – personally and professionally.

Words That Change Minds, written by Shelle Rose Charvet also sparked my interest and, after reading this outstanding book on how people are motivated, I contacted her. I asked her to train my consultants, project managers, salespeople and managers on using the powerful Language and Behavior Profile (LAB) tools. I was so impressed with the results, I had my wife join me at a three-day training workshop to improve communications.

I discovered that I was able to communicate on a much different level and could talk to people in their own speaking styles. Consequently, sales cycles were shortened and management briefings were much more effective, no matter which country or culture I was in.

Connecting the **How People Communicate DOT**:

The difference between losers and winners . . . is mastering effective communications. Sales Mapping uses the best information known to a few in teaching the skills that will create long-lasting relationships.

I wanted to come up with a simple but powerful technique for bundling the key communication concepts in a way people could use them to get the same powerful results.

To make it easier to use and remember, there are 5 parts, all starting with the letter **R**.

R5 represents **R**apport, **R**ecord, **R**elease, **R**eplace and **R**emember. The skills needed to influence, persuade and motivate people are found in each part!

Following are the skills contained in the R5 communication model:

R1 Rapport

Rapport is core to having and maintaining meaningful communications, because it helps to establish . . . Trust! Without trust, you will face enormous difficulties in your relationships.

Many sales models and books talk about the importance of rapport, but information is missing on “How to get into rapport” and “How to know when you have it.” There are 10 ways to get into rapport with **Sales Mapping**. Most people are aware of only one or two.

R2 Record

Listening is just like pushing record on a tape recorder. It is not about talking. It is about capturing the most important non-verbal and verbal patterns and information. These patterns reveal a person's motivational preferences, how they like to receive information, their criteria of what is important, and how they make decisions. The key is asking the right questions.

R3 Release

People want to tell you the problem but, too often, you get the answer not the problem. Worse yet, too many salespeople want to present a solution, when they do not know what problem the client is having or the results they expect.

I asked a prospect: "What problem are you having?"

He replied, "We need new software."

That's the answer, not the problem.

I was asked to speak to a group of salespeople

and I asked, "What is the problem?"

The reply was, "We need to motivate our staff to get more sales."

That is the answer, not the problem.

You get one question to ask that gets to the problem...every time!

R4 Replace

“What is the point of selling a solution when you do not know what problem you are solving?” In “Release” we have the problem and in “Replace” we are providing a solution, which, by definition, is an answer.

R5 Remember

Customer Relationship Systems track: “What a customer bought.” **Sales Mapping** tracks: “How People buy.”

How do you get to a Best Practice? First, you have a process or procedure. It has to be followed, and then you can learn from what works and what doesn’t work, while making the process better and better.

Connecting the **Effective Communications DOT:**

The R5 model is a powerful and career-changing communication tool.

Strategy and Tactics

Problem solving comes from understanding the client’s problem and the consequences from that problem. Only then can a solution be developed. A step-by-step system for doing this is contained in the **Sales Mapping** system. Once it is learned, you can develop your strategy and tactics.

Understanding strategy was best taught by Chinese military man, Sun Tzu, who wrote his book, *Art of War*, over

2,500 years ago. The information contained in the 13 short chapters is wisdom that does not ever go out of style. You can learn a great deal about flexibility, competition, leading and winning. I highly recommend this book to everyone.

The importance of understanding tactics, associated with successful strategy in modern times, can be found in *Bottom-Up Marketing* by Al Ries and Jack Trout. When it comes to marketing, you only need to “get” everything these two gurus have written. They make it very clear that tactics can drive an overall strategy.

Salespeople see strategy and tactics with blinders on. They do very little in the way of developing an approach and executing a plan that gets the client what they need, which in turns gets the salesperson what he wants.

Clients see their problems as unique and so must you. Clients are really not interested in what you did for the other guy; they want to know what you are going to do for them.

Sales Mapping gives you four tactics to pick from and explains how to use each one.

What if you met your prospect’s boss, the final decision maker, in a chance meeting in the elevator and he asked you, “What are you going to do for us in solving our problem?” What would you say?

Sales Mapping gives you a process to answer this question and, as a bonus, it will set you apart from your competition.

Connecting the **Strategy and Tactics DOT:**

Sales Mapping gives you the steps for using strategy and tactics. It is a process that enables you to competitor-proof your bid.

Having an action plan

A sales project requires four basic elements: resources, time, money and, most importantly, scope. All these elements are interrelated. Each must be managed effectively. All must be managed together if the project and the project manager are to be a success.

- ✓ **Resources** - People, equipment, material
- ✓ **Time** - Task durations, dependencies, critical path
- ✓ **Money** - Costs, contingencies, profit
- ✓ **Scope** - Project size, goals, requirements

Where are we in the sale? What is our next step? Who is working on the proposal? What are the keys to winning? What are we delivering and when? What is our plan?

These are just some of the questions salespeople are asked, and a few actually have a plan. No, I do not mean in their head, but one that is documented, distributed, followed and, most importantly, managed by them.

The good news is that project management is well documented and standards do exist. What has been missing is a project management approach in sales.

Connecting the **Project Management DOT**:

A sales project management system for tracking, communicating and delivering the needs of your client.

Letting the presentation get in the way of the message

Salespeople devote tremendous amounts of time and energy in creating compelling presentations. The problem is, most of this is lost on prospects or clients. Presentations, if poorly planned, are largely a waste of time.

Salespeople hate to hear this, as the presentation is the hammer in their sales toolbox. It is their security blanket, their comfort zone, and they do not want to give it up.

Giving a lecture, even one that includes multimedia elements, is boring. The salesperson attempts to teach by telling. The big problem with this method is that hardly anyone remembers what they heard. How much do they remember – maybe half?

Salespeople follow the 80/20 rule. Eighty-percent of talking about their company and its solutions and why they are the best fit. What's missing is, "What's in it for the customer?" "How will this solve their problem?" "Will they get the results they want?"

Your competitors are doing the exact same thing – giving the same kind of presentations and making the same arguments. Many salespeople lose it at the presentation. They miss the non-verbal signals. They do not put enough

effort into it or do not have a plan. Salespeople see a presentation as a meeting without any preplanned actions. This is a waste of the client's time and theirs. The skills involved should be the same as a professional speaker because, in sales, this is what you must be.

An effective presentation is built on these elements:

Planning ... Content ... Action ... Rehearsing ... Follow-up

These are the ingredients of success.

Connecting the **Presentation DOT**:

Planning and delivering a well-structured presentation at the right time, for the right reason, resulting in the right action being taken.

SUMMARY: *Sales Mapping is Connecting the dots of:*



Rapport: The Foundation of Communication

So let's get started in understanding **R1 - Rapport**.

Rapport is defined as: "A state of mutual trust and respect existing between two or more people. Rapport is the primary basis for all successful communication."

Wow! This is a very powerful definition. "**Rapport is the primary basis for all successful communication.**" Why? Because it creates: "**A state of mutual trust and respect existing between two or more people.**"

What happens when trust does not exist between you and the client?

- ✓ Phone calls are not returned.
- ✓ Information needed to prepare a proposal is hard to get (if you get it at all).
- ✓ Difficult demands are made in price and proposal delivery.
- ✓ Bottom line...you lose the deal!

How do you get into rapport? Well, if you are like most of my workshop attendees, you will answer the question by, "Finding out what you have in common with the other person."

First, make an effort to find out if the person you're interacting with has any of the following in common with you:

- ✓ People you might know inside and outside of business.
- ✓ Industry or trade associations you belong to.
- ✓ Hobbies you are interested in.
- ✓ Geographic location, where you grew up or lived.
- ✓ Family members.
- ✓ Restaurants frequented.

Why is finding out what we have in common so important? Think of what you like about a very good friend. Do you like the same things? Do you like the same hobbies? Now answer this question as honestly as you can, “Are they just like you?”

The answer is “Yes”. We like them because they are just like us. We all have experienced meeting new people and, within a few minutes, we decide if we like them or not. Why is that? Because we are deciding if they are just like us.

People buy from people they like. This is not the only thing, but this is very important in gaining rapport. We tend to trust those who like the same things we do, versus those who do not.

Common Sense Language

People process information using their five senses, but primarily through sight, sound and touch. If you say, “Show me what you are talking about,” you are communicating by

using pictures in a seeing or “Visual” channel. If you say, “Sounds good to me,” you are communicating in a hearing or “Auditory” channel. If you say, “That does not feel right to me,” you are communicating in a feeling or “Kinesthetic” channel.

Why is this important? Have you ever tried to tune your radio to a specific channel and the reception was not clear? You can hear sounds but you cannot make them out? We all have different channels we use, depending on the situation and, just like the radio example, we can hear a sound but we cannot make out the picture or feeling.

How many of us are guilty of trying to help someone who is from another country by talking slowly and loud when answering a question? No matter how much we raise our voice, they still will not understand us.

In the language of senses, this also happens. My wife tends to be more hearing or auditory while I tend to be more seeing or visual. She says, “You have not heard a thing I said,” and I respond, “You have not seen anything I have shown you.”

We are both right. I did not hear it and she did not see it. Guess what? Neither of us got the result we wanted from this conversation.

I was once presenting to a client who said, “Tell me what you are proposing again and how your solution will sound better to my team versus your competition.”

“Tell you,” I replied, “let me show you, by drawing a picture on the white board of what we can bring to you, focusing on our solution to your team’s problem and clearing up any questions that you might have about my company versus the competition.”

Review my prospect’s language. What language is he communicating in? What about my language? His was much more hearing or auditory while mine was much more seeing or visual.

What do you think happened when the prospect was asked by his team how the presentation went with me? He replied, “He never really told me how his proposed solution was the right answer for us; it just did not click for me.”

What are the hearing words in his response?

Extra points if you said click.

I went back and my team asked, “Well, how did it go?” I said, “I drew him diagrams showing him the big picture, but he just did not understand. I do not see us getting the deal without more work.”

How many seeing or visual words did you see?

Bonus points if you picked “big picture”.

We may be speaking the same language, but we are not always tuned to the same channel. Words are coming out of our mouths, but the intention of our communication is lost.

Answering the following questionnaire will give you an idea of which channels you prefer.

Before you begin, a few rules:

Rule Number 1 - There is no right or wrong answer.

Rule Number 2 - You can and will have multiple choices. Some people have more than one way of processing information.

Rule Number 3 - Can you be all three:
Auditory, Visual and Kinesthetic?
Yes.

Rule Number 4 - Can you be any combination?
Yes.

Rule Number 5 - Can you favor one over another?
Yes.

Rule Number 6 - Which is better to have?
See Rule Number 1.

Circle all that apply in each section:

VISUAL (seeing)

1. If a white board or flip chart is available, I like to use it.
2. I prefer learning to use a computer or a new application by first watching someone.
3. I will create a picture in my mind or go back to one I know, when I am listening to someone.
4. I like to explain things by drawing a picture of what I mean.
5. When giving or getting directions I like to describe the landmarks that will be seen.

AUDITORY (hearing)

1. I prefer to hear how to use the computer or new applications by listening to the steps and “how-to’s”.
2. When getting or giving directions I want to hear how to get there. I want to get the street name and distances.
3. I may repeat to myself internally or out loud what has just been said.
4. I listen and can remember the details of what has been said.
5. I process information by hearing details and statistics.

KINESTHETIC (feeling)

1. I am a doer.
2. When asking or giving directions I want to be pointed to the right direction and I will get a sense of how to get there.
3. I prefer to learn to work on a computer or a new application by just getting started and asking questions if I get stuck.
4. I find that when I’m in a meeting, words come and go because I listen more for the feeling behind the words.
5. I would rather take a walk, exercise, or get involved in sports than watch TV or read a book or magazine.

Now add up how many you have for each channel:

_____ **Visual** _____ **Auditory** _____ **Kinesthetic**

What Language Do You Use?

Which language do you favor?

Did you discover that you like all of them but one a little bit more, or did you like one and not the others? So what does all this mean? Depending on the topic or situation, it shows that you process information more quickly and understand it better using certain channels.

To *illustrate* my point, so it can *resonate* with you and help you *grasp* my meaning, this is what each channel represents.

Visuals (seeing) people need to see the whole picture. You see in pictures, colors, and shapes and, as people talk to you, often you go back in your mind's eye to recall a picture. If one is not there, you create a picture of what it would look like. You talk fast and many times use your hands to help show people what you are talking about.

Auditory (hearing) people talk slower so they can hear their words, tones and sounds. You like to hear all of the facts and get the detailed information.

Kinesthetic (feeling) people appear relaxed and speak slowly with pauses in between phrases. You make decisions based on a gut feel. You take detailed notes and appear to be very quiet as compared to the rest of the group.

The following is a sample list from each language.

VISUAL	AUDITORY	KINESTHETIC
See	Listen	Touch
Appear	Hear	Grasp
Focused	Deaf	Catch on
Mental image	Rings a bell	Sharp as a tack
Hazy	Manner of Speaking	Pull some strings
Dim view	State your purpose	Not following you
Foggy	Harmonize	Make contact
Crystal clear	Describe in detail	Hang in there
Imagine	Hidden message	Come to grips with
See to it	Manner of speaking	Slip through
Tunnel vision	Unheard of	Get a handle on
Dim view	Well informed	Concrete
Plainly see	Voiced an opinion	Pain in the neck
Get a perspective	Rings a bell	Slipped my mind
Illuminate	Be heard	Tap into
Reveal	Resonate	Throw out
Clear cut	Loud and clear	Know how
Twinkle	Tune in/out	Catch on
Shortsighted	Word for word	Boils down to

Learning to speak in another person's language, whether it is visual, auditory or kinesthetic, will get you into rapport at a deeper level, and quickly. Both of you benefit because you are communicating in the language in which they prefer to process information.

I have been blessed by traveling and working in over 20 countries. I always found that if I attempt to speak another person's language, they smile; and, not only do they help me, but our relationship improves. Every foreign language has a richness of describing and communicating situations, events, problems, results, prices, requirements, etc.

Lost in Translation

We sometimes lose so much in translation that we do not realize we are losing a potential client. We may have talked ourselves out of it or failed to show them the vision or let them touch the product.

Because we speak in the language we favor, we miss all of the cues, simply because we did not know another language existed.

On a personal note, here is an example in translation.

My wife and I were driving home from dinner one night and she said to me, "Rich, I want to hire an interior decorator." "Why?" I asked. She answered, "Because I want her to hear my vision." I replied, "Don't you see a vision, not hear it?"

We both laughed because we understand each other's language. She cannot see the vision, no matter how much time I take drawing her pictures, because she prefers to hear the words. In fact, she calls them word pictures.

Often she will say, "Oh yeah, I have to draw you a picture." And I, of course, need to remember to tell her, not to show her, but to give her the details, because the big picture will not do.

Before we both learned about the different languages of the visual, auditory and kinesthetic world, our relationship, at times, suffered. We got results from our communication that neither of us intended. But results we got, and it was not always productive.

Imagine the difference you can make in your own professional and personal relationships with the knowledge you have just gained?

Using these communication techniques gives you the ability to have your message received clear as a bell. It allows your audience to catch on and have a concrete understanding of the point you are trying to make, because you are revealing what you intend to communicate in a language others use to process information.

Whew! Hope I covered all my visual, auditory and kinesthetic bases with that last paragraph.

Carefully listen to words, voice patterns and body movements of the person you are communicating with.

Listen and observe and decide which language you think they are using. If you think you know the language they are using ... test it. Start speaking in their language and observe the results.

Try saying: "My guess is that you would prefer to get information from me that (*insert one of the following: shows you, OR, details information along with specifications in writing, OR, allows you to test drive to get a feeling*) of how our service/product will provide the results you are seeking. Is this right?" Based on their answer, you will know if you chose the wrong words and which channel you should use with them. You must now speak in the language they prefer. Just like learning a foreign language, you will find it difficult at first but, with practice, it becomes much easier.

A good way to practice this is to use your standard presentation and go through it completely, using auditory words and phrases, then kinesthetic, and finally visual. If you have someone in your office who has a different language preference, do this exercise with them. They can help you with their language and you can help them with yours.

Body Talk

If you pay attention to two people deep in conversation (*I do not want you to listen in*), watch their bodies. If they are having a good conversation they will match their positions closely, but not exactly. If the couple is having a disagree-

ment, watch their bodies do the opposite. One person may sit back while the other person may move in.

Turn on your TV and make sure to turn the sound off and watch an interview. It cannot be something that has been rehearsed or staged but must be live, like *Larry King*.

The morning programs, such as *The Today Show*, are also good examples of watching an interview. They often set up two chairs facing one another and have their guest sit in one with the interviewer in the other. Watch their bodies as the interview progresses and observe how they match each other closely. Turn the sound up and see if they appear to be in rapport.

Interesting to note that, as we get into rapport with someone, we begin to match closely how they are sitting or where their hands are placed. All of this is done without thinking about it.

What do you do if you go into a meeting and your prospect takes off his coat? I bet you think, "I'll take my coat off." Why? Because you want to match them.

I remember going to meetings before business casual became more of the rule than the exception. We struggled a bit with our dress code, so guess what we ended up doing? Our policy matched whatever the client's was.

The idea is to mirror or match the person you are communicating with and to do it quickly. Remember, this is something your body will do naturally, once you get into

rapport. The difference is, you are aware that this happens. Because you have this knowledge, it is important not to do exactly what they do. You'd look silly, and the other person will wonder why you are doing exactly what they do, taking both of you out of rapport. Of course, they may laugh at you or get ticked at you.

At first just pay attention to those around you and observe what happens. Watch some TV interviews. Pay attention to what happens to you naturally. Practice with your friends and family first and then use a mirror and match your prospects and clients.

Follow My Voice

Does everyone in New York talk fast? Does everyone in the South talk slow? Of course not. We speak at our own tempo, pitch, tone and volume.

I have a friend who talks loud and I find, after a while, I am talking loud too! Sometimes without realizing it, you match other people's voice, tone, tempo, pitch and volume.

Just like matching the body, you can do this with your voice as well. And just like mirroring the body, if you do this exactly, it sounds silly.

SUMMARY

R1 Rapport is the primary basis for all successful communication because it creates **“A state of mutual trust and respect between two or more people.”**

- ◆ We generally get into rapport by finding out what we have in common. For instance, people, industry or trade associations, hobbies and geographic location.
- ◆ We process information using our senses and generally favor one:

Visuals (seeing) people need to see the whole picture. You see in pictures, colors, and shapes. As people talk, you often go back in your mind's eye to recall a picture and, if one is not there, you create a picture of what it would look like. You talk fast and, many times, use your hands to help show people what you are talking about.

Auditory (hearing) people talk slower so they can hear their words, tones and sounds. You like to hear all of the facts and get the detailed information.

Kinesthetic (feeling) people appear relaxed and speak slowly with pauses in between phrases. You make decisions based on a gut feel. You take detailed notes and appear to be very quiet, as compared to the rest of the group.

- ◆ Matching the body is a powerful rapport technique, so long as you don't mirror the other person exactly.
- ◆ Just like matching the body, you can do this with your voice as well. And just like mirroring the body, if you do this exactly, it sounds silly.

Listening With A Purpose

Nineteen centuries ago, Epictetus said, “Nature gave men one tongue but two ears that we may hear twice as much as we speak.” Good advice then and good advice today.

Eighty percent of salespeople have a false belief that talking is the key skill of their profession. The top 20 percent know different. They know that listening is much more important. Ask the clients of the top sales performers and you will hear over and over again, this comment: “They listen to me.”

My sales representatives would take me out on sales calls and, before we got to the client’s site, I would turn to my salesperson and ask, “Why are we here?” They would become like a deer in headlights... frozen. Their response would be all over the place, but the bottom line was – they had no specific plan, purpose or outcome.

The next observation was their poor listening skills. No question about it, they could talk; but it was difficult to get them to stop. Sometimes, I had to break in to give the client an opportunity to respond to a question or just talk to us, because of our limited time with them.

I always like to have an immediate feedback session with a member of my team after we have met with a client, so I proceed to ask:

- ▣ What did our client just tell us?
- ▣ What did we learn?
- ▣ What could I (you) do better next time?
- ▣ What did I (you) do well?

This becomes an opportunity for coaching and reviewing our next steps. Listening more and talking less becomes a mantra.

In designing the **R5** communication model, it became clear that listening with a purpose had to be included, and the metaphor I use is a tape recorder. **R2** is record, but are you ready to listen and for what?

Imagine for a moment there was a contest to meet and interview a famous celebrity in business, sports, television, movies, public office, whomever it might be for you. You have just been contacted, informing you that you won!

This famous person, whom you admire, has granted you an interview. How exciting would this be? But it is not over yet, because you will be a guest on *Oprah* to talk about it.

You only have 30 minutes with this person and will not get another chance. Would you just show up? Or would you prepare in advance?

I bet you would do your homework first to find out all you could. You would focus on what questions you would ask and perhaps think about what others might want to know, or what is important to them, or you might come up with a theme.

Would you rehearse and practice the questions or would you just show up, keep your head down, and read from your papers?

The big moment has arrived and you make sure to bring your tape recorder to the interview. Why would you do this? So you can recall what was said because you do not want to miss anything important. Why do that? In preparing for the Oprah show, you will again want to prepare.

During the interview, you sit down and place your tape recorder on the table, push play, and record. You ask your insightful questions and, based on the response, you ask other questions. The interview is a success!

Here is what you would not do:

- ✓ Take up most of the 30 minutes with you talking
- ✓ Interrupt them
- ✓ Answer their questions before they did
- ✓ Pause the tape recorder so you could talk about yourself

Or would you?

Why Don't We Listen?

According to a study taken at UCLA, people spend 9 percent of their time writing, 16 percent reading, 30 percent talking and 45 percent listening.

If listening is so important, how are we taught? Did you learn to listen by being whacked on the back of the head

with a ruler by Sister Teresa in grade school? Or did you get some formal training in “How to listen”? If you did, it was not in school.

Let’s take a moment to recall what we learned in **R1 Rapport** with “Common Sense Language.” Remember my client meeting, where he wanted to *hear it* and I wanted to *show* him.

What are the Rules for Listening?

We all have ways or processes we go through in helping us in our decision making. These are the rules we use to judge ourselves and others. The interesting thing about our rules is that we are the only ones who know what they are. Are you curious to discover what rules you use? To find out, answer the following question:

A. What do you need to do to increase your chances of success in your job?

Now answer this question:

B. What does someone else doing the same job need to do to increase their chances of success?

How did you answer the questions? Check the box that applies.

- 1) **A is answered and B is the same.** For example:
A - Be focused, have goals
B - Same, focused and have goals.

- 2) **A has an answer and B does not.** For example:
A - Be focused, have goals
B - Not my problem

- 3) **A has no answer and B has an answer.** For example:
A - Not sure
B - Be focused and have goals

- 4) **A is answered and B is answered with a different response.** For example:
A - Be focused and have goals
B - Everyone is different and they need to come up with their own answers.

Your answer reflects the rules you follow that influence how you behave. Here are the characteristics of each type:

If you checked number 1, this is: **my rules for me are my rules for you**. You are the type of person who will say, "If I were you, I would do it this way." What does that mean? If I were you, I would have to do it the way I do it, because of my upbringing, beliefs, experience, etc.

So what are you really saying? *If I were you, I would do that the way I do it.*

If you checked number 2 this is: **my rules for me; don't have rules for you**. I bet you are thinking these are mean people, but they are not; they simply don't care about the other person.

If you checked number 3, this is: **no rules for me, my rules for you**. Oftentimes, these are the people who get stuck. They have no rules for themselves, but can tell you what the rules are for others.

Number 4 is: **my rules for me, your rules for you**. If you argue a point with these folks, they often see both sides. They have rules for themselves, but do not think it is right to load up their rules on anyone else.

Most of the population follows **my rules for me, my rules for you pattern**. If you have this pattern, you end up making a judgment about what is being communicated, because you are comparing it to your rules.

My/My people might say to their selves, "Why are you telling me this?" "How could you not know?" "Shut up, so I can tell you what you need to do." These are just a few examples of what might be going on in their head. They are no longer in rapport and no longer are they listening to the message or intent.

Are You A Good Listener?

How do you rate? Take the following quiz to find out.

1. Do you spend more time talking than listening? Yes___ No___
2. Do you come up with a response in your head before they finish speaking? Yes___ No___
3. Are you eager to talk about your solution? Yes___ No___
4. Do you daydream while your prospect or client is talking? Yes___ No___
5. Do you jump in and finish their questions? Yes___ No___
6. Do you ask so many questions, the client or prospect does not have time to think and answer them? Yes___ No___
7. Do you make a judgment about what is said before the speaker has finished? Yes___ No___

8. Do you answer a question with a question? Yes___ No___

9. Do you frequently interrupt? Yes___ No___

10. Are you quick to provide advice even when not asked? Yes___ No___

Add up your Yes's and No's to review how you did.

If you have 8 or more No's – congratulations.

You are an excellent listener.

Are you missing (the) communication?

Following is information about each question from “Are you a good listener?”

1 - Do you spend more time talking than listening?

You speak the language you feel most comfortable with. It is the language in which you take in and process information. What happens if two people are speaking in different languages? Stuff is coming out of your mouth but the intent is missed. This is what miscommunication is all about.

I told you this was important to my company.

I never saw any of that in our meetings.

I did not understand how strongly you felt about that.

If your client makes one of these statements, which one would you record and which one would not even register?

We communicate to each other in different languages without realizing it. No wonder it becomes difficult to really get the intent of what is being communicated.

2 - Do you come up with a response in your head before they finish speaking?

“How many of you talk to yourself?” “Raise your hand if you do.” “I do not see many hands out there.”

“Raise your hands if you think other people talk to their selves?” “Well, isn’t this interesting; you all do.”

When I ask these questions, those are the responses I get in my workshops. How did you answer the questions?

Guess what? We all talk to our selves and it is okay. Somewhere along the way, talking to yourself got to be a bad thing and, taken to an extreme, it can be. But the truth is, we all do it; and, yes, I even have arguments with my self. I will give you an example of an argument I had with my self not too long ago.

I race as a hobby. After every race, they have pictures for sale. My wife once asked, “How many pictures of you racing can you have?” “Never enough,” I answered, because it is like little patches of glory. I get to see my accomplishments (don’t forget I am visual).

Here is what happened afterwards. “Oh, look at these pictures of me passing other cars – how cool is that.” Then I told my self, “Wende is going to have a fit if I buy another picture.” But, still talking to my self I said, “You work hard,

you deserve it, go ahead, buy it and, hey, it has you passing some cars." Well, guess what, I bought it and, yes, Wende said, "I can't believe you bought another picture of you in your car." "Wende," I pleaded, "look, they've got me passing some cars." She was not impressed, but I told myself, "You look cool." Recall a time when you had some struggle of what to do next or how to approach something.

3 - Are you eager to talk about your solution?

Many times this happens because the salesperson has been conditioned to believe that they must get their canned pitch said as quickly as possible. It happens automatically, like your brain is on cruise control as you wait for your client to take a breath so you can jump in.

4 - Do you daydream while your prospect or client is talking?

This is what can happen during a conversation. We can hear words coming from the other person, but don't catch their meaning. We might hear every other word or only bits of a sentence, because they are not using our language.

So we consider having a committee meeting. No, not with other people ... the conversation in our head.

Maybe we are working on deciding what we are going to have for lunch or what we need to do to get ready for that pipeline review meeting with our manager.

In other words, we have a great conversation with our self, but are no longer listening.

5 - Do you jump in and finish their questions?

We sometimes put on our **magic turban and become mind readers**. We finish someone's thoughts and even interrupt to show you how good we are. We know more about what people need than they do and we give our advice freely.

We hate for the other person to pause, but we have adjusted, because we will just have another committee meeting. We will mind read what others are thinking and tell them the answer. Many of us do this and never realize it is going on, but this could be the reason your prospect never calls you back.

6 - Do you ask so many questions, the client or prospect does not have time to think and answer them?

When doing this, the salesperson is not paying attention to what is happening with the person they are communicating with. Rapport has broken down. Salespeople fail to recognize the steps needed to get into rapport and what to do to fix it once it is broken.

7 - Do you make a judgment about what is said, before the speaker has finished?

Remember the rules you have for yourself and the rules you have for others? Most of us have a MY/MY pattern, so we know what we would do if faced with the same problem ...so we tell them.

8 - Do you answer a question with a question?

Many of us have been taught that this can be an effective technique but, most times, it fails to get to us to the next step.

9 - Do you frequently interrupt?

We know exactly what they should do and we are losing our patience listening to them go on and on. This type of thinking will set up the situation of not giving your client an opportunity to let you know their problem, because you are in a judgment mode. Rarely do your clients or prospects trust this type of exchange.

10 - Are you quick to provide advice, even when not asked?

This leads to you offering a solution before knowing what the problem is and the type of results your client is after.

Getting into listening mode

A cat's whiskers are extremely sensitive, as they are closely connected to their nervous system. Whiskers give cats extraordinarily detailed information about their surroundings. Cats use messages from their whiskers to sense the presence, size, and shape of obstacles without seeing or touching them. Interestingly, whiskers also help cats smell odors.

Okay, you are asking, "What do cat whiskers have to do with listening?" Lots! To be totally in a record mode, you must have your senses tuned up a notch and be aware of the person or people you are talking to.

R2 Record

You as a tape recorder is the metaphor used to get you in an interview state with your client or prospect.

Here are the steps:

Why am I here?

There are two questions you must answer. First, "What is your outcome for having this meeting?" Second, "How will you know if the outcome was met?"

Many times my sales staff would come back and report they had a "good meeting." I would ask, "What is the next step?" They might say, "We set up another meeting." "To do what?" Rarely would I ever receive a good answer to my last question.

Rapport

Listen and observe the body to find out which language or channel the other person prefers. Test your assumption to see if you are right. If not, ask a different question or find out how they feel about your discussion. Match the voice and body, but please do not make this a chore, because it shows. Just be aware of it.

Take Notes

Before you take out your pad and pen, ask for permission first. Do not take so many notes that you are looking at your pad more than at your client.

My rules for me/ your rules for you

If you have a **my/my** pattern, suspend judgments. You can always go back to it later and use a **my/your** pattern. This allows you, during the time you are meeting, to listen to what they are intending with their communication.

Push Record

Metaphorically think of yourself as pushing a record button and be interested in the same way as you would be with the famous celebrity.

- ✓ Do your homework
- ✓ Be interested
- ✓ Be respectful
- ✓ Be in rapport

SUMMARY

- ◆ Listening is more important than talking.
- ◆ Have an outcome for the conversation.
- ◆ Listen for the channel or language pattern they use. Test it and once you know it, speak to them using their language.
- ◆ Nearly match their voice and body.
- ◆ Use a my rules are for me, your rules are for you frame.
- ◆ Take notes.

In the next chapter, we explore the kinds of questions to ask.

Getting to the Problem

Solution is defined as *“the successful action of solving a problem.”*

Sales Mapping defines it this way: First comes **“P”** for **problem**, then **“R”** for **result**. Once you know both of these, then, and only then, are you able to develop an **“S”** for **solution**.”

So far, we have covered **R1 Rapport** and **R2 Record** of the **R5 Communication** model. In this chapter, we will focus on **R3 Release**, **“Getting to the Problem.”**

If you want to really understand how to improve your sales efforts, then it is vital for you, or an outside firm, to conduct a loss review with your prospect or client. Learn from it and make the changes necessary.

In conducting loss reviews with prospects and clients, here are some examples of the customer’s version of why a company loses the contract:

- ◆ “They missed the target.”
- ◆ “They did not understand the problem.”
- ◆ “They proposed the wrong solution.”
- ◆ “The cost was way over our budget, even though I told them what we could spend before they submitted their proposal.”

- “What they showed us was not what they proposed.”
- “The salesperson was too pushy.”
- “The price was too high.”
- “The results we wanted were not even addressed.”
- “We could do the job with our own people for less money and in a shorter timeframe.”
- “The salesperson did not understand the requirements.”
- “The salesperson did not do his homework.”

What do salespeople say when they lose? Here are some examples:

- “We were outsold.”
- “They didn’t tell me that was important.”
- “Nobody said that was needed.”
- “I was never shown or told that.”
- “I thought we were going to win.”
- “I never even knew they had an internal group that could do the work.”
- “I misread who the real decision maker was.”
- “I did not know our competitor was in there trying to get the business.”
- “Nobody told me how they would award the contract.”

- “There must have been a communication problem inside their organization, because my contact liked me.”
- “It was not my fault.”

“*What we have here is a failure to communicate*” is the famous line from the movie *Cool Hand Luke*, and this is what we have in our sample of responses. The more interviewing I do with clients, prospects and salespeople, the more I can connect it back to communication problems.

What we have here is a communication success. This is not a famous quote from any movie, but it is exactly what happens with a sales win!

If I sum up what I have heard from clients who have bought, this is what they told me:

- “They understood my problem, and proposed a solution that would get the results my company wanted.”

The sales team that worked on the win summed it up this way:

- “We understood what the client wanted and we developed a solution to get them where they wanted to be.”

Of course, I’m saying to myself, “Okay Rich, you have a stranglehold on the obvious, so what do you do about it?” Well, I am getting there, beginning with the next section.

Why Do People Buy?

What are the three things a buyer must have?

1 “Want” to buy

I read the story of a new president who took over a company that manufactured drill bits. He called in his four vice presidents and asked them what their goals for the company were for the next 5 to 10 years.

A vice president said, “Well, sir, we’re looking at new shapes and sizes for our drills. The competition is stiff, and we’ve got to come up with new and better products to stay competitive.”

Then the new president dropped a bombshell. “Now that I’ve taken over, I have news for you: We are no longer going to sell drills; we are going to sell holes. People don’t want to buy drills; they want to buy products that make holes for them.”

The company was successful under the new president because they began to think of other high-tech ways of creating holes. That company developed lasers long before anyone else was even thinking about the technology of drilling and cutting with light. Everyone else was still thinking about “drills”. That president understood why the company existed and what the customers needed, and he took the initiative, and wonderful things began to happen in that corporation.

No matter how hard someone tries to sell me a drill, if I don't have a need for holes, I don't want one. My point...*I have to have a problem that needs fixing.*

How bad has it gotten?

Whatever the problem is, we must be motivated enough that we decide we need to solve or fix it. When does a company or individual decide they want to make a change? At what point will they decide enough is enough?

It will take some event to trigger us into taking action. Let me illustrate what I heard from people who became motivated to make a change.

In my days of selling big-ticket software, each of the clients held on as long as they could with outdated systems. They would limp along with yellow sticky notes all over the computer screen. The notes were the steps to do something manually because the current system could not perform the function.

They would hire part-time help to perform a function to avoid the expense and time of paying for software modifications. The line staff would complain to the management team about the system and the loss of productivity. The managers would bring the problems and complaints to the executive team.

Salespeople would point to the system deficiencies as getting in the way of closing new business and hurting the

existing clients. The executives would listen politely and tell them they could not afford it right then, because they were investing and spending their money in other areas. They would mention the additional staff hired to compensate for the problems.

Every year at budget time they would add the cost, time and expenses necessary to install a new system, and every year it made the first rounds, but eventually would be cut. This happened for many years in a row until something happened. **Competition!**

Competition came into their territory with a newer system that could provide the same service for less money, better turnarounds and, ultimately, happier clients. Not to mention, they were a more attractive employer because of their system.

Guess what the company executives said: “We need a new system.” Overnight, they became motivated. Was the system problem new news?

Often, when meeting an organization in a consultative role, management and line staff are happy to tell you their problems because they live with them everyday. I have been told when consulting: “We are glad you are here; maybe now the executives will hear what we have been telling them all along.”

It is not that executives do not want to make changes but, depending on the current business situation, tough

choices have to be made. They have been there, done that, got the T-shirt, and making changes is not the easiest of decisions. Generally, it is not always a choice—it is more a dilemma.

That was a business example, but what about a non-business? When do men begin to eat right, stop smoking and begin exercising? You know the answer... after their first heart attack.

Is this because information about a healthy lifestyle has been kept a secret from men? Of course not! But until it happens to you, it is not a problem, yet, and you are not motivated to change.

Bottom Line:

**When we want change,
we become motivated to fix the problem.**

② “Way” to buy

I once worked for the President of a company who would ask us when we submitted a budget request, “If this were your own personal money, would you consider it a good investment?” “What kind of return would you get?” “At least show me a return I would get from a bank.”

If we got past the first step, then his next questions were, “How long will it take?” “Do we have inside resources to do this?” “What is the impact to our operations if we do this?” “What departments will be impacted by this initiative?”

If we could answer these questions, then he would ask: “What will happen if we decide to hold off until next year?” “What is the impact to our business and clients if we don’t do this now?” “Is there an alternative we can implement that will cost less?” “Can our people do this?”

The questions are good ones, because the message was demonstrating a **Return on Investment and a Return on Information.**

The way to buy is more than dollars and cents; it really is what the payoff is in terms of:

- ✓ Results (WIIFM)
- ✓ Knowledge
- ✓ Skills
- ✓ Fiscal
- ✓ Other support

Bottom Line:

We must be motivated to change and then have a way to succeed with the resources necessary to accomplish the goal.

3 “Will” to make it work

Change is hard. Yes, we all know that change happens, but that does not make it any easier.

When I work with a sales team implementing the **Sales Mapping** system, they resist the changes needed to ensure

their own personal goals, as well as the company's. It is not that they do not understand, or see how this will help them, or pay attention to the results they will get. It is all about breaking out of the comfort zone.

The comfort zone, just as the name implies, is like being on cruise control. Any change has a set of concerns and rewards. You must be willing to break out of your comfort zone if you want to have any chance of succeeding.

I remind sales teams of these facts: "Are you not in the business of asking your clients to make major changes? If you are unwilling to make a change, how can you ask your clients to?"

After a few moments, as this sinks in, not only do they agree with me, it never comes up again.

Change begets change and, along the way, bumps in the road will appear. Resistance happens and the question becomes, "Do you have the will to overcome the bumps and the support needed to get the objective met?"

If you do, success is yours; if not, projects, goals and objectives are subject to setbacks and changes from the original intent or failure.

Bottom Line:

**You must be motivated to change,
have the resources to get it done,
and the support and will to reach the goal.**

The three things needed to buy are:

WANT WAY WILL

Let's explore the three fundamental business objectives a company has.

■ Client retention and acquisition

How can I keep the clients I have and get new ones?

Clients are the life support system for a business and this question is discussed in meeting rooms around the world.

Concerns facing a business are:

- What services or products do our clients need?
- What new trend is coming that will impact my base?
- What new threats do we need to be aware of?
- What companies are entering into my marketplace?
- What keeps my clients up at night?
- What new products or services can we bring to our clients?
- What do our competitors have that we do not?

This abbreviated list brings to light a few of the many challenges facing a business today.

Bottom Line:

Remember it gets back to one thing: "The only purpose of the business is to get and keep clients."

■ Profitability

You cannot pay your bills, make payroll, or sign commission checks with revenue! It takes cash, and cash comes from a simple formula.

A. *If revenue is greater than expenses, you have a profit.*

Yeah! You are doing a great job and probably are looking at ways to increase your numbers.

B. *If expenses are greater than revenue, you have a loss.*

Sorry to hear the news. Life at your organization is not fun. The heat is on to get clients and cut back on expenses.

C. *If you do not receive cash from your clients on a timely basis, you have a cash problem.*

Hug your CFO, because they need it. They are getting the threatening phone calls from suppliers, who are getting ready to cut the company off if they do not get paid soon.

D. *If you make a profit and get paid in a reasonable timeframe!*

Congratulations, you must be using the **Sales Mapping** System or you figured a system out on your own and want to improve on an already successful business.

Profitability is pretty simple to explain...very difficult to maintain.

Bottom Line:

Companies want to make money.

■ Productivity

“Time is money” is a true statement. Look at the some of the examples we use everyday.

- Snail mail versus overnight delivery
- Snail mail versus email
- Office phone versus cell phone
- Desktop PC versus laptop
- Desktop PC email versus wireless PDA
- 35 mm camera with film versus digital camera

I used these examples because, in today’s selling environment, it is pretty common to see salespeople with a handheld device that combines wireless, cell phone, email, sales force automation programs, calendar, digital camera and other tools into a single device.

Why? Because it allows you to be more productive, leaving more time to spend with existing or new clients and ultimately bring in more business.

Your clients are looking for the same thing – ways to increase their productivity in supporting the basic mission of the business:

“Getting and keeping clients.”

Bottom Line:

Businesses want to save money.

Personal

WIIFM – *“What’s In It For Me?”* – an old saying with a strong meaning. There has to be a personal or emotional payoff.

After having a heart attack, you may change your lifestyle because you want to live longer. Maybe you want to see your children grow up, or maybe the experience scared you into living.

What would happen if you headed up a team chosen to select an accounting system replacement that cost millions, took months to implement and involved training hundreds of people to use, and it is a failure? What would happen if it exceeded everyone’s expectations?

You stand to gain or lose personally. There is some “skin in the game,” as the saying goes, and it is your skin. Raises, bonuses, promotions, recognition, and stock options are all examples of types of personal payoff.

Emotions can and will play into the buying process. I have seen committees, charged with making a buying recommendation to the executive team, get close to fist fighting in meetings.

People are sometimes making career-make or career-break decisions. It is important to understand what the personal issues are and the problems facing the individuals.

We all like to reach goals, eliminate problems, gain feedback on a job well done, or just know that we accomplished the objective. It is part of human nature.

Troubleshooting

I want to take you through a hypothetical situation. Let's say that an application running on your computer develops a problem. While it is annoying, you can live with it. Until one day, your computer finally quits.

Being in sales, you realize how important it is to have your PC working. What happens if you can't get to your email or send out proposals due the next day? It just keeps getting worse. You need your computer to work.

You call the help desk and the representative says, "What is the problem?" You reply, "My computer is not working." Is this enough information to solve your problem? Hardly... more information is needed, for example:

- ✓ The kind of computer.
- ✓ The application you are having problems with.
- ✓ The length of time you have had these problems.
- ✓ Whether or not you are running other programs at the same time.

The representative will ask you to perform a task with the following question, "What happened?" You tell them and they make a suggestion. If this does not solve the problem, then:

- ✓ The next task is given and you answer the same question until the problem is fixed.

This process is called an algorithm. Some of you who are computer-programming savvy are wondering if I am talking about the same thing that is used in developing software designs. Yes, I am. An algorithm is “A set of instructions or procedures for solving a problem.”

Let's review what happened with this situation:

The problem with the application had been there for a while, but it was not bad enough to fix it sooner. It was annoying, but we could still get the job done.

That is, until it stopped working. Now we quickly became motivated to get the problem fixed.

Why do we want to get it fixed? It is vital to be able to communicate with clients and to get proposals out to your client on time.

Problem, motivation to get it fixed, productivity, and personal, all exist.

We then talk to an expert who did not start off with selling a solution but asked for the problem. Was “My application doesn't work” enough information to provide a solution?

How did the representative get to the problem? It took an algorithm “A set of instructions or procedures for solving a problem.”

Just the facts - Developing a Problem Statement

Defining the problem is probably the most difficult phase of the **Sales Mapping** system.

This phase is the one most overlooked by salespeople and not enough time is dedicated to ensure the problem is clearly defined and understood.

Get the problem right and you will succeed in understanding the first part of consultative selling and getting a happy client.

Sales Mapping uses an algorithm in working with your client to get to a problem statement. Algorithms are step-by-step processes with decision points, giving you options as you complete the worksheet.

The parts of the “**Sales Mapping** Problem Statement Worksheet” are:

1) *What problems are you (organization, company, department) having?*

You would think that you would get the answer to the question, but you usually do not! What you do get is the solution or answer to the problem.

Let me explain with some examples of what you might hear when you ask what the problem is.

“We need a new system”

This is the answer, not the problem.

"We need teamwork"

This is the answer, not the problem.

"We need more sales"

This is the answer, not the problem.

"We need to save money"

This is the answer, not the problem.

"We need sales training"

This is the answer, not the problem.

This happens because the client has been so close to the problem, they actually know what they need.

I was given the best question to ask when this happens. It came from Shelle Rose Charvet, an exceptional trainer and mentor. Her company is named *Success Strategies* and she is discussed in chapter three of this book.

Here is what Shelle said to ask: "So what problem will *(the word your client used)* solve?" Get ready to start taking notes because they will start telling you the problems.

2) *Who else is impacted by this problem?*

It is not unusual for a problem to overlap with other problems. "Follow the money" is one of the phrases we often hear and, in this case, it's "Follow the problem."

Follow the problem the same way the technical representative did in locating the source of the problem in our hypothetical PC application problem.

Often, people within the company have conflicting answers to the problem. Sales are lost because salespeople fail to find out all of the problems in all of the areas.

Think back in your own experiences to what caused you a problem because the other department had not fixed their problem.

What happens if the Sales Force Automation tool is not working correctly and you are unable to update your forecast?

- a. The problem is in the software, and the information technology (IT) department is working with the vendor to get it fixed. Meanwhile;
- b. Because you are unable to get your update done, the sales manager cannot get the forecast to the regional sales VP.
- c. The regional sales VP cannot get the forecast update to the CEO.
- d. The CEO cannot update the board.
- e. The Chairman of the Board says, "Unacceptable, we need a forecast."
- f. The President goes back down the chain asking for an update, even if has to be compiled manually. Finally it gets back to you to stop whatever you are doing so you can get the forecast submitted.

You get the idea. The problem may be the software, but this is causing problems for different people in different areas and this is impacting productivity, etc.

Why is this important? A complex sale can be defined by “How many yes’s” and by “whom will it take to close the business?”

3) *How does this problem impact your customer?*

Find out how each of these problems impact the service or product you deliver to your client. You must also determine how this problem impacts the delivery of their service or product to their client.

4) *What caused or contributed to this problem?*

Find out as much as you can about the source of the problem.

5) *How long have you had the problem?*

This could reveal an unwillingness to allocate resources or the lack of a “Way” or the “Will” to get it fixed.

6) *What will happen if this problem continues?*

How bad is it going to have to get?

The question is: “Has the event occurred that has motivated the person or organization to change?” Are they ready to take action?

7) *What have you already done to solve the problem?*

If the company with the problem has not exhausted their resources, you may not have an opportunity. People will have different ideas on what the problem is and this also

reflects on how they attempt to solve it. How many ways can you solve a problem? Depends on how many people you talked to. Knowing what has already been tried helps in developing a solution.

8) *Are we fixing the right problem?*

Ask this question: “Is there anything we have not discussed that could become an obstacle?” I almost always get information about the problem that turns out to be vital in understanding the scope of the problem.

The above list is not suggested to be complete, but it should be added to your specific list.

Creating the problem statement

Failure comes from the problem being poorly defined and lacking specifics. Until you get a problem statement and your client agrees with your assessment, you could be solving the wrong problem, delivering the wrong solution, and spending the client’s money, without getting the core problem fixed.

Bottom Line:

**Unhappy clients do not
get you references or more clients.**

Begin developing the problem statement with the following template.

The problem we are having is _____
_____ and this causes
these problems _____

for _____.
If the problem continues, this will happen:

In fact, this problem has already limited us
from getting _____
_____.

Only when your client agrees with this statement, are you able to move on to the next step.

SUMMARY

Buyers must have a:

- ✓ **Want** to buy because they are motivated to taking action.
- ✓ **Way** to succeed by having the resources committed to the objectives.
- ✓ **Will** to get over obstacles put in the way of achieving the goals.

Businesses are looking to:

- ✓ Get more clients.
- ✓ Keep their clients.
- ✓ Make money.
- ✓ Save money.
- ✓ Be more productive.

But, first they must:

- ✓ Accept that change is difficult, but it has a personal payoff.
- ✓ Spend the time to get to the source of the problem.
- ✓ Realize that, until the client agrees with the problem statement, it is not right.

Getting to the Results

In Chapter Six, we learned a **Sales Mapping** formula – **P+R=S**. **P** for **Problem**, **R** for **Results** and **S** for **Solution**. In this chapter, we will focus on getting to the **R - Result**.

How could a software architect design a program without completely understanding the results the user desires?

They wouldn't. Part of the requirement's analysis phase is to document the end result meaning, "What will the software do?"

How do you know if the design will meet the results?

Before the designer provides the specifications to the programmer who is building the software code, an important component is needed. What will this program do? How will I, as the programmer, know that I am solving the problem or meeting the requirement?

This is answered with the development of a test plan that is given to the programmer so they can make sure the program will meet each function as they develop the program code.

It provides the evidence needed, so everyone involved is 100 percent in agreement of what is needed, why it is needed, and how it is known that the results will solve the problem.

Is there a like process in sales? Unfortunately, it is left

up to the individual salesperson. Many fail to document the end result in detail and do not know how the client will measure success.

Salespeople tell me that in order to win: “We need to discount our price to x amount of dollars,” “We need to deliver these additional services,” or “We need to throw that service in for nothing.”

I ask one question “How do you know?” Number One answer—they don’t. Unless the buyer has told you, it is a hallucination.

What is the point of proposing a solution if you do not know the problem and the result? We can learn the problem by following the **Sales Mapping** method and, to get the results, we have two distinct avenues to pursue:

1. “What” are the expected results?
2. “How” will you know?

This may be one of the easiest parts of the system to learn. Simply take the problem statement worksheet and ask the opposite questions.

Here is how the “**What**” works:

A. What specifically do you want instead of (use the name of the problem)?

When you ask this question, it generally gives the person permission to answer with their expectations, as opposed to the party line.

B. *How will you know that you have achieved the results?*

This question will give you their critical success factors.

I am surprised when I sometimes get important metrics that, until now, had not been discussed.

C. *When you get the results you want, what else will change or improve?*

This is the carrot and stick of how people are motivated, which we will review in this chapter.

D. *What, if anything, will be at risk by getting these results?*

This question may raise a roadblock that could get in the way, if not dealt with.

The next area we are going to move into is the “**How**” and what you will learn to shorten the sales cycle, get your client’s specific needs met, and develop the right action plans.

Did you know you have a built-in algorithm in your brain for making decisions?

A good example of an algorithm comes with your new PC. As soon as you open the box, you will find a poster size, one-page document with pictures and numbered steps to follow. It is an easy way to get your new PC up and running. You could go to the documentation and read about 20 pages or so to get to the same result, but why would you want to do that?

This one-page, step-by-step instructional sheet with pictures is an algorithm. It takes you through a process flow and you come to decision points. The decision point asks: Did you complete this step and get the results? If you did not, you are instructed to go to the previous step. It works just like a decision tree would, if you were designing a program to solve a particular problem.

If you have observed a software designer or have worked with them, you already know they ask a lot of questions. They need to understand the process flow, especially when, and under what conditions, a decision is made.

Our decision-making process has multiple aspects and, what if I told you, there is a way to get to them all? With the use of the following questions, you can find out what you need to know:

- What is important to you in making a decision and in priority order?
- Are you motivated by the stick or carrot?
- Why is this decision important to you?
- Who else, if anyone, is needed to make the buying decision?

Would the information from the answers to these questions be beneficial to you and your client? The answer is yes! Let me show you how this works by asking: “How did you decide to buy this book?”

There are three sets of answers and you should pick one from each set. The answers will provide you with “How” you made a decision when buying this book.

Please review the two answers and select one of them in answering the question: “Why did you buy this book?”

A. I felt the information contained in this book would help me obtain my goals.

Or

B. I believed the information in this book would help me get away from some problems I had in the past or might potentially have in the future.

Check the box: A B

Please review the next two answers and select one of them in answering the question: “Why did you buy this book?”

C. Because this book gives detailed steps in the consultative selling process.

Or

D. Because this book give alternatives or options to include in the way I sell.

Check the box: C D

Please review the next two answers and select one of them in answering the question: “Why did you buy this book?”

E. I just knew this was the right book for me.

Or

F. Other people told me about the book and that is why I bought it.

Check the box: E F

Now discover your decision tree algorithm for buying this book:

- A. You are the kind of person who is motivated by the Carrot and move towards pleasure and possibility. You want to obtain goals and objectives.
- B. The stick motivates you because you want to move away from pain or possible pain. "Away from" people want to eliminate and avoid problems from happening.
- C. You like to follow the rules. If there is a procedure to follow ... you follow it.
- D. There is always a better way and you like finding it. Option people like being innovative and trying alternative ways of accomplishing the objectives.
- E. You just know when a decision is right. Internal people rely on their own internal criteria and focus on what they want.
- F. Feedback from other people helps you in the decision-making process. Externals can be overly concerned with what others will think.

Does this make sense to you?

Does the explanation fit?

Is this how you come up with other like decisions?

Circle your preferences in the following statements to better understand your decision-making algorithm for buying this book:

I bought this book to:

- (A) help me achieve my goals, or
- (B) get away from problems I have been having.

Because it gave me:

- (C) procedures and steps to follow, or
- (D) it gave me some options to use.

It was a good purchase because:

- (E) you knew this was information you wanted, or
- (F) people gave you feedback or you read a review with a recommendation that this was a good book.

In Chapter Four, you read the story about the client I was presenting to, who was auditory and wanted to hear an answer. I, being a visual, wanted to show him the answer.

There is more to the story. He told me, "I want to get away from the same problem we have been having every month. This is why I want you to explain how this noise will go away."

I replied, "I showed you how my company will solve your problems, achieve improved productivity and even help you launch that new service to your customers sooner than planned."

My client is an away from, while I am a towards person. He wants to get rid of the noise and I am showing him how to obtain goals and get even more done!

The story continues. My client said to me, “Rich that sounds good, but I am still not sure.”

“Mr. Client,” I said, “You are the decision maker right?” His answer was, “Yes, I am, but I like to get feedback from my management team and hear what they have to say, so that we are all in agreement.”

I am ready now and here comes the close, “Mr. Client, I just know that this is the right choice for your company...”

My client is an external because he wants feedback and I, the internal, just cannot understand what the hang-up is. I continue with my close.

“Mr. Client, because you have the authority, if you give me a letter of Intent today, I will discount the service by 25%. In fact, to sweeten it up, I will reduce our support and maintenance agreement by 25% and waive you having to pay it for one year.”

He replied: “That is a generous offer, but I still do not feel comfortable with committing us without talking it over first, because that is how we always follow our major decision process. So, why don’t I speak to my management team and call you with our answer in a few days?”

Mr. Client is following his procedure, no matter how many options (my preferred mode) I offer him.

Did I get the deal? No, because this was before my **Sales Mapping** days.

Results Statement

Sales Mapping combines the “**What**” with the “**How**.” Now when we meet with the client, we ask: *What specifically do you want instead of (use the name problem)?*

When you get the answer, this is their criteria. The most important things to them, for example: “I want to grow the company and improve the bottom line.”

“What is more important to you – to grow the company or improve the bottom line?”

“Improving the bottom line.”

“Why is improving the bottom line important?”

“Because, it will put us in the position of being able to afford our new product initiatives.”

“Why are the new product initiatives important?”

“Because, we will earn the trust of the investors.”

“And what do you get with the trust of the investors?”

“We get the profit sharing for the staff.”

Here is what happened: We were able to get this client a specific criterion by priority and their critical success factors.

Is this person moving away (stick) from a problem or towards a goal (carrot)? The Carrot!

Repeat the same questions for **“Grow the Company.”**

“How will you know you have achieved the results?”

“We will see our sales revenue increase by 20% and our margins rise to over 22.5%.”

We get specific metrics that our client already knows must be realized, if they are to hit their goals.

“When you get the results you want, what else will change or improve?”

“Well, I believe the number of calls we get, complaining about our time to deliver, will be reduced.”

Sometimes new information is revealed that gives you some additional metrics or problems that haven’t been discussed.

A question you must ask is:

“When you made similar buying decisions in the past, how did you know it was a good decision?”

The answer might be:

“I got feedback,” (external), or, “I just knew,” (internal).

We have not only discovered what is important to your client, but how they make the decisions. We learned that, with common sense language, once you discover a person’s preference, you must talk in their language (visual, auditory or kinesthetic). The same applies here. Once you discover their decision-making process, you must use their language when communicating with them.

Your job now is to provide a solution that gives your client the specific results, meeting their criteria.

SUMMARY

- ✓ To get to the “**What**”, ask the opposite questions from the problem statement.
- ✓ We all have a decision-making algorithm.
- ✓ We have different algorithms depending on the situation.
- ✓ The decision-making processes include toward, away from, options, procedures, internal and external.
- ✓ Once you have the pattern, you must use their pattern in communicating with them.

Meet Me at the Solution Gap

We have the **P** (problem) and the **R** (result). Now we can determine the **S** (solution) in the **Sales Mapping** formula.

When we worked with our client to determine the specific problems they were having, we expanded our questioning to uncover all of the problems they were causing in all of the areas of the organization. We also found out their customer's and their customer's customer problems.

A problem statement was completed and tested with the client to verify agreement.

Next, we discovered "**What**" results our client wanted for each problem.

We also found out "**How**" they would know and the metrics they would use to measure them.

Depending on your product or offering, you will want to sort the problems into logical workgroups that will match how you deliver your service or product. It is the process flow for meeting the client's requirements.

If the problems are software-related, they might be sorted by subsystem, training, implementation, etc. If they are hardware-related, they may belong in components, manufacturing, distribution, etc.

Past, Present and Future

The problem was determined from information about the past. We found out how long they had it, what they had done in the past to fix it, and how it happened or was created. The problem may have been there for some time but, the reality was, it was still there that day.

The problem was both the past and the present.

Because they have been dealing with the problem, they know, all too well, what they want instead. They can tell you exactly what the result should be, even though it is not there yet. It is not real, but in their mind's eye it is.

I believe this because, when we ask, "*What is the problem you are having?*" we get the answer or solution, not the problem.

The result is in the future.

Meet me at the "Gap"

The question for the salesperson and the delivery team is: "How do we get from today to tomorrow?"

Your client wants results and will evaluate your proposal, contingent on how you intend to give them the results they already know they want.

Welcome to the gap.

The gap between the two is where you and your team will spend your time mapping your answer.

Develop your worksheet with the following headings:

Problem	Gap	What	Yes, No, Partial	How	Yes, No, Partial
List your clients problem	Your solution	The results your client expects	Your score	The metric your client will use	Your score

Problem - List the specific problem and, since you will be hearing it from multiple sources, it is important to complete this analysis for each person or department or customer's customer.

Gap - This is where you list the service or product you believe will meet your client's needs.

What - This is what the client told you they wanted.

Yes, No, Partial - How did you score? Did you meet the requirement? Did you not meet it? Or did you have a partial answer?

How - This is where you will list "How" your client will know this will be a success.

Yes, No, Partial - How did you score? Did you meet the requirement? Did you not meet it? Or did you have a partial answer?

Now review your worksheet and you will have an honest evaluation of the areas where you are strong and weak. The analysis that takes place next can go in many directions, but the objective is to satisfy the **Sales Mapping** formula **P+R=S** (Problem plus Result equals Solution).

What will the competition do?

You must find out who else will be competing for the same business and rank, by priority, whom you believe will be the strongest. How do you do that? Prepare a gap analysis, as if you were working for your competitor company.

The next step is to prepare a gap analysis summary sheet:

Ranking	Company	Strength	Weakness	Comment

Ranking - Who best satisfies **P+R=S** for the client, followed by a list of the next highest to the lowest.

Company - Name of the company, firm or, if internal, the group name.

Strength - With what, and where, they are strong.

Weakness - With what, and where, they are weak.

Comment - List information that you think is important to know and what they might do to strengthen their weakness.

The questions involved in this analysis are:

1. Can we compete?
2. How do we overcome our weakness?
3. How do we use the competition's weakness in our favor?
4. How do we bring our strengths to the attention of the buyer?
5. How do we compete against our competitor's strengths?

The big question comes next: *What will our strategy be?*

Ask a salesperson: "What is your strategy to win?" And you will get answers like:

- ◆ We must have the lowest price.
- ◆ They must need what we have.
- ◆ A meeting has been set up.
- ◆ We are the best fit.

My all-time favorite from a salesperson was: "We will win, because they like me." This may be true, but there are other things to consider.

I recall working with a company that had lost a contract and wanted to learn why they had failed. They provided computer hardware as a reseller and had added value services such as training, support and maintenance, and

software applications. The company had been in business for five years with annual revenues of \$15 million and had great customer references.

I reviewed their strategy, which emphasized their commitment to customer satisfaction. I knew that getting new hardware to their clients was important, especially getting equipment repaired and back into the field quickly. They talked up their two regional depots in the southeast and stressed how the people there were all trained experts.

I reviewed the presentations and executive summary in their proposal and picked up on a theme, which highlighted their position as leaders in the computer hardware and maintenance business. They pointed out that, with offices throughout the United States, they were clearly qualified to handle a national account .

So, who was their competition and who won? IBM did. IBM had an office located in every city where the client had an office, including remote areas. They presented the client with a list of the IBM manager's name and address at each corresponding location.

IBM offered to pick up and deliver the broken hardware. In fact, they supplied loaners, so the company could keep downtime to a minimum. The company who lost the bid had requested that the client ship the hardware. Once repaired, they would return it via overnight delivery.

The list goes on, but this is clearly what happened: a

\$15-million-dollar regional company was going up against a multi-billion-dollar international company, who clearly was the leader. IBM satisfied the **P+R=S** formula. If you read the regional company's proposal, you never would have felt they were a smaller player. In fact, you would have believed they were the industry giant, not IBM.

This strategy is what I call:

Big, Bad and Bold

We are the *Biggest*, *Baddest* and *Boldest* in the land; we are the market leader. The rest of you are trying to figure out how to take business from us.

Most salespeople subscribe to this strategy, even when they are not the leader. It is a head-to-head competition that usually cannot be won.

This is exactly what happened to the regional company I was working with, because they did not develop a tactic. Instead, they portrayed themselves as the industry leader, when they were not and IBM was.

I bet during the entire time they met with their client, the client's strategic plan was never brought out to show the problem they were having. Let's go back to the formula, **P+R=S**. The problem is not strategic. It is specific with a cause and effect. The result is tactical and, without it, we lose a competitive advantage. Strategies maintain the competitive advantage.

It always amazes me to walk into a business convention exhibition hall and see all the vendors with a sign with the tag line, “**THE INDUSTRY LEADER.**” How can all of them be the industry leader? Do people buy from companies other than the real industry leader? Of course they do. Why? Because it is the company that meets **P+R=S** in the best way.

Let’s talk strategy so we can understand how to use this misunderstood buzzword.

At one time, if you were hungry in New York and did not want to go out to dinner, but wanted a pizza delivered to your home, this was not a problem. You would open the phone book, look under pizza, and find several options for take-out. So, you would call, order your pizza and ask, “How long will it be before it is delivered?” They would answer, “You will get it in about an hour or so.” This being, if you were lucky. When it arrived, it might have been cold and soggy, but this was the way it was.

Until one day, someone looked at this problem. They reasoned: It takes a long time to get a pizza delivered and, when it does show up, it is cold. What if I could deliver a pizza sooner? Maybe within 30 minutes – and hot – or it is free.

Domino’s Pizza is birthed and not because their pizza is better. It simply solves the problem and delivers the result.

This is not strategic – it is tactical. From the tactic comes the strategy. Domino’s strategy is to “dominate pizza home delivery.”

Let's look at strategy in a business setting. Customers have choices. They have lots of choices between you and all of your competitors.

You are competing for them to think of you first, not any of the other companies. Why are you different from all the rest? How will you solve the client's problem, get the results and, indirectly or directly, get the personal payoff (*what's-in-it-for-me* WIIFM.)

Salespeople view the strategy as winning the deal and having a signed contract. Let me ask you, "How does this help your client?" Is this strategy working?

Your focus must be on how you will get the results they want, measured by the way they told you they wanted them. If you focus your attention on doing this, your chances of getting a signed contract and happy client will increase significantly.

TACTICS

How Do I get my client to think of me first?

After completing the competitive gap analysis, you find yourself in one of the following positions:

- A. You really are the market leader.
- B. You are the strongest answer in many areas where your competitors are not.
- C. You have some of what your client needs and your competitor has the rest.

D. You will be offering a better product or service in the coming months, but not when your proposal is due.

Here are the tactics and the positions for each:

A. The Tactic is “Big Bad and Bold”

You are the market leader and, clearly, can solve the problem, get the result and meet the metrics established by the client.

B. The Tactic is “Change the Game”

You cannot go up against the leader because of their strength, but you did find some chinks in their armor. While the company is good, they are not the best in all areas. You must change the way the game is being played.

What is an example of changing the game?

American Airlines launched a preemptive strike on the competition when it introduced the airline industry’s first frequent flyer program.

Unlike modern myths of popular pastimes, frequent flyer programs did not begin in a garage. They weren’t scribbled out on a napkin in Bob Crandall’s kitchen, nor were they a dot-com wonder.

The fact is, frequent flyer programs, while celebrating their 20th Anniversary on May 1, 2001, aren’t anything they started out to be, except one thing – successful. The roots of these programs can be traced back to 1979, when the

advertising agency for American Airlines proposed that American do something special for its best customers. At that time, banks were offering toasters and electric blankets to their best established customers and to new customers opening accounts. They were having great success with the promotion.

The advertising agency's idea was to offer American's best customers a special "loyalty fare". They came to the conclusion that frequent travelers would not likely feel rewarded by a special fare. They were supported in their conclusion by the Pricing Department at American Airlines, which offered up a conclusion that a loyalty fare would likely be matched by any other airline and American would likely lose some revenue from decreased yield.

After some ideas were kicked around at American, the Marketing Plans group agreed that a free trip would mean a lot more to a frequent traveler, if it included a deal for a companion and a first class upgrade. At the time, first class was a relative unknown for the frequent traveler. Typically, movie stars and VIP's solely occupied this space.

The idea was then defined to pursue a concept that offered a frequent traveler the equivalent of a free first-class trip to Hawaii from any domestic point, with a free upgrade for any companion for whom a ticket, at even the lowest fare, was purchased. Of course, Hawaii was a symbolic destination, because most business travelers would not have

traveled there on business and would find it an attractive incentive to fly American Airlines.

The airline frequent flyer plans have captured their own separate identities since their inception 20 years ago, resulting in profitable partnerships that contribute to airline revenues, while offering opportunities to further expand outside the airline industry.

The feature providing the clear advantage (no pun intended) was AAdvantage Frequent Traveler, the automated tracking of member mileage and monthly statements.

British Airways used its extensive reservations network for “piggybacking”. In addition to sales of airline tickets, British Airways introduced hotel booking through their system and most other carriers eventually followed suit.

These moves fundamentally changed the way business was done in the airline and banking industries and raised the barriers to entry.

How much revenue does this bring in? Estimates are as high as \$800 million for American Airlines!

C. The Tactic is “Let’s Team up...Partner”

If your competitor’s weakness is your strength and your weakness is your competitor’s strength, then partnering or teaming may be a very strong option.

After all, isn’t it better to walk out with some revenue, rather than none?

D. The Tactic is “Wait”

It was said, some time ago, that you were never fired for buying IBM, but you could be for buying elsewhere. IBM didn't always have the latest and greatest first, but did follow with the best version soon after the competition. IBM had such a reputation for quality, education and support that it was better to wait for their product, than take a chance with a start-up or small company that did not have the prestige and track record of IBM.

The idea is to stall if you have a solution soon to be introduced.

Putting tactics to work

After choosing the tactic, you must build other tactics to make it happen, and your strategy will come from this.

American Airlines wanted to reward their best flyers because these flyers represented significant revenue to the company. The tactic was free trips. The strategy was to keep customers loyal to American Airlines and avoid having them use a competitor's airline. When American launched the program with their base of loyal flyers, they underestimated the impact of the program. They did not anticipate attracting a significant amount of additional new customers who wanted to earn free trips.

Based on what your analysis is, you must select one of these tactics to satisfy the clients **P+R=S**.

USP (no, not what comes in a brown truck)

You have asked for some time to make a presentation to the CEO, but you are told his calendar has no available time.

What if you were walking down the hallway with your prospective client and you ran into the CEO. Your prospect introduces you as the salesperson with Xyz Company, who is working on developing a proposal for the big project their company is working on.

“Really?” the CEO says. “So, tell me how you are going to solve this for us?”

- What would you say?
- Would you go into a lengthy explanation?
- Would you ask for that half-hour or hour appointment?
- Would you say it was a great question and you had your best people working on it?

More than likely you would start going into an answer that is too lengthy or too detailed, and you would lose the opportunity to let him know why your company is uniquely positioned to solve this problem.

Sales Mapping requires that you develop a Unique Selling Proposition or USP for each proposal. Your USP is a headline and the purpose of the headline is to read the next line. In this case, you want that invitation into the CEO’s office for the opportunity to review, in more detail, why your solution is the best.

How do you develop your USP? Easy! Remember the problem statement from Chapter Six — Getting to the Problem?

The problem we are having is _____
_____ and this causes
these problems _____

for _____.

If the problem continues, this will happen:
_____.

In fact, this problem has already limited us
from getting _____
_____.

In Chapter Seven, “Getting to the Result,” we uncovered the “**What**” – the specifics of what they want – and the “**How**” of getting them what they want.

You want to develop your USP to include the problem, the expected result, how this will be measured and what your solution is. If this sounds familiar, it should, because it goes back to **P+R=S**. It has to be short and powerful, so it will forever stick in the client’s mind. When they think of the project, you want them to think of your USP.

The construction of the USP is to take what we have already collected and present it in the following way.

The problem is: *(insert the specific problems)*

This is causing you not to get: *(insert the expected result)*

What we will do is: *(insert your tactic/solution)*

Success will be measured by: *(insert their criteria)*

If American Airlines had developed a USP, it might have looked like this back in 1979:

The problem is: The deregulation of airfares has created extremely competitive ticket pricing. We are at risk of losing a significant part of what is now our steady revenue stream from our best customers, because they will start traveling with other airlines.

This is causing you not to get: Keeping “Loyal” customers.

What we will do is: Change the way the game is played by creating a program to reward our loyal customers with a free trip, including a deal for a companion and a first class upgrade.

Success will be measured by: The number of extra trips the program will generate.

“Stretch” is the term used to describe how many extra trips the program will generate.

Stretch minimum - All costs of the initial program would be covered if each traveler in the program took one-quarter of an extra trip per year.

Stretch Actual - “Stretch” actually was six extra trips on American Airlines per traveler, per year.

The key is to develop your USP as early as possible and review it with your client. The test is not to determine if you think it is right but, rather, if your client thinks it is right. Now is not the time to follow **my rules for me are my rules for you.**

Use this USP in your presentations, proposals, and every time you converse with the client. Why? Because it separates you from the pack.

Clients want to know that:

- 1) You understand their unique problem.
- 2) You know the results they want.
- 3) You have an answer that gets the results for them.
- 4) They can feel comfortable knowing they are making the right choice; in other words, they can say, “I trust you.”

Sales Project Management

You might be wondering why project management is included in the selling process. You are not alone! However, this is one of the most overlooked functions by nearly all sales systems and organizations. If I had to point to a major significant factor in the success or failure of sales consistency ... this would be it.

Project management, in some form, is part of our daily lives. Scheduling your vacation, buying a new car, planning a birthday party, and launching new products are just a few examples.

Most every organization has a version of a sales status meeting. Generally, the purpose is to review each deal in the pipeline, which in turn is used to forecast revenue (usually in a best- and worst-case scenario).

Some items discussed are:

1. Where the organization is in the sales cycle for the deals expected to close soon.
2. The status of what is being worked on next.
3. The steps being taken to keep the pipeline full.

The salesperson is updating the manager verbally or in some type of report with the following:

- The status of the steps being taken.
- What is needed to close the deal.
- Status of the deliverable (examples are proposal, reference checking, presentations, contracts, key meetings).
- A guess at the percentage of winning.
- The decision date when the buyer will make their announcement of who wins.
- What steps are to be taken that week or for the next event.
- Suspecting or prospecting activity update.

What makes a project a project?

- ✓ A limited timeframe.
- ✓ Definite beginning and end. It is not a continuous process.
- ✓ Produces a unique deliverable.
- ✓ Frequently needs resources on an add-on basis, as opposed to organizations that have full-time positions.
- ✓ Ending is determined by specific criteria.

The **Sales Mapping** system, at its core, is describing and teaching the skills needed to perform within a sales project management frame.

There are three main points that are most important to a successful project:

1. A sales project must meet client requirements.
2. A sales project must be under budget (cost of sales).
3. A sales project must be on time.

The role of the sales project manager in project management is one of great responsibility. It is the sales project manager's job to direct and supervise the project from beginning to end. Here are some other roles:

1. The sales project manager must define the project, reduce the project to a set of manageable tasks, obtain appropriate and necessary resources, and build a team or teams to perform the project work.
2. The sales project manager must set the final goal for the project and must motivate his team to complete the project on time.
3. A sales project manager must have many skills, overseeing or directly performing financial planning, executing contract management, and managing creative thinking and problem-solving techniques.
4. No sales project ever goes 100% as planned, so sales project managers must learn to adapt to change.

In what areas would the sales project manager be using these processes?

- Understanding the problem.
- Finding out the requirements.
- Developing a statement of work.
- Leading a team to develop the solution.
- Preparing the schedule for delivering the service or product.
- Directing the team in preparing a proposal.
- Estimating the cost, then the price.

There are many things that can go wrong with sales project management. Here are some possible barriers:

1. Poor Communication - Many times a project may fail because the project team does not know exactly what to get done or what's already been done.
2. Disagreement.
3. Failure to comply with standards and regulations.
4. Inclement weather.
5. Personality conflicts.
6. Poor management.
7. Poorly defined project goals.

What has been learned after thousands of sales projects is that the time spent up front in defining needs, understanding the results and getting the solution right, produces successful projects.

The customer's greatest concern is: "Did you get my needs and requirements right?" If not, then the proposed solution is a waste of time. They'll also ask: "Are you about to hand me a deliverable that meets my needs and is operable and maintainable?" If not, then what you have been doing on the sales project these past few months?

The Core Activities of Sales Project Management

According to the life cycle of a sale, we can summarize the core activities of project management as:

- Scope the Project
- Identify Project Activities
- Estimate Activity Duration
- Determine Resource Requirements
- Construct and Analyze the Project Network
- Recruit and Organize the Project Team
- Level Project Resources
- Schedule and Document Work Packages
- Monitor and Control Progress
- Close Out the Project

These activities are necessary for adequate sales project management. We will examine them briefly in terms of their implications with respect to the sales project manager's duties.

■ SCOPE THE PROJECT

Scoping a project implies finding its limits, not only in terms of the work to be accomplished, but according to all of its dimensions. It is as much determining what the project is, as what it is not. The gap analysis is presented, including your tactic of choice.

Scoping a project implies the following activities:

X State the Problem

The sales project manager has to make a statement of fact about a truth within the organization. Having a problem or an opportunity statement that is recognized as a truth gives a foundation on which to build a rationale for the project and sets the priority with which upper management can view what follows.

X State the Results

The importance of developing sound and understandable conditions of satisfaction cannot be understated.

X Establish the Sales Project Goal

A project has one goal and that is to “Satisfy the Client.” This gives the project purpose by defining the final deliverable or outcome, so that all may know what is to be accomplished.

X Define Sales Project Objectives

Objectives are defined as the filling-in-the-gap between the problems and the results.

X Identify Success Criteria

The client's business value is the main justification.

The criteria provided by the client will be used as the measurement. The competitive gap analysis, along with your selected tactics, are additional measurement items. In addition, the success criteria of a sales project can be thought of as a set of measures of successful completion. The key point is that each client's success criterion must be measurable in order to determine contractual compliance.

X List Assumptions, Risks and Obstacles:

Sales projects can be somewhat risky and their business values justify the associated risk-taking. Listing the assumptions, risks, and obstacles gives the sales project manager a tool that alerts upper management of any factor that might impede the success of the project. It is also beneficial to communicate this list to your client, when appropriate.

■ IDENTIFY PROJECT ACTIVITIES

A sales project activity is an important part of the work to be accomplished for attaining the project goal. The list of tasks required to complete a project is obtained by breaking down the project task into smaller pieces.

Identifying project activities implies the following:

X Break Down Work Structure

The work breakdown structure is the tool to use to perform the project task in smaller bite-size pieces. It allows the sales project manager to plan and schedule the work, determine the resources, etc.

X Breaking the work into smaller and logical pieces:

The work breakdown structure and the functional parts of a computer system, a business process, or the preparing of a proposal are essentially similar. When the WBS is performed for a project, we take it apart into smaller tasks along functional lines. A good question to ask is: *When do we stop breaking down activities into smaller ones?* The answer...When you can no longer break it down.

■ ESTIMATE ACTIVITY DURATION

Estimating activity duration is probably one of the greatest challenges for the sales project manager.

X Unexpected Events

Life is full of surprises and so are sales projects. A key person leaves the organization, some of the initial budget is lost, and resources have been redirected due to a change in priorities. This is a very short list of the things that can unexpectedly go wrong. We have to prepare for them, as there is yet to be a sales project that did not run into potentially serious difficulties.

X Mistakes, Miscommunication

Planning is just planning. We discover additional client requirements that we did not know before, even though we should have, or a new competitor comes into the picture. Sometimes the task is the wrong choice. If headed in the wrong direction, then some work has to be thrown away.

X Poor Planning

Planning is an activity most people are tempted to avoid. *Pay me now or pay me later* can be the result of poor scope. The use of poor estimation techniques, and everything else associated with poor planning, will raise its head mid-course, heading straight to disaster.

X I can name that estimate in ...

Not using proven estimation techniques is a disaster in the making. The success of a project rests on three parameters: within specification, within budget and within schedule. Any unrealistic estimation will destroy the business case along the way and problems like reduction of support, or even losing your own job, will arise.

Phony deadlines imposed by the sales project manager only fuel the problem, because the team will soon find out and any trust will be lost.

■ DETERMINE RESOURCE REQUIREMENTS

The project type will guide the sales project manager in determining the resource requirements. For instance, some projects are bound by a fixed amount of time. It may be a due date for a proposal or for products. This is called time to market.

The sales project manager will assign resources to the project activities in such a way that the time-to-market or end deliverable date constraint can be satisfied. Obviously, other variables, such as cost, must have a certain degree of flexibility.

Various types of resources enter into play and they require different management techniques. Here is a non-exhaustive list of typical resources a project is likely to consume:

X People: This is the most important resource of all.

Without people, not much can get done. It is also the most diverse resource the sales project manager has to deal with. People come in various shapes, sizes, colors and attitudes. More importantly, they come with different skill sets. The sales project manager's task is to match as closely as possible the skill sets with the tasks.

X Facilities: Projects happen in organizations and consume facilities. The sales project manager has to take into account what kind and how much of these facilities are required by the project. Availability is a

concern as it has an impact on schedule. In addition, only in rare cases can facilities be assigned to a single project. Usually, many projects compete for limited resources within the organization. It is the sales project manager's responsibility to acquire these resources for the project.

X Money: This is a key ingredient. Businesses work in ways that make everything look like dollars. In fact, everything can be reduced to this common denominator.

■ CONSTRUCT AND ANALYZE THE PROJECT NETWORK

The project network is probably the most powerful tool the sales project manager possesses when performing project management. The project network shows all activities, their sequencing and dependencies, in an appealing graphical manner. The ingredients of a project network are:

X Tasks: The project tasks are represented by boxes containing the task name and a unique identifier. This identifier allows project team members to retrieve information about the task in the project notebook or project plan. Also, the task number should be reflective of the entry it is associated with in the charter of accounts.

X Dependencies: Arrows represent dependencies between the tasks. For example, if an arrow starts at

activity A and reaches activity B, then activity A has to be completed before activity B can begin. This is a typical finish-to-start relationship between tasks.

X Task Effort: A task metric, such as effort, is usually included with the task, obviously suggesting that the estimation is done when constructing the project network. This metric could be expressed in Person/Month, but variants of this measure do exist and are in use.

X Resource Assignments: Each task must have a list of resources attached to it. Generally, this list will contain more than just people's names. Typically, a task may consume other types of resources and they also have to be attributed. In addition, the task list and the task effort can be joined to compute the task's effective duration.

Suppose a task has an effort rate of 3.0 Person/Month. If three persons are assigned to the task, then it should be completed in a month from start date. However, this depends on the nature of the task. While it is true that some tasks accelerate by adding more resources, other tasks may not be influenced in the same way.

The project network allows the sales project manager to have a visual overview of a project and to test various scenarios

with respect to delivery dates, costs and specifications. In addition, any change in plans or unexpected delays can be immediately impacted on the project and assessed in terms of most probable outcomes. The project activities for which a delay implies a schedule slippage are easily identified as the activities on the critical path of the network.

Lag times are also easy to identify and provide the manager with some flexibility with the overall scheduling of the project. The project network is a central tool of project management.

■ RECRUIT AND ORGANIZE THE PROJECT TEAM

Recruiting among a pool of resources is an activity the sales project manager must be at ease with. Depending on the structure of the organization and the competition process between various projects, this may include interviewing people and assessing their skill sets.

An important thing to realize is that the project will only be as successful as the sales project manager and the project team.

Staff on a project should, ideally, remain static. The sales project manager and the teams should be part of the birth and final completion of a project. However, this is rarely the case. Some turnover is expected among team members. But again, a key person leaving a project can be devastating. It is unexpected, but it does happen.

The responsibilities of the sales project manager are very significant. They include all aspects of project success criteria completion: that is, on time, within budget and scope.

Ultimately, the sales project manager bears the responsibility of failures and successes.

The typical project staff is divided into three categories. We find the sales project managers, the core teams and the contracted teams. The core team members are those who see the birth and death of the project, while the contracted team members are those who will perform particular project tasks.

In organizing the project team, the sales project manager will look for skill set and task matches and also try to find the following qualities in people:

- ✓ Commitment
- ✓ Shared responsibility
- ✓ Flexible
- ✓ Task oriented
- ✓ Work within schedule and constraints
- ✓ Trust and mutual support
- ✓ Team oriented
- ✓ Open minded
- ✓ Work across structure and authorities
- ✓ Able to use project management tools

■ LEVEL PROJECT RESOURCES

Resource leveling deals with management of the number of people working on the project with respect to time. Ideally, the number of people would remain constant for the planning phases and then be gradually increased up to its maximum during the project work phases, then decreased at the phase out. Leveling the resources can be done in various ways, with different techniques or a combination of techniques. These are:

X Splitting activities: Lack of resources often forces the sales project manager to work with the actual activities by changing their attributes. The splitting of activities is just this: A task is not worked on continuously, but within periods of times that may have voids between them.

X Variable end dates: The earliest start (ES) and latest finish (LF) dates are your rock-hard parameters for an activity. They also give you (usually, but not as a general rule) some freedom.

X Use of float: The lag time (if any) of an activity is also the cushion the sales project manager wants to keep as a reserve time for the unexpected.

■ SCHEDULE AND DOCUMENT WORK PACKAGES

A work package is the actual brick from which the project is built. It is an activity descriptor that underlines the tasks for activity completion, start and end dates and, possibly, other

relevant information. The work package is usually formatted as an assignment sheet and can be tailored to facilitate progress reporting. The scheduling of a work package is basically the scheduling of the corresponding activity within the project network.

■ MONITOR AND CONTROL PROGRESS

No doubt, this is a very important role of the sales project manager. The actual purpose of control is two-fold. Of course, we want to track progress, but we also want to detect any variance from the plan and act accordingly by adjusting the appropriate parameters (decision-making).

The sales project manager is very interested in establishing an efficient progress tracking and reporting system. There are various tools to choose from, the most convenient being those that strike a reasonable balance between the work and the observation of work. Here is a list of some tools the manager may use:

- ✓ Status reports
- ✓ Variance reporting
- ✓ GANTT charts
- ✓ Milestone charts
- ✓ Cost schedule control (EVA)
- ✓ WBS-based report structure
- ✓ Review meetings

Whatever the tools used, the point is for the sales project manager to have an accurate picture of reality versus the plan at all times.

In addition, observing divergencies from the plan is only one part of the task. One must find the causes for such events and correct the situation.

■ CLOSE OUT THE PROJECT

The most important aspect of a project close-out is client acceptance of deliverables. How does it happen? The client selects you and your company as the winner or loser.

Win or Lose

Win or lose, it is important to conduct a report with your client and team. If you wish to learn, correct and get better, then this is a must.

Review the entire list of responsibilities of the sales project manager and determine which, if not all, of these functions have to be done to successfully produce a sale.

Master sales project management and you will not only win more sales and get the trust of the organization, but you will also get your client what they deserve – the best solution with the results they want.

Present the Best and Outdo the Rest

According to Microsoft®, 30 million Microsoft® PowerPoint presentations take place every day. And, as a salesperson, presenting is a regular and integral part of your job.

Delivering a successful presentation, persuading your audience, and getting your point across in a succinct, confident and interesting way does not come naturally to everyone. But your performance as a speaker is often used to make judgments on your overall ability to do your job.

Right or wrong, people form a perception about how competent you are by how you present yourself when you stand and speak. They also form perceptions about your company, based on your performance. Public speaking is an easy way to set yourself apart from your competition.

Remember, you want your client to think of you first.

A confident person in front of a group gives off an air of competence, and a person who fumbles will leave a negative impression.

The Top Five Mistakes Salespeople Make

Mistake #1: *Attitude*

Audiences evaluate a presenter within the first 120 seconds of the presentation. The presenters who make a bad first impression lose credibility. Clients always remember the bad

presenters, along with the good ones. Here are some of the mistakes salespeople make:

- ▣ The salesperson is giving what is apparently the same presentation they have given over and over – and it shows!
- ▣ They are slouched in their chair because they don't want to stand up and give their canned pitch.
- ▣ It feels like they don't want to be there and are just going through the motions.
- ▣ They are looking at the screen, not at the audience.
- ▣ They are skipping over some of their slides because they do not apply to the client – so they say.
- ▣ They seem bored and want to rush through it.
- ▣ If they are standing, they are addressing the wall and it is difficult to hear them.
- ▣ Their appearance and dress is not appropriate

If you aren't excited about the presentation, why should your audience be? Enthusiastic presenters are the ones we remember most, which makes them the most effective!

Mistake #2: *No Planning*

If you don't know your audience and what they should do at the end of your presentation, there is no need for you to present. Closing your presentation is extremely important. The close allows you to tie up the presentation and spell out what you want your audience "to do".

A weak close can kill a presentation. The salesperson who spends little, if any, time working on a planned outcome does not have an answer to: “What do I want the client to do...next?”

Knowing your objectives is the key to developing an effective presentation.

Mistake #3: *Little or No Preparation*

The best presenters prepare for every presentation. Those who prepare and practice are more successful in presenting their information and in anticipating audience reaction. Practice does make perfect!

Many salespeople have not done their homework on the client or company. They do not know or understand the client’s problems, markets or pressures.

Poor grammar and misspelled words invalidate the purpose of your presentation and jeopardize your credibility. Before you finalize the content, print out a hard copy and edit. Better yet, have someone else check it for you.

Mistake #4: *Word Presentations*

Visual aids are designed to reinforce the main points of your presentation. I have seen slides that fill the screen with text paragraphs. Remember what word processing software is used for, and do not confuse Microsoft® PowerPoint for Microsoft® Word.

Mistake #5: *Disconnected from Audience*

The easiest way to turn off an audience is to keep them uninvolved. Use audience involvement to gain “buy-in”.

- If you don't make eye contact with the audience, they will not take you or your message seriously.
- The only thing worse than using no gestures are using too many gestures.
- “Ah” and “um” distract from a presentation's content and make you seem unprepared.
- Don't talk to the projector screen, whiteboard, or flipchart. If you need to refer to a visual, do so with a 45-degree angle.

Annoying movements are also big distractions, for instance:

- Playing with jewelry
- Licking and/or biting your lips
- Constantly adjusting your glasses
- Popping the top of a pen
- Playing with facial hair (men)
- Playing with/twirling your hair (women)
- Jingling change in your pocket
- Leaning against anything for support

Now that we have identified mistakes, let's look at putting together a winning presentation.

What do you want me to do?

Imagine it is the week after your presentation and a key meeting is scheduled with your prospects or clients. What do you want to say or do? What do you want them to say?

“That was a very informative presentation that we heard last week.”

“I think we need to go to the next step, as suggested at last week’s presentation.”

“The presentation last week really hit home. There was good insight on the problem and the solution made sense. What is our next step?”

“Based on last week’s presentation, let’s move forward.”

“I think last week’s presentation has put your company in the lead for the contract.”

Whatever the case, you must decide beforehand what the result will be from your presentation. The result or outcome is decided first. Your choices for an outcome usually fall into the following categories:

Communicate information

or

**Motivate or persuade your audience
to take some specific action.**

What I need (WIN)

You know what your prospects are asking themselves as they head into the conference room, “Do these guys understand what I need?” or “Is this going to be a waste of my time?” What I need (WIN) means “my rules for me and your rules for you” not “my rules for me are my rules for you.” Here is what you need to find out and prepare for:

✓ Who is coming?

You will need to know who will be attending and, hopefully, you have already met with them to get a **P+R=S** worksheet completed. If you have not, schedule a meeting with the attendees beforehand. If this is not possible, collect information from someone else within the organization.

✓ WIIFM

Each of the participants is there for a reason, and it is important to understand their role and what the payoff is for them. Payoff comes both personally and professionally and you need to understand both.

Why are you in business?

Rarely have I seen a salesperson tell their audience what problems they will fix or how they will fix them. They start out with a background of the company, when it was formed, organization charts, products or services they sell, locations, etc. Here is the question to ask yourself after each

slide: “Why is this important?” If it doesn’t help you achieve your objectives, get rid of it or change it.

The prospect wants to know “What business problems do you solve?” and “How do you solve them?”

If you are IBM, you might be thinking everyone knows what IBM does. Do they? Log onto their website and you will see two links: one is for products A through Z and the other is for services A through Z. There are 233 entries for products and 335 entries for services. IBM has a total of 568 products or services to choose from. So, what business are they in? Is it mainframe computers, consulting, e-commerce, PC’s, or is it software? Difficult to determine, isn’t it?

Remember, just as we discussed “in rapport,” we want the audience to connect to you and your company. This will set up the answer to the question your prospect has, which is: “Are you qualified and do you have the experience to solve my problem?”

Many companies do not take the time to prepare a USP for their own business so, next, you will prepare your company’s **P+R=S** statement.

Why you are here

Determine the action step you want the client to take as a result of this presentation. Let them know what you will be talking about and what they will get as a result.

If you have been fortunate enough to be around a good keynote speaker, you know that, at the very beginning of their talk, they will tell you what they are going to talk about and what benefits you will derive.

Do you understand the problem?

People do not want to waste their time in presentations, unless they benefit from it. Right in the beginning, you must establish yourself by presenting the problem, as you know it. Always look for, and ask for, confirmations. Do not say “your problem is,” but say, “I believe your problem is...” and then ask, “Is this right?” You quickly gain credibility, because you understand the problem and engage them in confirming or providing additional insight.

How will you solve the problem?

We develop our solution by filling in the gap between the problem and the result. Now we are able to show the client how this will be done. It is important to show your tactic as part of the solution.

How will they know you solved the problem?

Many times, we are faced with presenting the invisible. It is like saying, “Imagine having a solution that absolutely will solve your problem.” It has not happened yet, but you have to convince them that you will be able to prove it. What is needed is evidence proof that you will not be making

mistakes personally or professionally. How do you do that? You use the specific criteria you were given. This is the “**How**” from the *getting to the results* chapter.

What makes you different?

“Why should I trust you?” would be another way of stating this question. Now is the time to utilize the USP that you developed specifically for them, which should be contained in your presentation. It shows your understanding, your solution, and your tactic. This is your leave-behind. This is what you want them to think of when they think of you, your company and your offering.

A Call to Action

Restate the opening and give them a recap of each of the items you covered and the benefits. Then, give them your call to action.

What language are they speaking?

Who is scheduled to show up? Are they visual, auditory, kinesthetic? Are they motivated by the carrot or stick? Do they need feedback or do they just know when making decisions? More than likely, all of them will be showing up. All of the different channels and motivation triggers.

So what are you to do? You will need to talk in everyone’s language and think of yourself as the UN. This is not as difficult as it seems, as we discover in the next step.

Graphics, Animation, Words ~

Which ones do you use?

Let's establish right at the beginning that Microsoft® PowerPoint is an aid in getting your message across. It is not meant to be a channel for written documents. That is what word-processing applications, like Microsoft® Word, are for.

Animation is good at the movies, but generally is distracting in a business presentation. You can present some animation to make a point, just as if you were using an overhead, but not for every slide.

How do we satisfy the visual, auditory, and kinesthetic people in the audience?

Following is a shortened version of how I present project management:

- ✓ **Slide heading:** What is required to have a successful project outcome?
- ✓ **Slide Graphic:** A jigsaw puzzle in pieces (visual).
- ✓ **Slide Script (auditory):** What are the pieces of a project? You need a foundation! The client needs to understand the requirements of what you want to do.

Pointing to the bottom left piece, "Imagine building a house without a blueprint and not knowing if you want three bedrooms or four? What kind of a house – two-

story or ranch design? You wouldn't do it. You would have no idea of the cost."

Pointing to the upper left-hand piece, "You need people, not just any people, but those with specific skills."

Pointing to the bottom right piece, "You need to have a budget and a time frame."

Pointing to the upper right, "You need a project manager whose job is to get things done through other people."

Transition to slide two:

Slide Heading: Same, no change.

Slide Graphic: Jigsaw puzzle with the pieces together.

Slide Script: "What you need, more than anything, is a project plan, where all the pieces come together" (*procedure*).

Project management is your insurance policy (*away from*) for getting the objective met. It accomplishes your goal, freeing you up to get other things done (*options*).

Nothing is better than having a team work together and feeling that they have accomplished what they set out to do (*kinesthetic*).

Here comes the interesting part. I have a copy of the slide with the jigsaw in pieces, which I show later in the presentation to emphasize what needs to occur. I point to each piece and ask what it represents and the audience will tell me. I do

not have any identification on the pieces, but people have a picture in their mind.

In my workshops, I illustrate this by first having a slide without graphics, just words, with the same points. I go to the next slide that says, "What did I just show you?" How many of them do you think remember all of the words ... None. Then I show the ones with graphics and their recall is amazing.

If you have ever heard a good speaker, do you remember the slides or what they told you? Did they use slides with lots of words or did they have a graphic with a few words?

Using a laptop, each time I press a key to go to the next slide, I see the slide on my laptop screen. There is no reason for me to turn my back to the audience.

If I point to something on the screen, my eyes are on the audience, as I stand at a 45-degree angle.

Rehearse and Record

How well you do at the presentation, very likely, decides if you get to go to the next step, get invited back, or never hear from the client again. The client or prospect has no idea of how good your product or service is or how many good people are back at the company making sure they produce high quality work. They only have one gauge, and that is you and how well you present with meaningful content.

This will separate you from the rest, so rehearse your presentation. Record it and listen to it. Rehearse in front of your colleagues, who are more critical than any client will ever be.

SUMMARY

- ✓ Preparation is a must
- ✓ Know the call to action before preparing the presentation
- ✓ Talk all languages
- ✓ More graphics, little or no animation
- ✓ Microsoft® PowerPoint is a visual aid and does not replace Microsoft® Word
- ✓ Rehearse is a must

Putting It All Together

We have all of the ingredients for **Sales Mapping**, so let's put it in motion and go through a review of what to do before your next meeting.

*Do as much homework as you can
before meeting with your client.*

The company website can provide a wealth of information. Read everything on the website, understand their market, products and services.

Study their press releases on new customers, existing products, product introductions, earnings announcements, new employees, awards, trade shows the company plans to attend, speaking engagements, etc.

If the company is publicly traded, click on for investors and listen to the last earnings report, if available; but, for sure, read the 10k's and annual reports. Log into Yahoo, or one of the other search engines, and go to the financial section and enter the trade name. Read the message boards and find out as much as you can.

Do a search on the Internet for the company and the executives you will be meeting. Read whatever information you find. Log on to Hoovers to find your competitors and research them in relation to size, strengths, etc.

Write down key information that will help you to get into rapport quickly at your meeting. You also might find potential problems or the results the company is looking for to get to their customers and market.

Why do this? Imagine you are the hiring manager for a key position in your company, responsible for recommending the right person for the job, one the company can depend on.

Person A comes in for an interview and has the right background and qualifications but is not really prepared.

During the interview you will ask:

- “Why do you want to work here?”
- “How can you help our company meet our goals?”
- “How will your experience solve our problems?”

It becomes apparent that the candidate really does not know what your company is doing or how they will be able to help your company.

Candidate B who is equally as qualified as candidate A walks in and says, “Congratulations on your latest win with XYZ Company. It must have been gratifying to beat out your competitor, WWW Company.”

You ask the same questions you asked candidate A. However, candidate B tells you what they know about your company and how their experience and qualifications will meet your needs for the position and, moreover, help the company with its overall goals.

Who gets a recommendation for the next rounds of interviews or the job?

Bottom Line:

Prepare as if it were for an interview for a very important job... because it is.

Before walking in to meet your client or prospect, be prepared:

- ◆ Have background notes on the company and individuals and a mental list of your key talking points, for example: latest win, industry news impacting their business, recent promotions, improved stock price.
- ◆ Appearance is important and visual people take notice. What should you wear if it is business casual? Always dress one notch above, for instance, sport jacket, slacks and long-sleeved shirt without a tie for men; slacks or skirt with a blouse for women.
- ◆ Attitude shows, so get yourself into record mode. Be in a “my rules for me/your rules for you” state of mind.
- ◆ Outcome is the result you expect; in other words:
 - “Why are you there?”
 - “What do you want to have happen as a result?”
 - “A week later, what do you want them to say or do?”

Meeting Your Client

Walking into someone's office can give you a hint of their language:

- ➡ People who are visual will have stacks of papers, magazines, and folders. Is there a whiteboard or easel board with pictures or notes?
- ➡ People who are kinesthetic or feeling will surround themselves with pictures of family and friends. Perhaps they will have drawings from their children or grandchildren. Look for mementos.
- ➡ Hearing or auditory people tend to keep a neat and orderly office.
- ➡ Find out what you have in common.
- ➡ Listen and note the words they are using: seeing, hearing or feeling.
- ➡ Test the language you think they might use and watch their body language, as well as their words, to see if you have a match.
- ➡ Once you do speak to them in their language, match their voice tone, speed, volume and pitch. Get in rapport by matching them closely, but not exactly.

The Interview

While using their language and remaining in rapport, begin to ask and fill out the information for the problem statement.

PROBLEM STATEMENT

Ask the following questions to discover the core problem.

<p><i>What is the specific problem?</i></p> <p>If you get the answer, ask, "What problem will (name) solve?"</p>	
<p><i>What other problems is this causing and for whom?</i></p> <p>(remember, this includes their customers and their customers' customers)</p>	
<p><i>How long have you had this problem?</i></p>	

<p><i>What have you already tried that did not work?</i></p>	
<p><i>Whose fault was it?</i></p>	
<p><i>What will happen if the problem continues?</i></p>	

Once you have the answers to these questions, then you want to ask and record the following:

RESULTS

Taking the same problem, find out the specific results that are required for success.

<p><i>What do you want instead?</i></p> <p>Hot Buttons – What is important?</p>	
--	--

<p><i>How will you know when you get it?</i></p> <p>Evidence</p>			
<p><i>What results will you get?</i> <i>What else will change?</i></p> <table border="1" data-bbox="174 781 525 959"> <tr> <td data-bbox="174 781 348 959"> <p>Towards get, achieve, goal</p> </td> <td data-bbox="348 781 525 959"> <p>Away From avoid, problem</p> </td> </tr> </table>	<p>Towards get, achieve, goal</p>	<p>Away From avoid, problem</p>	
<p>Towards get, achieve, goal</p>	<p>Away From avoid, problem</p>		
<p><i>Describe, as if you were watching a video, what will happen in the future, once you get what you need.</i></p> <p>Criteria and metrics</p>			

Next we want to know:

PROCESS

What will getting (use their criteria) get you, and why is that important?

Options alternatives, gives criteria	
Procedure did not choose, gives a story	

DECISION

How did you know you made a good decision when making a similar buy?

Internal alternatives, gives criteria	
External when someone told me	

Next prepare a draft problem statement.

The problem we are having is _____
_____ and this causes
these problems _____

for _____.

If the problem continues, this will happen:
_____.

In fact, this problem has already limited us
from getting _____
_____.

Next, create a results statement and review it with your client. You will know it is right when they tell you.

You must then take the information your client gave you and meet with every person affected by the problem. The same process for getting to the problem and the result has to be done with each person. The process must also include a crisp problem statement.

After collecting the information from your client, prepare a gap analysis.

SOLUTION

- Step 1** Fill in problem sections (hot buttons/criteria) and the results/metric section (hot buttons/criteria) the same way your competitors would.
- Step 2** Make a copy pertaining to each competitor (including internal, if appropriate).
- Step 3** Complete solution section, mapping the problems to the results.
- Step 4** Complete solution maps the same way your competitor would.

Problem	Your Solution	Result

Determine Your Tactics

Review how you and your competitors measure up to solving the client's problem, then determine their strategy and decide yours.

Company	Big, Bad, Bold	Wait	Partner	Change the game

Develop Your USP

The problem is: *(insert the specific problems)*

This is causing you not to get: *(insert the expected result)*

What we will do is: *(insert your tactic/solution)*

Success will be measured by: *(insert their criteria)*

Prepare Your Sales Project Plan

- Scope the Project
- Identify Project Activities
- Estimate Activity Duration
- Determine Resource Requirements
- Construct and Analyze the Project Network
- Recruit and Organize the Project Team
- Level Project Resources
- Schedule and Document Work Packages
- Monitor and Control Progress
- Close Out the Project

Present Your Solution

Prepare your P+R=S presentation

- *What do you want to have happen?*
- *Who is coming?*
- Answer these questions for each attendee:
 - *What is in it for me?*
 - *Why are you in business?*
 - *What is the problem?*
 - *How will you solve it?*
 - *How will I know?*

R5 Remember

Each time you contact anyone, it is important to refer to your worksheet. You want to have an exchange where both of you are on the same channel.

Value is one of those words that salespeople use very often but what does it mean?

In the **Sales Mapping** system we learned:

$$\text{Problem} + \text{Result} = \text{Solution} \quad \mathbf{P+R=S}$$

We learned how important this is in winning business by meeting your clients' needs.

We learned the client's tactics and strategy is number one over our own. To attract great clients, you must first be committed to giving great service or products for meeting their goals.

Now, here is the final formula you must understand:

$$\mathbf{V=R-P} \quad \text{Value equals Results minus Problems}$$

Clients will tell you they received value if the problem has been eliminated and they are getting the results they need and want.

***These two formulas will help you
and your clients win!***

SUMMARY

1. Do your homework
2. Prepare for the meeting
3. Push the record button
4. Get and keep rapport
5. Get to the problem
6. Get the results
7. Check out your problem statement
8. Check out your results statement
9. Create your solution in the gap
10. What will your competition do?
11. Decide your tactic
12. Create and test your USP
13. Present to win
14. Deliver **V=R-P**

~ CHAPTER TWELVE ~

Make It Yours

Remember “The Brady Bunch”? Robert Reed was the actor who played the dad on the hit series and his real-life daughter asked him, “Why don’t you act like the dad that you play on TV?” He replied, “Because you don’t bring me a 23-minute problem.”

It seems TV has conditioned us, because it insinuates that most of life’s problems can be solved in less than 30 minutes. Now, if it is a really tough problem, well, that takes longer—almost 120 minutes, as we sit in the darkness of our local movie theater.

I would like to tell you that, just because you have read this book, you do not have to do a thing once you’ve loaded the program. But, that is not true.

“The map is not the territory.” If you want to reach a destination and, along the way, you face a mountain, you will have to hike over it. What if I tell you, and show you on a map, the easy and difficult paths and what to expect, along with how best to get over them.

But what if you have never seen or experienced a mountain range? You might say to yourself, “Why is he making a big deal about it? It is just a line on a piece a paper.” That is so, until... you do it.

Now, you have felt the pain and the joy of hiking over a mountain and “the territory” (experience) becomes the map. The book is the map but, once you start to apply what you have learned, your experiences will lead you to success.

Stop the tape!

Why is it that we experience a seminar or listen to tapes or read a book and promise ourselves that come tomorrow we will be making changes – but we don’t?

It is not because we do not want to, but our own self-talk is harder, meaner and tougher than anyone would dare tell us. You tell yourself, “Why do it; I’ve gotten by and this will take work – forget it!” But here is what I want you to do ... **change the tape!**

I doubt if any of us have read a book on driving and the next day we drove a car. It takes time—small steps—repeating over and over what we have learned, before we become experts. I race cars and practice to get better. It’s called seat time, because you need to drive and experience different conditions to get better.

The best way to make **Sales Mapping** yours is to break it down into smaller pieces. Develop a 30- 90- 120-day plan.

If you go to my web site www.richgrehalva.com, you can download a free document to help you create a plan and stick to it. While you are there, sign up for my ezine, so you can continue to receive valuable tips and encouragement.

*Make a plan, stick to it
and get the rewards you deserve.*

Thank you for buying my book and
my wish for you is to get everything
you want, because you deserve it.

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