

as many competing agents as there were prospects. And I soon learned what all insurance men know, that nine prospects out of ten firmly believe they don't need any more insurance.

"I'm doing well. But let me tell you, it's not because I know a lot about the technical side of insurance. That's important, don't misunderstand me, but there are men trying to sell insurance who know policies and contracts better than I. In fact, I know one man who wrote a book about insurance, but he couldn't sell a policy to a man who knew he had only five days to live.

"My success," he continued, "is based on one thing. I like, *really* like the guy I'm selling. Let me say again, I *really like* him. Some of my fellow salesmen try to pretend they like the other fellow, but this won't work. You can't even fool a dog. Your mannerisms, eyes, facial expressions, all spell p-h-o-n-y when you pretend.

"Now, when I'm gathering information about a prospect, I do what every other agent does. I get his age, where he works, how much he makes, how many kids he's got, and so on.

"But I also get something else which most salesmen never search for—that is, some sound reasons why I can like the prospect. Maybe the job he's doing will supply the reason, or perhaps I can find it someplace in his past record. But I find some good reasons to like him.

"Then, whenever my attention is focused on the prospect, I review the reasons why I like him. I build a likable image of the prospect before I say one word to him about insurance.

"This little technique works. Because I like him, he sooner or later likes me. Pretty soon, instead of sitting across the table from him, I'm on the same side with him, and we're working out