

# Human Selling Profile of Excellence

## Practice Area Attunement

Impact of Practice Area  
More Aligned

### Excellence in Action

Takes the customer's point of view by reducing their own power in order to get to the core of their customer's thoughts and interests

Orchestrates cross-people (internal & external), allocating time and energy to build relationships as well as understand connections and information flows

Builds Influence Maps, which direct engagement and detail the bias, preferences, and levels of influence of key players

Connects with people, demonstrating deftness in the ability to align by actively repeating back what they have heard and confirming their understanding

**Achieves the best results by generating a strong sense of alignment and shared responsibility with both internal and external people and teams**

## Practice Area Buoyancy

Impact of Practice Area  
More Positive

### Excellence in Action

Self-interrogates to isolate the reasons why sales engagements will be successful and identify the strategies that will lead to success

Exudes positivity within sales encounters, which disarms buyers, making them less adversarial and more open to possibilities

Believes in the product, which results in a deeper understanding of the offering and enables a better match for what the buyer needs

Prevents unproductive behaviors from becoming habits by framing outcomes into useful information that helps everyone improve

**Achieves an optimal 3:1 positivity ratio, which enables sellers to flourish (positive emotions from wins outweigh negative emotions from losses)**

## Practice Area Clarity

Impact of Practice Area  
More Informed

### Excellence in Action

Demonstrates the capacity to help customers see their situations in fresh and unique ways and identify problems they didn't realize existed

Demonstrates the ability to wade through vast quantities of information and select what's relevant, develop insights, and share to influence and build credibility

Employs advanced question formulation techniques to build, validate, and prioritize the most powerful list of questions possible

Frames offerings in ways that emphasize new experiences and ensure customers have a clear path of action

**Recognizes that the quality of the problem found often predicts the potential of the solution**

## Practice Area Pitch

Impact of Practice Area  
More Persuasive

### Excellence in Action

Engages the customer in a sales pitch process that resembles mutual collaboration

Uses question pitches to prompt customers to offer their own reasons for their beliefs and positions, increasing the likelihood they will take action

Simplifies sales pitches, as well as emails, tweets, and other means of communication, to capture and convey the very essence of the message

Uses the Pixar Pitch template for sales pitches, which utilizes the persuasive force of storytelling to increase the appeal and impact of the message

**Achieves an optimal 3:1 pipeline ratio, which enables sellers to flourish (ratio of required pipeline to achieve sales targets)**

## Practice Area Improvise

Impact of Practice Area  
More Possibilities

### Excellence in Action

Inhabits the perspective of another and focuses on listening for "offers" that can be built on to make their proposition stronger

Uses "Yes, and," rather than "Yes, but," which drives conversations upward towards possibility and not downward towards frustration

Demonstrates the capacity to invent new options and develop solutions no one else has previously imagined

Reframes every negotiation into a positive sum gain where each party ends up better off than before

**Achieves the highest levels of joint economic efficiency without sacrificing their own material gains**

## Practice Area Serve

Impact of Practice Area  
More Satisfied

### Excellence in Action

Makes every transaction personal by empathizing with those who are being served and assuming accountability for meeting expectations

Avoids a single-minded dependency on processes and practices that obscure the human being

Makes every interaction purposeful by emphasizing the potential positive impacts of the outcome

Puts themselves behind what they are selling and demonstrates that they care and are accountable if they fail to meet expectations

**Delivers more than expected and transforms interactions into memorable experiences, which improves customer satisfaction**