

POWER PROSPECTING

Different is the New Great

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All the stories in this book are true; the names and some of the identifying details of the people in the stories have been altered to protect their privacy.

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4. Communication 5. Self Help

*This book is dedicated to Zig Ziglar,
the best sales trainer who ever lived.*

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Preface

Let me start off by stating that I know my purpose in life. I've known it since I was nine years old. That purpose is you. If I see you or you see me, if I hear you or you hear me—then my purpose involves you. My purpose is either to help you or to be helped by you.

I am here

For you

Now

I love my job. I love training people. I believe we should leave everyone better than they were prior to meeting us. That is the goal of my introducing you to Power Prospecting. The strategy and techniques of Power Prospecting are instantly applicable the moment you identify someone to contact. I have an email method that made me \$100,000 the first time I used it. That method of virtual prospecting continues to work for me and my Power Prospecting students. I increased my voicemail call back ratio by 20%. I taught my Power Prospecting students the same method and it increased their call backs leading to new appointments.

Power Prospecting offers proven methods to get people to respond to you. Power Prospecting enables you to have a competitive edge when contacting people directly.

How? There is a secret to Power Prospecting. The secret is.....

DIFFERENT is the new GREAT!

Part One

Mentality...
Powerful Mindset

CHAPTER 1

INTRODUCTION TO POWER PROSPECTING

I first started training people how to prospect in 1998. I worked for a motivational speaker and sales trainer who was quite famous in the business sector during the height of his professional career. His name was Zig Ziglar. He was my professional hero long before I worked for him and long after as well. The person who first introduced me to this wonderful sales guru said, “Zig, this is Will Harris. His number one goal in life was to someday meet you.” Mr. Ziglar looked at me and replied, “Well Will, we need to work on raising your goals.”

Mr. Ziglar had a reputation for his humility so I immediately knew his implication. Mr. Ziglar felt he was not worthy of being my highest goal. For him, kindness was the highest aspiration. This business ethic is apparent in his personal motto: “You can have anything in life you want, if you help enough other people get what they want.”

Power Prospecting is not about getting what you want. It is about letting other people know how to get what they need. You do not need to be a pushy salesperson to be a great one. I have been prospecting for more than two decades. My prospecting skills are powerful because I am kind. Kindness is the core of my personality. The most effective way to prospect is to utilize your best personality traits in your presentation. Genuine is always better than phony. Hone your selling style to match your personality. Mr. Ziglar also said: "You make a horrible anyone else. You are great at being you."

A famous musician, known for his original style, announced before a concert he would play one of the world's most expensive violins. His first selection was amazing and perfectly played. The audience exploded with applause.

The violinist bowed then smashed the instrument over his knee into pieces. Silence strangled the crowd as they watched in horror. "No worries", the man said, "this was only a cheap imitation."

Then the violinist pulled out the expensive violin and played the same song. Masterfully played the audience could not tell the difference between the music from the expensive violin and the cheap imitation. He received a standing ovation.

By being his authentic self, a cheap imitation led to a priceless experience for the musician's 'customers'.

When you tap into your own personality and use it to capture more attention from prospective buyers, you have discovered Power Prospecting. Power Prospecting allows you to inject your personality into a proven process. This process has worked personally for me and for thousands of people I have trained. It is a system that is inclusive and not exclusive. It applies when connecting business to business or even person to person. Each time you use the Power Prospecting process, you will become better at engaging people from all areas of life.

If you love life, then you will love Power Prospecting. You will have the most fun showing prospective customers the best version of yourself.

Virtual Prospecting

Virtual Prospecting is any attempt to connect to a potential decision maker that other than in person. Throughout your sales career you will speak to more gatekeepers and voicemails than you will decision makers. For this reason, being great at interacting with all three is paramount to your long term success.

One of my prospecting students heard an unusual voicemail greeting from a prospective customer. The voicemail message was so tough he hung up the phone

without leaving any message. He only called back to record the message.

It said: "Thank you for your call. If you are a sales person, don't bother leaving a message because the odds are I probably won't call you back. Anyone else, please leave your name and number and I'll call you back as soon as I can."

My former student emailed the recording to me asking for my advice. I told him exactly what to say. He called back and left the message I instructed. The prospective customer called back! I will share what I told my former student during the chapter on Voicemail and Email messages.

Prospecting for new business is the toughest role in sales. It requires gaining new customers, repeat orders, and scheduling new appointments. It is a necessary tool to grow your revenue and impact your bottom line. Virtual Prospecting is any initiative done to attract new business opportunities from a distant location from your potential customer. It can occur by phone, by email, or even by chance!

Virtual Prospecting may happen via the internet. Social Media is a fantastic way to discover information or generate leads. Online networking is a great way to build your contact pool. Networking rules constantly change. However, the end goal remains the same; reaching new people who place new orders.

True wisdom is always applicable. My grandfather was a down south salesman who went through the Great Depression and was never depressed. One day a man asked him, "Clyde, how'd you stay so upbeat?" My grandfather replied, "It ain't hard. I just learned to cooperate with the inevitable."

Life will inevitably throw a knife your way, there are two ways to catch it; either by the blade or the handle. My grandfather focused more on catching the knife by the handle than complaining it was thrown. He was a master at adjusting to life's challenges.

Virtual Prospecting allows you to quickly adjust with the inevitable challenges that come when selling. It allows you to reach more people through less effort. It does, however, require more preparation and continual education. Power Prospecting increases your abilities to virtual prospect.

Virtual Prospecting guarantees you have success in sales. The principles and techniques I cover in Power Prospecting are beneficial for new sales people, as well as experienced sales people. I have developed techniques that anyone can apply. I am not a big advocate for sales scripts unless you consider yourself to be a telemarketer.

Virtual Prospecting requires the ability to be fluid with your communication. It requires you to adjust your style of selling without compromising your moral fiber. A sales

person's ability to connect with different people within their customer's environment is crucial. To have success at prospecting requires unique abilities at all levels of an organization. How you talk to the front line gatekeeper is vastly different than making a sales call to a top level decision maker.

Virtual Prospecting requires repetition in order to garner consistent success. You are reaching out to someone who does not know you, or does not know your affiliate organization. The goal of your prospecting is to get them to do something. You are trying to sell them on something. This can range from selling them to buy a product or service from you, to simply setting up a meeting. Selling someone on a new way of thinking is also prospecting.

Virtual Prospecting is more difficult than in person cold calling because you do not have the luxury of seeing body language. You are more distant which makes it easier for people to be rude to you. It makes it easier for them to dismiss you. Over the phone, people will say and do things that they would never do if standing in front of you.

Let us use road rage as an example. We see it often on the highway when people are in their cars and not face to face. We seldom see such anger in "polite" society. If an elderly person cut you off with her shopping cart in the grocery store, I doubt you would yell: "You old bat! Who gave you permission to push a cart!"

Virtual Prospecting comes with its challenges. Virtual connections can show the darker side of human nature and civility. Increasing your skills in this area will warm up your cold calling. You can master the art of Power Prospecting to virtual audiences.

Book Overview

This book will help you in all areas of prospecting. However, I mainly focus on traditional business to business sales. This book is also helpful for non-business to business prospecting if you have the imagination to read between the examples and apply this to your cold calling goals.

When cold calling on potential customers, you will find being different is the new great. It is better to be different than to be good. During every prospecting course I deliver, I have the participants role-play their opening statement. Even in classes where there are sales people from different organizations and different industries, all the opening statements sound alike. It all sounds the same to prospective clients. Your opening statement comes across like Charlie Brown's teacher: "Wamp Wamp Wamp Wamp!"

I have heard the opening statements of sales people from industries such as high-tech, industrial, manufacturing, insurance, hospitality and even fundraising. The projection of your personality is the common factor in each opening statement. In Power

Prospecting you will find techniques to help project your prospect's personality into each opening statement.

It is important that you clearly identify the goal you have around Power Prospecting. What skills do you hope to gain from this book? What would make this book worthwhile for you? In addition, it helps to think on the areas of prospecting where you are already successful. In what areas do you do exceptionally well? If you lack confidence in your prospecting skills, focus on your selling skills. The areas that you enjoy in selling should be incorporated into your prospecting methods.

I had a class where a sales person told me her favorite part about sales was identifying the right decision maker within an account. For her, selling was a detective mystery that must be solved. My advice to her was to identify a way to play the detective role throughout the entire sales process. One example I supplied was to utilize the decision maker, in larger sized accounts, to provide information on other decision makers within their company. I advised that the art of getting the information you seek, without having to directly ask for it, was the key to unlocking the mystery. And that key is discussed here in Power Prospecting.

Regardless of your thoughts about prospecting, if you have a genuine love of people, you can do amazingly well contacting new prospects. All it takes is for you to identify what you love about sales. In order to excel at

Power Prospecting, you need to connect with your most powerful attributes.

We all have things we love about life, our job or even people in general. You will truly excel with Power Prospecting when you pull from what you like most and apply it towards what you want most from your prospecting efforts.

Power Prospecting is the hardest part of prospecting because it focuses on people who do not know you. This book offers powerful ideas to help you heat up your cold calling. You will receive examples of how to create your opening statements. If you have a high value solution your ability to differentiate yourself in your market place is paramount. Virtual Prospecting includes the gatekeeper and how you can utilize them as a resource instead of viewing them as an obstacle.

We will cover 'opening statements' starting from the first word you use when contacting a potential new customer. You are the only one great at being you. You have to be yourself. For this reason, I do not support scripts. I value outlines instead. You can develop your own personal script which will be a reflection of your personality. You can say things in a way that I cannot. And vice versa, I can say things in a way that would not work well using your delivery style. Power Prospecting covers the four parts of a great opening statement. I will give you examples of each part but advise you to draft your own

opening statements based on the manner in which you communicate.

Let me give you another perspective so you can take this to another level. Do you leave a voice mail message every time you call a prospect? If not, should you?

I can tell you two things for sure. Based on what I teach in Power Prospecting, even if you leave a voice mail message, I cannot guarantee your prospect will call you back. However, if you do not leave a voice mail message I can guarantee they will *not* call you back. Here's my final attempt to persuade you to always leave a message: Caller ID. Whenever you call repeatedly without leaving a message your prospect is thinking: "Somebody has called several times and they don't have the guts to leave a voice mail message. So, I will not answer even though I am actually here now."

Power Prospecting introduces many great tactics and strategies for your consideration. There is no magic when it comes to selling. After many years of selling and teaching sales training, there is nothing that works every single time. Power Prospecting promises to increase the number of good things that happen to you, and decrease the number of bad things.

We are even going to look at handling objections during virtual prospecting. It is a lot easier for people to throw objections and stalling techniques at you when

you are not standing in front of them. The Closed Loop Method of Handling Objections is the perfect technique to help you handle any objection in the best way possible.

Power Prospecting is about having fun and getting something tangible that will make you more successful at prospecting. You will end up shouting: "I love Power Prospecting! Why didn't I read this book sooner!"

CHAPTER 2

PSYCHOLOGY OF PROSPECTING

One of my clients is a global giant in the technology industry. My role was to improve the sales team's ability to prospect and increase market share with existing accounts. Prior to closing this account, a member of the executive team said: "Will, I hear great things about your training. What are the results of how people do after attending your prospecting training? Also, what is the deciding factor between the sales people who have massive success compared to the sales people who have the least success?" I had researched this area for the past 10 years. My findings are best described under a philosophy I call the Psychology of Prospecting.

Prospecting Mentality

The Psychology of Prospecting involves having the right mindset for Power Prospecting. For years I conducted prospecting workshops in every state in the USA. The first year I conducted a sales training for Intel. A participant sent me an update several months later praising the

techniques from the training. The participant confessed: “Prior to the training, I was confident I was two months away from termination. I continued to miss my sales quota. Now I am outperforming everyone who attended your training.” The others in that class did not do worse after the training; they did not have success to his extreme post training, either. Everyone improved just some had more success than others.

The participants did not perform equally after the training. Initially, I did not notice a consistent pattern of post training success with superstar performers, average performers or even below average performers. As my training career progressed, I began to work with sales people all over the world including places like Sao Paulo and Singapore. I continually tracked accomplishments for two years after Power Prospecting training, (and in some cases longer). Still, I could not identify why some people experienced significantly more success than others post Training.

I decided to survey my participants to uncover the difference in their success. Three thousand sales people who attended my training program were surveyed. Each participant was taught Power Prospecting techniques by me or a facilitator who worked for me. The closer I looked at the inconsistency, the clearer the reason became. The results of that year’s survey clearly showed common factors of success and failure.

The common factor was not what I thought it would be. Surprisingly, the sales people’s vertical knowledge, industry knowledge and sales knowledge didn’t matter. Knowing something useful did not equate to using it in a useful way. There were a lot of “knowledge addicts” who never converted the information into prospecting success. You would find them filled with pride over the different sales techniques, books and trainings they attended. Training programs like Miller Heiman, Sandler Training, Dale Carnegie and Selling to Vito were used, and the list goes on and on. I have a lot of respect for these groups and I had hired most of them when I was head of Global Sales Training at Motorola. I found many who had massive amounts of business knowledge but could not convert the techniques into massive success. They could talk the principles but they could not walk the path of applying it.

Neither knowledge, experience, nor previous track record were indicators of future success. One statistic stood out. One hundred percent of the sales people surveyed believed prospecting was a critical factor for long term success. However, 80% believed they did not prospect consistently. And, I could only take the 20% at their word; until I looked at the post training results of that group.

The group who believed they prospected consistently outperformed the other group by 50%; regardless of how long they were selling or their amount of industry

knowledge. This was astonishing to me. It caused me to take a deeper look into the correlation. The minority who excelled the best after Power Prospecting were not the typical: “Don’t take no for an answer” type of sales professionals. They were not like the real life character portrayed by Leonardo DiCaprio in the movie “The Wolf of Wall Street”. In the movie, the main character Jordan Belfort, was an over-the-top sales person using techniques at any cost to close a deal.

The common factor directly related to success or failure was the sales professional’s mindset. More specifically, it was their mindset about prospecting. When you learn a valuable tip around prospecting, but lack the mindset to apply it, you will lose it. *Knowing something does not equate to doing something. Knowledge does not lead to success unless it is applied.* Without the proper mindset, something happens to the phone and it becomes too heavy to be picked up. It could be easier to pull out King Arthur’s Excalibur from the stone then to punch numbers on a dial pad. Without the proper mindset, time seems to slip away and the next thing you know, it is too late to prospect well. This happened every time with sales people until eventually the karma of selling forced them to anew company or to a new career out of sales.

After this eye opener, I began adding the Psychology of Prospecting to all my Power Prospecting Workshops.

Selling versus Consulting

Here is an exercise: ~~In one minute~~ Name as many adjectives as you can to describe a “Sales Person”. Only one word adjectives are allowed.

This task is given to the sales people who attend Power Prospecting. In a group exercise, I give them one minute to write whatever comes to mind. The responses I often hear are “shady”, “pushy”, “aggressive”, “overbearing”. Then I ask a different question: Name as many one word adjectives as you can to describe a “Consultant”.

I hear “educated”, “knowledgeable”, “specialist”, “advisor”, etc. I hear all these nice and lovely things about a consultant. But, negative things come to mind when asked about a sales person. Should not the same positive words be used for a sales person that was used for a sales consultant?

You may not think of a doctor or lawyer as a sales person, but they are. We consider the doctor or lawyer to be consultative advisors. Imagine if your doctor walked into your examining room, greeted you and asked a question to find out your status (much like a sales person’s opening statement). But, in response to the doctor’s opening statement, you reply: “Yeah, whatever, Doc. Tell me how much this medicine will cost?” Your doctor would look at you, puzzled, and then refer you to a psychiatrist.

Doctors and lawyers are sales people too. They are trying to sell you on their advice. They want you to do what they feel is best for you.

In the world we find ourselves, every employee in a business is a salesperson. There is no one who is not in sales. Either they are selling a product, selling a process, or selling an idea. Anyone who is not selling will not work for that company long. There is no shame in being a sales person. It is the oldest profession in the world, and a noble one. In any company, nothing happens that is significant until something is sold. And if things stop selling, the business will eventually stop existing.

Being a great sales person only requires one thing. It requires you to be yourself. Do not prospect trying to be aggressive if that does not match your personality. Do not prospect and try to be serious and stiff if you are naturally funny. Power Prospecting requires the mindset to prospect the way that highlights who you are as a person. It positions you as a trusted advisor to anyone you are prospecting.

The results of the people who succeeded in Power Prospecting versus the ones who did not: The remaining 80% of sales people who did not prospect consistently could not connect their personality to their prospecting style. For this reason, they avoided prospecting and had more excuses for not prospecting. They could not apply

the skills within Power Prospecting because they lacked the mindset to be successful.

Developing the Power Prospecting Mindset

One day I was sitting in my office considering my goals. Each goal was based on my ability to excel at selling. I wrote down everything I wanted to accomplish. My list included gaining three new clients in the next 60 days and generating additional product gross sales in excess of \$200,000 in the next 90 days. This was aggressive for me, because the entire previous year my gross product revenue was just \$198,250.

I asked myself: "What type of person would accomplish these goals?"

Working within the personal development and sales industries, I knew that success was not an accomplishment. *Success was a habit.* This concept is not unknown to many sales people. However, knowing it does not equate to applying it. I was determined to apply this philosophy and convert it into action.

My question led me to identify the habits I would need to create in order to reach my goals. My knowledge of habits and willpower reminded me that repetition is power. *You are what you do every day.* So, for each new

habit I began to ask: “What would I need to do daily in order to create this habit?”

Habitual Sales Success

From there, I decided what I would do each day. My main goal was simple: *Create a new habit that's predictive of success.* A personal example was deciding to speak to one new decision maker every day. No sales manager cares how many sales calls you make. You can make a thousand sales calls a day and not speak to anyone. Measuring calls per day is not the strongest predictor of your sales progress. However, a critical factor of success is the number of connections per day. A successful sales person speaks to decision makers. So, I selected this as a new mental habit. I would measure my conversations with decision makers each day.

I formed a new habit by focusing on connecting with decision makers. As each opportunity began to progress, I realized a universal sales law that impacted my sales process from beginning to end. That sales law was: *If we become better at the front-end of the sales process, there are fewer problems experienced at the back-end of the sales process.*

In light of this truth, I saw that many of the problems that arose previously during prospecting ceased to occur. Potential clients now returned my calls. Additional people began joining my customer meetings to help expedite

processing new orders. Receiving objections from prospective clients became scarcer. In just 45 days, I had surpassed the goal of making \$200,000 in 60 days.

Each new habit shaped my mindset and developed a winning behavior. Each behavior led to a pattern of connections with decision makers. Those connections resulted in reaching all my goals earlier than planned!

Making a goal list is not uncommon. However, it is uncommon to make a *habit list* based on the goals you set. An uncommon result comes from uncommon behaviors. Make a habit list instead of a goal list and you'll master the Psychology of Prospecting.

CHAPTER 3

FINDING TIME TO PROSPECT

One of my clients asked me to assess her sales team's effectiveness. I shadowed the entire sales team inside and outside the office. I observed as they prospected for new business, conducted meetings and interacted with internal personnel. After one month of observations, my findings shocked my client. Her sales team did less than six hours selling per week out of a standard 40 hour week. Less shocking for me, was that this was not a problem exclusive to just this client. Each Power Prospecting workshop revealed similar findings.

Conduct a "Weekly Tasks" exercise to see where you stand.

Weekly Tasks Instructions:

1. Write down the top ten tasks that you do in any "typical" work week.
2. Estimate the percentage of your total time that each takes.

3. Rank each task 1-10, with 1 = the area most directly related to make income and 10 = the area least likely to make income.

Tasks you do in a Week (big and small)	% of week this Task consumes	score 1-10; 1= Most direct, 10= least direct

You are not selling every single hour of the day. You are preparing for customer meetings, following up on existing customer problems, doing administrative work, or even chasing down answers for internal or external customers.

However, your Weekly Task list should resemble a person with strong skills at Power Prospecting. If not, you are experiencing what most sales people experience; difficulty finding time to prospect.

Controlling the Day

A little girl was out shopping with her mother who lost track of time. Her mother asked someone if they knew what time it was. They replied, “Sure it is 7:00”. The little girl was quite impressed with the kindness of the stranger. She decided to test out other’s kindness.

Later the little girl asked someone if they knew the time. The person responded, “Sure sweetie, it 7:30”. The little girl was doubtful so she asked another person. That person responded, “Its 7:45”. Out of total frustration and uncertainty the little girl said, “Mom! Why does everyone give a different answer than you got?”

Let us be brutally honest, a sales person’s day can be massively unpredictable. Things pop up in your day requiring you handle it immediately. That is just the nature of business. But, I refuse to believe you are helpless in the face of uncertainty. Success in life stems from deductive

reasoning. So let us use some logic and examine your situation. Take a look at the four things we know about Power Prospecting and time management.

1. We know your day can be interrupted by an unforeseen challenge.
2. We know some challenges cannot be avoided or put off.
3. We know there are WRONG things you have a choice to participate in or not.
4. We know there are RIGHT things you'd rather be doing which generate revenue.

Willpower is not letting what you cannot do prevent you from doing all you can. Use these four facts to develop a logical solution for finding time to prospect.

One morning you walk happily into work ready for a fantastic day ahead. After saying 'Hi' to a few co-workers, you sit at your desk to begin calling prospects. As you reach for the phone, it rings first. You answer the phone and it is like a bomb exploded. It is a customer complaining about a mix up with his order. You run around the office trying to find the right person to resolve it. Once you connect person A with person B....you SEE someone else coming your way looking upset. The person from accounting is marching straight for you because the bonus form submitted was incorrect. In order to get paid, you have to grab your manager, request a system override and get it resubmitted before 2:30 p.m. You realize it is 1:00 p.m. and

your boss is in a meeting. Over half your day is gone and all you have to show for it is sweat.

20/80 Days

When you have a day where you are less in control it is a 20/80 day. This is when 20% of your workday comprises pre-planned tasks; and 80% of your day is spent on unforeseen challenges and spontaneous interruptions. Sales people normally use a four letter word to describe those days. I will use a PG rated version: That is a SUCK Day. Every sales person has had a Suck Day and no one wants another day like it.

We would rather have an 80% day where we are the masters of our goals and successes. On 80/20 days, we seamlessly navigate the shark infested waters of prospecting and arrive safely on to the sweet shores of "Revenue Generation." Ahhhh...those are the "BEST" days.

Even on those great 80% days, somehow those sharks still manage to chip away at 20% of our time. No day is ever 100% either way. You are never fully in control when you are in the "Sea of Sales." The good news is that you are never fully out of control, either.

Regardless of whether your day is 20/80 or 80/20, you have some measure of control. There are two things in life where you have the most control: Your time and your talent. We will work on your talent and discuss how

you can increase your skills when selecting and managing your time.

Logistical Stress

The best sales person in the world is..... happy! Happy people close deals. Sad people do not close deals and suddenly become happy. Happiness must come first. The biggest obstacle to sales people having happiness at work is logistical stress. However, the top performers do not allow past challenges or failures to ruin their mood. In the workplace, challenges can appear in as little as three seconds. There are 86,400 seconds in a day, yet three seconds can ruin a salesperson's day. Power Prospecting requires the power to avoid any logistical stress or previous disappointment. *Power Prospecting includes visualizing a successful outcome.*

Time Drainers

Often something occurs with the potential to take control of your time and your mood. A mental exercise can help you calm down and get refocused on Power Prospecting. It requires you to remember two things.

- Remember a bad 20/80 day where you felt inundated with requests to get things done and blocked from doing revenue generating activity. Remember the circumstances around that day.

- Recall a great 80% day, where you felt fully in charge and walked away feeling like you ruled the day.

Do the following visualization exercise to replace the feeling of stress with the confidence of being a winner. Rewind in your mind the events of your 20/80 day. You see the “Shark Busters” swimming your way, yet they vanish before they reach you. Now erase that image and remember the 80/20 day. As you remember begin to feel the same excitement of that day. Hold on to that feeling and pick up the phone to prospect!

You can practice this now or use this technique when you need an attitude adjustment. The more you practice this exercise the quicker your mood will change. Remember, the best sales person in the world is happy.

Primary Sources

Once you have the right attitude, we need techniques to help you navigate away from the “Shark Busters” swimming your way. Our concern is not with the things that cannot be avoided. Our focus is on any task fully under our control.

There are four primary sources sales people reference when deciding which tasks to engage in and which ones to avoid.

Four Sources

1. Your boss: Updating and coaching; boss interaction
2. Your systems: CRM, internal policies; system imposed activities
3. Your clients: Requests; client imposed actions
4. Yourself: Preferences; self-imposed goals and activities

The Four Primary sources for your prioritization criteria are your boss, your system, your clients, and yourself. Each source I listed has a direct impact on a sales professional's activity and happiness. It is up to you to decide which ranks highest in priority out of these four areas. Next, you should decipher which source category a 'task' falls under.

Sales Scenario: Sales person is having a 20/80 day. The aspect that controlled the sales person's day is over now. This leaves the sales person looking at their earlier "To Do List". The list included four things:

To Do List

- Call Manager on Logistics
- Follow-up with Potential Client
- Update CRM system from notes
- Lunch

In this scenario all four seem to have value depending on the perspective of the sales person. The reality is there are tasks that are "nice to do" and those that are "need to do". Choices have to be made. Sometimes tough choices

have to be made, but they are made sooner if you have an organized way of categorizing your priority criteria: Your Boss, Your Clients, Your Systems, Yourself.

A sales person, who wishes to drive revenue, may choose "Your Clients" as the highest priority. The first goal for each day may be calling back external prospective clients. This allows for a quick decision on what activity to engage and avoid. Someone else may select different criteria and ultimately make a different selection. The biggest value is to utilize a consistent system and stay away from inconsistent choices. This is how many sales people drift away from the Power Prospecting shores and end up shipwrecked in another career or worse.

You may use the Four Sources to judge the caliber of your To Do List. Identify who is most in control of your time. Also, use it to identify who is not getting enough of your time. When it comes to time management and Power Prospecting, there is a difference between productive and effective. *Productive means you get a lot of things done. Effective means you get the right things done.* You can increase your effectiveness at finding time to prospect.

Personal Time Management

A sales person worked later than normal one night and decided to head home. As he left the office, he said "Goodnight" to the only remaining gentleman still working. On the way to his car he noticed the parking lot

was extremely dark. He was not accustomed to seeing the parking lot this late after work. Concerned for his safety, he walked a little faster to his car. Occasionally looking over his shoulder, he did not see the beginning of a large construction hole in the parking lot. The sales person fell into the large hole. With his mobile phone broken and clothes muddy from the fall, he tried in vain to climb out.

One hour later, the other employee fell into the same hole. He too tried in vain to find a way out. Exhausted, he considered stopping until sunrise when out of the darkness of the hole the two men heard a slow voice say: "Forget it, fella. You can't get out."

That was all he needed to hear. In a split second he was out! By his own efforts he succeeded.

Sometimes it just takes the right motivation to get out of a hole. At some point, you may find yourself in a personal hole without a way to escape. Your personal time management is not applicable to the rest of the world. It is based on your personal preferences and goals. The things that work well for a co-worker may not be the right time management techniques for you.

We often hear about people spending time, wasting time, killing time; but never investing their time. Reviewing these seven time management strategies may prove to be a worthwhile investment of your time.

Number One: Have a Plan

You can plan bigger than your day. Do weekly planning or monthly planning, as well. I have no proof to back up the following theory, but I believe many top sales people have a little ADHD. Some people are so structured that they plan out every second of their day. Weekly planning can occur so that Monday and Friday are your Power Prospecting days.

We all have personal achievement cycles. Some people are at their best Power Prospecting level in the afternoon, as opposed to in the morning. For others, the beginning of the week is the best time to cold call for new appointments. A personal goal should be to *identify the best times and days for your prospecting*. Make your personal time management based on the cycle best suited for you.

Number Two: Not To Do List

A six year old asked his mother why his father continued to work after getting home from the office. His mother explained, "Your father has so much work he can't complete it all before its time to come home."

The six year old replied, "Why don't they just put Daddy in the slower group?"

If you find you run out of time to complete your tasks the answer may not be having a better To-Do List. The answer could be the development of a “Not To-Do” List.

A “Not To-Do” List is a list of things that need to be done but you identified they cannot be done today. After making your To Do List and scheduling time for the highest priority tasks you can put the remaining items on your “Not To-Do” List.

You’ll experience a release from that guilty feeling that haunts you daily. When you identify the limits of your day you are free to work around it. The Not To-Do List is consulted the following day. Whatever you had on the list from the previous day gets put on your To-Do List for the current day.

If something remains on your Not To-Do List too many days then it falls into the category of procrastination.

Number Three: Overcoming Procrastination

There is a story about four people accurately named EVERYBODY, SOMEBODY, ANYBODY, and NOBODY. There was an important job to be done and EVERYBODY was asked to do it. EVERYBODY was sure SOMEBODY would do it. ANYBODY could have done it, but NOBODY did it. SOMEBODY got angry about that, because it was of course EVERYBODY’S job. EVERYBODY thought ANYBODY could do it but NOBODY realized

that EVERYBODY would not do it. It ended up that EVERYBODY blamed SOMEBODY when NOBODY did what ANYBODY could have done.

Procrastination is the biggest obstacle to overcome for many sales people. Most people who fear public speaking, can still talk. Some mental block overcomes them. The same is true for sales people who procrastinate at prospecting. They can prospect for new business but they have a mental block that must be overcome. *You do not find time to prospect; using your willpower you make time to prospect.*

If you find procrastination is an obstacle to Power Prospecting, first identify why you procrastinate. We either procrastinate because we do not like the task we are doing, we do not like the people we have to do it with, or the task causes us some amount of pain. Find the root reason for your hesitation and attack that reason. *Procrastination is always a symptom of something else.*

I will provide an example of attacking the root reason for procrastination. I was asked to coach a top performing sales person in Houston. Karen had sold in the same vertical market for fifteen years. Because of market changes, she was having little success capturing market share in a new vertical. During our initial discussion, I asked Karen how often she prospected. Her immediate reply came with a frown attached, “I know I need to do it

more, but I hate cold calling!" My immediate reply was: "What do you love about selling?"

Karen had sold for 20 years and loved sales. She loved to interact with people and educate them on the company's wide product offerings. She also loved discussing their business and hearing ideas around upcoming marketing campaigns to help her potential clients' business.

She had given me the information I needed to help her. I gave her a process for ending her procrastination and she quickly became the top performer again for her company in the new vertical.

There is a formula that will catapult your prospecting business immediately if you apply it to yourself. As I do in my Power Prospecting Workshops, I helped Karen apply the same method. *The method requires looking for ways to use what you love, to fight what you hate.* Karen would procrastinate because she hated cold calling. Her favorite part of selling was guiding a potential customer. Her least favorite was interrupting someone's day. I told Karen to inject what she loved into her prospecting process in a way that she was ensured was not an interruption but an invitation.

Like Karen, you may love helping people solve problems. That makes for a great start to any opening statement.

First identify why you procrastinate. Next, attack the root reason. Finally, always remember the motto: Use what you love to fight what you hate.

Number Four: The Never-Ending Conversations

You are trapped. You were prepared to have an excellent day of Power Prospecting when your plans are diverted by someone telling you a long story. You do not want to be rude but you begin searching for an escape from the conversation that just will not end. Even a short story can become long if the person is a genius at repeating the same information in twenty different ways. Personally and professionally, we have all been trapped at some time.

There is a communication technique I use to avoid the bottomless pit of never-ending conversations. All you have to do is: Paraphrase, lead and leave. I will give you a scenario where you can apply this technique which is applicable to a co-worker or an existing customer.

A conversation begins between you and a co-worker. The conversation could be based on a challenge or a complaint. The story gets to a point where they begin to repeat facts previously stated. That is when you "paraphrase, lead, and leave." You can paraphrase back the main details. Next, you guide them to what will occur. Then you leave and get back to prospecting.

Here is an example of wording: “Tom, if I understood you correctly, the following things occurred: #1 ABC, #2 CDE, and #3 FGH. Wow, I see where you are coming from. Before I get back to making calls, is there anything you have not told me that I should know before I go?”

This technique can even work for a customer. Imagine a customer scenario where they are complaining about the same thing over and over. Once you have identified their needs, you can paraphrase, lead, and leave. “Mr. Customer, I want to make sure I understand. There were two problems that occurred with your delivery. You identified that our shipping department can correct it. Is there anything you have not told me that I need to know before I start moving forward with a resolution?” You just paraphrase in whichever way is most appropriate then you lead in the direction that captures back control. Finally you leave to capture back your day.

Use your best judgment on when to apply this technique. One thing is universal in terms of Power Prospecting: Never-ending conversations are the start of financial bad endings.

Number Five: Touch & Go

I use this technique in relation to administrative tasks. It has evolved for me personally over the years. I’m going to offer two different ways of applying this technique so you can make your own choice on what would work

best. My initial professional position was to address any administrative tasks that arose, provided it took less than five minutes to complete. Any task requiring longer than five minutes would get scheduled for a later time.

For years this was a successful time management technique. Later, I noticed another problem was created. My wife calls it “Squirrel Syndrome.” In the Pixar movie *Up*, there is a dog who gets distracted any time he sees a squirrel. In mid-sentence he would just stop and say... “SQUIRREL!!!!” Remember my theory that great sales people have a little ADHD? One challenge could be staying focus on the priority task.

Later in my career, I found myself starting and stopping too often to really go anywhere. Completing too many quick administrative tasks can derail you from your highest goal....POWER PROSPECTING. *You need a system that protects you from you.*

For me, that system was the use of an empowering question: Can it wait? I no longer had a procrastination problem. So, when a quick administrative task came up during my Power Prospecting time, I would ask myself “Can it wait?” If it was a customer request or something else urgent, I would complete it. However, if it could wait, I would continue to prospect for new business.

If something popped up, like an email notification in the corner of my screen, I would not jump to reply to it

unless it was urgent. If it could wait, then so would I. This new focus increased my success at controlling my time.

Number Six: Guaranteed Deadlines

I remember a former boss telling me the origin of the word deadline. When prisoners were captured during the American Civil War there were not enough materials available to build prison walls. Instead of building walls, captors drew a line in the dirt. Prisoners were told if they went past this line they would be shot dead. Do not pass the deadline!

In sales, we have deadlines for contacting people and deadlines for sending stuff to people. There is no shortage of deadlines. One technique I use causes me to never miss a deadline. When assigned a task, you can immediately reserve time in your schedule to work on it. I created a habit of putting “Work Block” or “Reserved Time” into my appointment calendar whenever my employer or customer had a request with an assigned deadline. Deadlines become more realistic in the beginning. My experience revealed that many proposed deadlines were unrealistic before I committed to completion. If you review your schedule and cannot find time to work on the task then it cannot be done. It is always better to articulate this earlier rather than later.

Number Seven: Self Confidence

If you believe you are horrible at time management, you’re always going to be right. The worst sales people at time management can always become better. That attitude will create a pattern of improvement which will lead to success.

Sometimes, little mental steps can help you control your time. Remind yourself every day that you are on your way to controlling your time.

Time management techniques are very personal. What is right for one person may not be best for you. So, experiment with different techniques and do not be afraid to change anything that is not working for you.

Part Two

Preparation...
Powerful Message

CHAPTER 4

SPEED READING PROSPECTS

You called a prospect and had a great conversation. The call ends and there is excitement about the next conversation with your future customer.

However, when you call them back they do not answer. Nor do they respond to your email. Your potential new customer becomes a silent rejection. So, you call a second prospect and this appears to be an easy sale. You clearly show how your product can benefit their company. Again, you are rejected and dismissed. You call a third prospect, but they get you off the phone so quickly that you consider whether you are in the right career. Next, you pick up the phone to call a client you have been talking to for a long time. They are full of questions, yet never agree to buy. They are unsure and noncommittal. You hang up the phone as a red wave of frustration comes across your face.

Do not panic. These four different situations occur every day to sales people. When you are prospecting it may seem impossible to count on anything. There are times when you wish you could read minds. I cannot

make you a mind reader, but I can help you become a Speed Reader.

Speed Reading Prospects is the ability to quickly identify your prospects personality traits in order to predict their behavior and how they prefer to interact. People love to buy, but they hate to be sold. Everyone is looking to have an experience. Speed Reading Prospects is the ability to provide prospective customers with the experience they seek.

The ability to read people is a skill many people work years to master. The ability to read someone means you are able to accurately identify character traits in order to predict their way of communication and motivation. It also means you are able to decipher how you should act to ensure successful communication. Speed Reading means you are able to do this at a fast rate.

Speed Reading skills are essential whether you contact your prospects over the telephone or in person. In a short amount of time, you must analyze both verbal and non-verbal clues to dictate how to interact with your prospects.

The golden rule says: "Do unto others as you would have them do unto you." From a humanitarian standpoint, I think that is a very good rule. When it comes to Power Prospecting, I am going to suggest a Golden rule for Prospecting: "Do unto PROSPECTS as they would have you do unto them."

People like to do business with people just like them, or similar to them. If the world was filled with people who were just like you, then only having one way of prospecting would be perfect. However, we know that is not true. Adjusting your selling style empowers you to make an immediate connection. This is where Speed Reading Prospects plays a critical role.

I have heard in the Power Prospecting Training: "I can't sell like that because I do not want to be sold like that." Remember, everyone in the world is not the same as you. Set out to Speed Read your prospect and adjust your communication style appropriately.

Speed Reading Clues

There are non-verbal and verbal clues to assist with Speed Reading prospects. Non-verbal clues dictate what you should say. Verbal clues help dictate how to say it. There are three things to do in order to Speed Read your prospects. They are:

1. Look for it
2. Identify it
3. Act on it

Look for it

Let us first discover how YOU are. My goal is to have you do a self-assessment. If the assessment is right about you, and your personality, you will be on the way to identifying

the critical personality traits of those you encounter in your professional life.

The style questionnaire consists of twenty five questions. Consider your professional preferences as you answer each question.

Style Questionnaire

Instructions: This questionnaire aids in determining your personal style. For each of the 25 questions below, read all four words or phrases and then place an X in front of the one word or phrase that best describes you. Once you have read all four items, make your choice quickly. Your first thought is probably the most accurate.

NOTE: THINK OF YOURSELF IN A BUSINESS SETTING!

EXAMPLE: After reading the question, if you choose “Caution in Relationships”, then mark your response with an X.

1	Your least concern is for:
	routine
	Causing Change
	People
X	Caution in relationships

Choose one response for each question and score your self-assessment using the Style Answer Sheet.

Style Questionnaire

1	Your least concern is for:	2	You most desire:	3	Your personal time frame is:
	routine		To Control		This Week
	Causing Change		To relate To others		next year
	People		To get involved		Past years
	Caution in relationships		To organize		right now

4	Your next task's completion is:	5	Your greatest concern is for :	6	You tend to:
	delayed		Feelings & relationships		Reject Conflict
	Timely		Conclusions & actions		reject inaction
	Cautious		Principles & Thinking		reject involvement
	immediate		dreams & intuition		reject isolation

7	You are most oriented to:	8	You tend to be:	9	You tend to be:
	others		impulsive		Criticizing
	intuition		direct		Pushy
	action		hesitant		Conforming
	analyzing		supportive		Manipulative

10	You tend to be:	11	You tend to be:	12	You tend to be:
	determined		Judgmental		dominating
	industrious		indecisive		reacting
	non-Controversial		harsh		exacting
	Personable		Promotional		dependent

13	You tend to be:	14	You tend to be:	15	You tend to be:
	demanding		enthusiastic		decisive
	Persistent		Forceful		dramatic
	respectful		Precise		dependable
	stimulating		Willing		Watchful

16	You tend to be:	17	You tend to be:	18	You tend to be:
	outgoing		Flexible		Tentative
	orderly		undisciplined		Timid
	respectful		Tough-Minded		severe
	agreeable		Firm		excitable

19	You tend to be:	20	You tend to be:	21	You tend to be:
	Creative		yielding		interesting
	sympathetic		secretive		Thorough
	reserved		stern		independent
	serious		opinionated		helpful

22	You tend to be:	23	You tend to be:	24	You tend to be:
	bold		boisterous		relaxed
	gentle		insistent		disciplined
	humorous		Compliant		expressive
	Meticulous		rigid		Factual

25	You tend to be:
	insensitive
	impatient
	egotistical
	appeasing

Style Answer Sheet

Instructions: Transfer your answers from the questionnaire to the appropriate rows below. Count the X's in each column and write the number at the bottom under Column Totals.

Previous Example - beside #1 put an X to the left of it.

ANSWER SHEET				
	Go-getter	Performer	Supporter	Thinker
1	x			

ANSWER SHEET				
	Go-Getter	Performer	Supporter	Thinker
1	Caution in relationships	routine	Causing change	People
2	Control	get involved	related to others	organize
3	right now	next year	This week	Past years
4	immediate	Timely	Cautious	delayed
5	Conclusions & action	dreams & intuition	Feelings & relationships	Principles & thinking
6	reject inaction	reject isolation	reject conflict	reject involvement
7	action	intuition	others	analyzing
8	direct	impulsive	supportive	hesitant
9	Pushy	Manipulative	Conforming	Criticizing
10	determined	Personable	non-controversial	industrious
11	harsh	Promotional	indecisive	Judgmental
12	dominating	reacting	dependent	exacting
13	demanding	stimulating	respectful	Persistent
14	Forceful	enthusiastic	Willing	Precise
15	decisive	dramatic	dependable	vigilant
16	Efficient	outgoing	agreeable	orderly
17	Tough-minded	undisciplined	Flexible	Firm
18	severe	excitable	Timid	Tentative

19	serious	Creative	sympathetic	reserved
20	secretive	opinionated	yielding	stern
21	independent	interesting	helpful	Thorough
22	bold	humorous	gentle	Meticulous
23	insistent	boisterous	Compliant	rigid
24	disciplined	expressive	relaxed	Factual
25	impatient	egotistical	appeasing	insensitive
Column Totals	Go-getter _____	Performer _____	Supporter _____	Thinker _____

Your highest score is your primary style.

I have taken and administered many personality tests. I find it interesting that most of them state that there are four different types of human beings on our planet. There is some blending of personalities and styles, but those combinations only occur within the four core categories.

Nobody is exactly the same all the time. However, if you ask anyone for their opinion of me, it is doubtful you will hear vastly different descriptions. This is the premise behind Speed Reading Prospects.

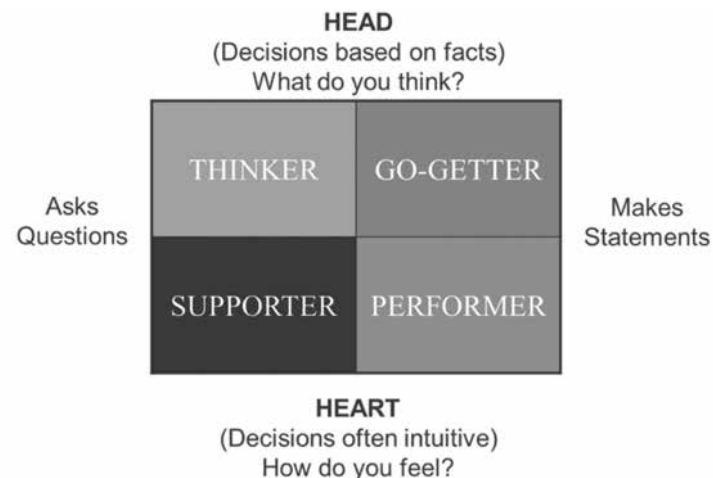
Now take a look at how you scored and how to identify the styles of others.

IDENTIFY IT

There are four different personality styles we will inspect: Supporter, Performer, Go-Getter and Thinker. Do not let the names distract you. Each is merely a title I have provided to describe their overall personality style and communication goals. If you scored as a “Performer” it does not mean you have an excellent chance to win an Academy Award for best actor. These titles help you to identify your prospect’s intent.

Identifying your prospect’s true intent is what we mean by “non-verbal” clues. To the novice, identifying the prospect’s intent seems subjective. To the expert, it means understanding your prospect’s selection of words which will give insight into their intent and their nature.

For example, does a prospect say: “I feel...”, “I think...”, “I believe...”, or “I know...”? It would be great if we were able to read people minds, but we cannot. Speed Reading is not mind reading. You will not be right all of the time. However, mastering the skill of Speed Reading will help you increase the number of times you are accurate and decrease the number of times you lose the sale.



A person normally speaks the way they mentally process information. Thinkers and Go-Getters make their decisions based on facts. Thinkers normally gravitate to IT jobs, science and accounting. Go-Getters are normally in leadership roles like management, or own their own business. Listening to the words Thinkers and Go-Getters select help to identify their style. Thinkers and Go-Getters are likely to phrase a question: “What do you think?”

On the other end are Supporters and Performers who make decisions based on their heart or gut instinct. Their decisions are more intuitive in nature. Supporters and Performers are likely to seek the same answer but use these words: “How do you feel about it?” Go-Getters and Performers tend to make more statements. Wherein, Supporters and Thinkers tend to ask more questions.

You will meet some people you connect with instantly and forge a friendship. There are others you get off on the wrong foot with, or simply do not like. Let me share how conflict can occur through the clashing of styles.

I was conducting a Power Prospecting class where two people started to clash from the moment they met. During the class introductions, Thomas painfully listened in detail to Robert's explanation of his work experience. When participating in the first group workshop, Robert was noticeably agitated at Thomas' take charge attitude at leading the group. It was not until the Style Awareness test was taken when they both realized why they were clashing.

Robert scored high as a Supporter. Thomas scored equally high as a Go-Getter. Irritation will occur if you arrange for a Go-Getter to be alone in a room with a Supporter. The Go-Getter will wonder: "Why does this Supporter talk so much?" At the same time, the Supporter will wonder: "Why is this Go-Getter so bossy? He didn't even ask me how I was doing today!"

The key to connecting with people is to identify their style and then make a communication adjustment. We will identify the traits of each style so you can act on it.

ACT ON IT

Examine some of the common traits of the four styles and identify what it may mean and how you can use that

knowledge. I spent over a decade identifying personality traits and how to act with each. I have benefited professionally and personally from this "hobby".

THE SUPPORTER

Imagine you were able to fast forward through the day of a Supporter. You would see them walk into the building saying "Hello, how are you?" to everyone one they see; regardless of whether they know them or not. If the Supporter knows someone you may hear: "Hi, how are you doing? How's your weekend? How are your kids? How's the family? What things have changed?" This line of friendly conversation will continue for some time.

This type of prospect's main concern is creating relationships. You can confirm the Supporter personality by noting if they say "I feel..." a lot in conversation. If you visit their office you may notice a lot of pictures of family and friends, but few awards or pictures of themselves. Those that fall under this personality have a mission of helping others. When addressing this type of prospect, you should be prepared to engage in small talk. Your sales message will have a stronger impact if you are able to show them how the benefits of your product will help other members of their team. A Supporter is very invested in the personal and professional lives of those around them.

The SUPPORTER

- Supportive
- Congenial
- People-oriented
- Non-threatening
- Slow to act or change
- Small thinking
- Likes small talk
- Asks, rather than tells
- Undisciplined time
- Non-competitive
- Avoids risks
- Quiet
- Easy-going
- Careful

I know someone who is a super Supporter. This angelic Supporter is the volunteer leader for a mentally challenged youth summer program. Their job is to recruit volunteers to assist with the summer camp. She is one of the most supportive people on the planet, and time is beyond her control. A minute becomes an hour once she begins talking to you. You can depend on this saint to be late for every meeting. I have run into customers who are the same way. Every style carries pros and cons. For the Supporter, time management is a consistent challenge.

Normally, Supporters excel in job roles that involve customer service. A Supporter's mission is to help and support others. Consider this when developing your opening statements. I have heard many opening statements focus on the benefit to the prospect. However, if you identify someone as a Supporter, you need to focus on the benefit to others. A Supporter is interested in how they can have an impact and help others.

Supporter Challenges

If you scored high as a Supporter, cold calling and prospecting may be a challenge area for you. It does not mean you cannot excel at Power Prospecting. However, it may explain why you experience hesitancy when it is time to prospect. Supporters are non-threatening and loathe disapproval. Prospecting to a new contact is perceived by Supporters as opening themselves up for rejection. You can overcome this challenge by changing how you view prospecting. Whatever you love about selling is how you should initiate your Power Prospecting. For instance, if you love helping people then you should say prior to your calling: "It is time to find people who need my help." You can even include this in your opening statement. You'll begin to view prospecting in a positive and powerful way.

Another challenge associated with Supporters is when they are your prospect. Supporters are friendly to everyone. So, if you call a Supporter it is likely that you will have an enjoyable conversation. A conversation with a Supporter can be misleading by giving a false sense of progressing a sales opportunity.

Have you ever had a great conversation with a potential customer only to never speak to them again? You may have encountered a Supporter who does not want to experience conflict by telling you they are not interested. It is easier for them to avoid your phone calls and emails. The best way to overcome this challenge is to verify their

interest prior to ending the call and schedule a future appointment date for you to reconnect. If they are truly interested, scheduling a future call should not be an issue. And Supporters are sensitive to disappointing others which will increase the likelihood of a future appointment.

PERFORMER

Imagine you were able to fast forward through the day of a Performer. You would see them walk into the building as everyone screams “Hello!” to them. They respond back about something interesting going on in their life as they effortlessly float from conversation to conversation. Each conversation focuses squarely on their opinion or personal experience.

This prospect’s hot button is to be the center of attention. You can confirm the Performer personality by observing if they say: “I believe...” a lot in conversation. If you visit their office you will notice a lot of pictures of themselves and a wall of medals and awards. Those that fall under this personality have a mission to be in the spotlight. Their ego and image is extremely important to them. Your sales message will have a stronger impact if you allow them to talk about themselves and show them how the benefits of your product will directly help them personally.

Performers are outgoing, enthusiastic, competitive and opinionated. Most successful sales people score highest in the Performer style. A Performer is often called

the life of the party. They will engage you in conversation and use charisma to entertain you throughout your discussion.

The PERFORMER

- Outgoing
- Enthusiastic
- Personable
- Stimulating
- Boisterous
- Imaginative
- Intuitive
- Competitive
- Opinionated
- Talkative
- Excitable
- Impulsive
- Tells, rather than asks
- Strong ego
- Takes risks
- Emotional

Performer’s Challenges

This particular style has no fear of engaging others and often tells rather than asks. This may present challenges to listening effectively. The Performer style excels at self-promotion but is prone to neglecting the promotion of others. Self-awareness is an excellent trait, however self-centeredness is a character flaw associated most with this style. Performers can avoid this challenge by focusing on sharing the spotlight and asking more questions of the prospect’s experiences.

Another challenge associated with Performers is when they are your prospect. It can be challenging to maintain a Performers attention span throughout the

sales process. The best way to overcome this challenge is by focusing the conversation squarely on your prospect. You can invite them to share their stories and experiences. Opening statements should clearly focus on the benefit the Performer will receive from your offer of assistance.

I mentioned that the majority of top sales people score high as Performers. If you did not score highest in this style it does not mean you lack the ability to excel in sales. Each style has its pros and cons. I have met many fantastic sales people who did not score high as a Performer yet they never underperformed. Using the positive traits of your style and adjusting in areas that match the style of your prospect is the key to outperforming every time.

GO-GETTER

Imagine you were able to fast forward through the day of a Go-Getter. You would see them walk into the building with a commanding presence. They will scan the room and identify people of importance to their day and offer unsolicited information or direction.

This prospect's main concern is to be in charge or control. You can confirm the Go-Getter personality by observing if they say "I know..." a lot in conversation. If you visit their office you will notice they are often on the phone giving advice or instructions. They are usually very successful people and see things in terms of the ultimate payoff.

The GO-GETTER

- Action-oriented
- Commanding
- Decisive
- Serious
- Efficient
- Logical
- Competitive
- In a hurry
- Demanding
- Task oriented
- Dislikes small talk
- Emphasize bottom line
- Short attention span
- Takes fact based risks
- Tells rather than asks
- Tough minded

Go-Getters are very action oriented, dislike small talk and are goal oriented. Their characteristics normally lead them to become team leaders or in some supervisory role. A former employer of mine owned an IT Staffing Firm. He scored extremely high as a Go-Getter. During every meeting he was focused on the biggest objective while others were easily distracted.

When he started his company it was just him and a friend working in the basement of their house cold-calling potential clients. He soon grew his company and had multiple locations in the Washington, DC area. His ability to focus on the big picture paid off. He later received an offer he could not refuse and sailed across the world with his wife in their new boat after selling his company for millions. This Go-Getter went from cold calling to cool sailing by being who he was and driving his way with Power Prospecting.

Go-Getter Challenges

This particular style has no hesitancy in giving orders. However, they struggle with the reputation of being too bossy. I developed a close personal relationship with my former Go-Getter boss. He was a fantastic friend but many complained about his aggressive overachiever attitude. A Go-Getter struggles with pushing too hard and too fast. If you are a Go-Getter, focus on how you will allow others to be involved in the decision making process.

When selling to a Go-Getter, ensure that you receive and give messages in the most appropriate way. Opening statements to Go-Getters should be tailored towards clear objectives. In addition, do not perceive any quick responses as a sure sign of disinterest. Go-Getters process information quickly and are often anxious to speed up the process. This is most likely the reason for their short answers and not disinterest. When the Go-Getter lacks interest in your product they will clearly let you know. So, if you are a Supporter who happens to call on a Go-Getter, try to keep in mind that not everyone is going to sound thrilled that you called.

THINKER

Imagine you were able to fast forward through the day of a Thinker. You would see the Thinker pause before walking in the building, thinking whether they left behind any

items. As they enter, their eyes begin to identify anything not logically positioned correctly. Someone will say hello and they will respond back kindly. If you fast forward a few hours you will find them still considering why that person said hello in that manner. Perhaps a colleague comes over and invites them to lunch. The process becomes longer than normal as the Thinker is unable to narrow their selection of where to eat down to one restaurant. The Thinker finally decides where to eat but struggles on what to order at the restaurant. The delayed ordering process results in both employees returning to work later than expected.

This prospect's main concern is to be correct and make the right decisions. You can confirm the Thinker's personality if they say "I think..." a lot in conversation. Your interactions with Thinkers should show they are analytical in everything they do. They are often accused of taking too long to come to a decision. Your sales message will have a stronger impact if you can get them to identify what they need to know in order to make a buying decision.

The Thinker Style

- Dependable
- Trustworthy
- Logical
- Analytical
- Quiet
- Reserved
- Conservative
- Thorough
- Disciplined
- Data oriented
- Cool to others
- Stern
- Critical
- Slow to act or change
- Avoids risks
- Asks rather than tells

The Thinker believes it is better to be right than fast. I would not want my doctor to focus more on being fast than correct. Thinkers normally gravitate to jobs involving analysis like accounting, science and IT positions. Thinkers are dependable, trustworthy and logical.

Thinker Challenges

This particular style is logical in their decisions once they actually make one. The biggest challenge for Thinkers is their ability to discern which answer is ideal and move forward. Their inability to accomplish something can interfere with their success. Thinkers who plan on prospecting may find they spend excess time researching a potential account. The best way to avoid this is to identify what type of information you seek prior to researching a customer's background. Self-imposed time limits prevent researching too much for too little benefit.

If you are a Thinker, this can protect you from yourself.

When selling to a Thinker, concentrate on highlighting your capabilities during your opening statement. A Thinker values statistics and data oriented conversations that show the expected value of your product or service. If you find it difficult to progress the sales process with a Thinker, it is likely because they are not completely convinced. Ask the Thinker empowering questions when facing this challenge.

"Mr. Thinker, can you tell me what would give you confidence that this is the right decision?" You may word it differently, but your ultimate goal is to get them to "think" for you. Keep in mind, some Thinkers will never make a decision. Based on the response you receive, you can determine whether this Thinker fits that category. A great sales person is also able to identify a "No" quicker than most. It is always a challenge not getting lost while trying to help a Thinker find their will to say "Yes".

Overview

The ultimate goal is to look, identify and act in a way that empowers your Power Prospecting. No two prospects are the exact same. Power Prospecting allows you to create opening statements that deliver the right message at the right time, based on who you are talking to right now.

Here is a quick way to tell what each type is like:

- Supporter = Benefit to others
- Performer = Benefit to self
- Go Getter = Benefit to bottom-line
- Thinker = Benefit the right decision

Your dedication to improving your ability to Speed Read Prospects will exponentially grow your success throughout your sales career!

Character Trait or Character Flaw

I have trained sales people on the four styles for over a decade. The biggest reasons I emphasize this skill is because selling often involves unfair comparisons. Often I hear, "If only I could be aggressive like them!" You can admire someone else's selling skills without condemning your own.

I believe there is a difference between flaws and traits. You may not have the same style as another outstanding sales person. When you have different styles, it is like comparing apples to oranges. You are not flawed because you are not identical to someone else. The only flaw is trying to be someone you are not. Adjust how you communicate, but never adjust the right message to communicate.

CHAPTER 5

UTILIZING THE GATEKEEPER

A famous surgeon died and went to heaven. At the pearly gates he was asked by the gatekeeper: Have you ever committed a sin you truly regret?

The surgeon said that when he was a young resident at the hospital of Saint Lucas he played in a soccer game against a team from another hospital. The surgeon went on to explain that when an important goal was scored, he was off-side. He told the gatekeeper that he had always regretted that.

"Well," said the gatekeeper. "That is a very minor sin. You may enter."

"Thank you very much, Saint Peter." The surgeon said.

"I'm not Saint Peter," said the gatekeeper. "He is having his lunch break. I am Saint Lucas."

A gatekeeper is anyone who stands between you and the decision maker. It could be someone like a receptionist or administrative assistant. It could also be a mid-level manager who has the power to say no but lacks the power to say yes.

Throughout your sales career you will speak with more gatekeepers and voicemails than you will decisions makers. So we need a strategy that will increase the number of good things that happen to you and decrease the number of bad.



Mid-Level Manager Gatekeeper

In any medium to large account you will have a "Harry". When I worked on advertising key accounts with Autotrader, I tried to close an account with a gentleman

named Harry. Harry had been at the company for a long time and was curious about what I could do to make him look good in his current position. I found out later that Harry did not have any buying power (by the way he was a Performer). When I asked to speak with his boss, road blocks appeared. I heard a version of this story: "Don't call me. We'll call you". This is an example of a mid-level manager who is not the decision maker.

What do you do next? I had a friend named Bob who would not take no for an answer. He would call above the guy's head to his boss. That never ended well and resulted in our company being kicked out of a few accounts. Another option is the "parent approach". This is when you get your manager to call his manager directly. This option works better than the previous option but it does not guarantee success. What if you ask to speak to the real decision maker and they turn you down? Once you hear "no" it is too late. You need another strategy to get you past that NO.

1. *Uncover the Why* - Consider the reasons why they turned you down. One reason is that they are not sold on your product or services themselves. The best way to eliminate that possibility is to ask: "Mrs. Prospect, if the decision was totally up to you, would you move forward with my recommendation?" If she says: "Well, no...." then you have objections to overcome and further

selling to do. If she says yes, then she just gave you permission to help her close your deal.

2. *Change Job Roles* – Once your prospect agrees they would choose you, then your role changes from Sales Person to Sales Trainer. You begin to ask questions to prepare your liaison to represent you in the best way. Questions like: “What would he [the decision maker] like most about what we discussed? Where do you think he will be most concerned?” These questions prepare your liaison to be the best sales person possible for you. It only requires asking two questions.

It is too late to try to speak to the decision maker after your gatekeeper has already said no. But there is one technique you can use prior to getting the no that will increase your chance of getting a yes. In order for this technique to work, we need to look at the darker nature of mankind. We need to ask the tough questions that everyone thinks about, but rarely say out loud.

Why won't the gatekeeper let you through to the decision maker?

Have you had people ask you to connect them with your boss? It is doubtful that you simply supplied your boss' phone number and recommended they make the call. It just does not work like that.

You avoid it because you do not want to be embarrassed and upset your boss. The same is true for your prospects. Some sales people are so focused on their own needs that they neglect to consider their first contact as they bowl their way directly to the person holding the purse strings.

The final reason why people do not get through is because it may be company policy to have the vendors screened out before they reach the decision maker. In my company, I do not speak to any vendor until they have been vetted through at least two channels. My time is too short and my team has been trained how to screen out unlikely vendors.

Avoiding the Dead-end

A salesman did a prospecting call to sell a burial plot. His prospective customer's wife told him that her husband already owned a burial plot. The sales person was shocked at what to say. Finally he said: “I hope he'll be very happy there.”

After hearing the gatekeeper tell you “no” you may feel like you are at a dead-end. There is still hope at getting to the true decision maker. It takes patience and the use of an advance sales technique called the *Prospecting Triangle*. In this example, you are going to build an abstract triangle around your prospect.

Triangle Method

The flow of great communication begins with the speaker's true intent. Next, the speaker's message is delivered to the listener. However, many sales people begin with the message and then state their intent. The outcome is usually the listener saying no. This is where communication often breaks down. Now, the listener must assume the speaker's intent behind the message. We all know that assumptions have paved the path to many lost sales.

Failed Attempt

Message to Prospect-----Sales Intent-----Misdirection

The failed attempt has the two sides of the triangle collapse on the conversation and the prospect says NO.



Prospecting Triangle

Sales Intent-----Message to Prospect-----Sales Direction



The Prospecting Triangle is well structured and gets the prospect in a position where there is no choice but to move forward in confidence.

Intent: The top IT managers that I have worked with.

Message: Utilize me to make them look good to management.

Direction: Now you and I can work together to make you shine.

Example:

"Mr. Prospect, top IT Managers like you have worked with me and utilized me as a third party resource that verifies their greatness. (It is always easier to have someone else sing your praises besides yourself.) When do you believe you and I can come together to present this to management, ensuring you get full professional credit for this find?"

The Prospecting Triangle does not guarantee gatekeepers will allow you to meet with decision makers. However, it will increase the number of good things that happen to you and decrease the number of bad.

For advanced selling you can revert back to the four styles in order to empower the delivery of your intent:

Friend (help others)	The biggest way to impact others...
supporter (help others)	The biggest way to impact others...
Performer (self)	My goal is to make you look great...
go-getter (bottom line)	The best way to stay on task...
Thinker (correct)	you can ensure the right decision is made by...

When and how you state your intentions is paramount to the progress of your sales call. If you state your intent too late you will slide right out the door. If you state your intentions without relating it to the style of your gatekeeper, you will also slide out the door or pushed off the phone.

Receptionist Gatekeeper

So we're moving away from the mid-level gatekeeper and now we're talking about the frontline receptionist gatekeeper. I remind you we're cold calling into a company. You may have an idea of who to speak with at a nice mid-size level company. You could have researched them prior to making the phone call. Now the phone is ringing and the first thing you hear is: "Thank you for calling Harris Technologies, how can I direct your call?"

Normally, your response is this: "Hi, I would like to speak to the person in charge of purchasing your XYZ?"

The receptionist will respond: "That will be Jane, please hold and I will transfer you."

And that concludes your interaction with the gatekeeper.

Let me share a personal story about my mother. My mother was that gatekeeper at a mid-size company for 15 years. After school, I would ride my bike to my mother's job and stay there doing my homework waiting for her day to end at 5 p.m.

After two hours she would get off work, throw my bike in the back of her blue 1983 Chevette and we would go home. My mother's workspace was situated in the middle of the lobby at a traditional desk. I would go around the corner so she could see me doing my homework as she greeted visitors to the company.

I could see the large volume of calls my mother took at the front desk. I also observed people from the back come up and have conversations with my mother. Gatekeepers in this role do not get paid based on the volume of calls they receive. Nor are they paid based on the efficiency in which they transfer a call. During one ride home after work, I asked my mother if her job was boring. She replied that she had begun playing mental games to keep her mind sharp. It also helped her become more efficient at the skills needed to transfer calls.

My mother was extremely good at her job. As with most jobs, there were pros and cons. The cons were that my mother was the undeclared emotional garbage dump for anyone having a bad day. Employees would come up and scream at my mother when their day was not going correctly. Sales people who were frustrated that their appointment was late for a meeting would make angry demands of my mother. Many times I wanted to get up and tell them to stop yelling at my mother. I never did, though, because she told me that would get her fired and we needed her to keep that job. I continued to sit around the corner and do my homework the best I could without letting anyone distract me.

My mother was the eyes and ears of that company. She saw everything. It was amazing how few professionals treated my mother with respect. The sales people were especially rude. I am sure they did not think they were being rude. Here is an example of how they would speak to my mom.

“Hi, my name is Ron and I’m looking for the person who deals with purchasing equipment. Could you get me in touch with them please?”

For a nine year old boy sitting around the corner, this is what it sounded like:

“Hi, it’s me. I need to speak to someone important. I know it’s not you. So, can you move out of my way and let

me get to them please?”

My Mother knew who was in trouble and about to get fired. She knew also who was sleeping with whom in the company. She also knew what competition was sneaking in the back door to sway decision makers away from established vendors.

It is all about the approach with the gatekeeper. They have the information you need and have the ability to put you in touch with the people you want to talk to. The gatekeeper answers phone calls all day and deals with any number of interruptions. If you come across as just another nuisance, it is doubtful you will reach the person you want to speak with.

There are three levels of questions to ask the gatekeeper. Level one questions should be the easiest. Level two questions should become more complex in nature. Level three should be the most difficult, but the most important.

Out of the four communication styles we discussed, the receptionist gatekeeper is most likely to be a Supporter. You do not want to have a Thinker answering the phone. That would be a nightmare for any company.

When coming up with the questions you would ask the gatekeeper, consider what you wish you knew before you got on the phone with the decision maker?

This is the closest thing I can give you that is similar to having a script in Power Prospecting. I will list out a possible dialogue between you and a gatekeeper. You will find the bullet points of the conversation and sample questions to ask. Remember, different is the new great. You want a process that will give you more than you have gotten in the past, which will get you more of what you expect in the future.

- “Thanks for calling Harris technology, how can I direct your call?” “
- “Excuse me, what is your name?” (Sweetest sound in the English language is someone’s name)
- “My name is Suzanne.”
- “Suzanne I need your help.” (Pause until she agrees to help)
- “Ok, I’ll try”
- Initial Question...

GATEKEEPER SCRIPT

Instructions: Utilize the gatekeeper to develop a stronger initial bond with the decision maker. Foster a relationship with the gatekeeper, as much as possible. Identify the questions you want to ask.

What is your name?

____, I need your help. (Pause)

Who is in charge of ____? (Ask initial question)

Level 1 Questions:

Level 2 Questions:

Level 3 Questions:

So that I don’t bother you in the future, what is their extension?

Before you transfer me, what is ____? (Ask follow-up questions)

Gatekeeper Sample Questions

1. Who’s in charge of purchasing for ____?
2. When is the best time to call Decision Maker?
3. How long he/she’s been there?
4. Is there someone there who specializes in _____
5. Who is their back-up?
6. What part of your website did (Decision Maker) have most involvement?
7. Did they help with achieving this company award?
8. Which group do they deal with the most?
9. What was the last major task they completed/ accomplished/ tackled?
10. Who does ____ report to... is it a dotted line hierarchy?
11. Do you know their incentives?
12. Is your organization chart public?

13. Sometimes one person decides what they need and another decides if they will buy it....is your company the same way....who's in charge of purchasing across the board?
14. Do you have purchasing Timelines, Quarterly Reviews, or Fiscal year?
15. Do you keep inventory? Do you have a warehouse? How big is the warehouse?

After you ask the initial question, keep asking questions until the gatekeeper is unable to answer. Have you ever been in a situation where the gatekeeper says: "Bob handles that department, hold on while I transfer you..." you still wanted to ask her something, but she has already transferred you into voicemail?

That is why the gatekeeper's name becomes so important. You can say: "Suzanne, before you transfer me..." then ask another question. Remember, if someone cannot answer a level one question, then surely I will not ask them a level three question.

We went over the two types of gatekeepers. The mid-level manager (account influencer) and the receptionist (company greeter). We looked at two scenarios around the mid-level manager gatekeeper. Those are when they refuse to transfer us, or refuse to introduce us. We also looked at how to set yourself apart from others who call the receptionist/gatekeeper. Taking the time to get to know the situation and the gatekeeper, as well as being

prepared to ask questions of them, will help get you to a YES.

My mother's story had a happy ending. A few years later, the president gave her a chance to manage a startup department. That year my mother's department was the only one that turned a profit. When the president sold the company the following year, my mother's division was the only one not part of the sale. She was the vice president at the time. Everyone who had mistreated her over the years lined up outside her office begging for a job. The gatekeepers may have keys to all doors you can utilize and more keys to doors that you may realize.

CHAPTER 6

W.I.I.F.M.

The drill bit is used to make a hole. Each year over 1 million $\frac{1}{4}$ inch drill bits are sold. What percentage of customers each year wants ~~a~~ $\frac{1}{4}$ inch drill bit?

The response I get from people range from 100% to 50%; but the answer is 0%. What they really wanted was a $\frac{1}{4}$ inch hole. At some level they determined the drill bit was the best means to get what they wanted – a $\frac{1}{4}$ inch hole.

It is called the WIIFM. It is an acronym that stands for “What’s in it for me?” In this case the “me” is the prospect. Include the WIIFM in your message and you will have an immediate connection with your prospective customer. While they may not say it while you are talking, they are definitely thinking: “What’s in it for me to talk to you?” Like the $\frac{1}{4}$ inch drill bit, your product is being considered for its capability to bring them what they ultimately need. If you cannot help them come up with an answer to this question, your call will come to an abrupt end.

Most people who are selling business to business jump right into talking about their products or services without focusing on the prospect’s needs. For example, they will begin talking about the benefits of purchasing from them

without speaking of the overall business problems that will be solved.

The goal is to find solutions for your customers, and not customers for your solutions. By adjusting your opening statements to include the WIIFM, you can increase your prospecting effectiveness.

Power Prospecting requires business acumen. Increasing your business acumen requires a focus greater than what you have to sell. A decision maker's first thought in the morning isn't "I need a ¼ inch drill bit!" They wake up with certain needs on their mind and those needs are carried into their work day, right up until they hear your sales message. It does not require knowing the details of their business. Your prospect will always know more about their business than you, but you will always know more about your business than them. Your overall knowledge of business allows you to connect these two areas. It builds a bridge that leads to setting an appointment or closing a sale.

Different Messages

The two types of cold calling are volume and value prospecting. *Volume prospecting* is when you are "dialing for dollars". The message is one dimensional and most used when selling low cost products that requires high volume calling. Volume scripts are mostly associated with telemarketers or people who make over a hundred phone

calls a day. Volume scripts are ideal when you are just focused on selling one type of product. The script rarely changes and counts on finding the right prospect at the right time.

Value Prospecting is when you are selling higher priced products which focus on a targeted demographic. The messages for value prospecting change for each call. The options available for the customer to purchase vary, as well. The call becomes increasingly customized the longer the conversation lasts.

A construction worker approached the reception desk in a doctor's office. The receptionist asked him why he was there. He told her that he had shingles. She took down his name, address, medical insurance number, and told him to have a seat.

Fifteen minutes later, a nurse came out and asked him what he had. He again said that he had shingles. The nurse took his blood pressure, a urine specimen, and told him to take off his clothes and wait for the doctor.

When the doctor walked in he asked the man what he had. The man told the doctor that he had shingles. Curious, the physician asked where he had them. The construction worker said: "They're outside in my truck. Where do you want me to put them?"

When Volume Prospecting, you may talk to so many people that one conversation blends into another and you assume people understand why you are calling. Having clear communication with your prospects is most important during the first ten seconds of your call. The clarity of your WIIFM message requires making sure your prospect understands the reason and importance of your connection.

Value Prospecting involves more research and preparation prior to calling. We will look closer at Value Prospecting in a way that is generic, yet valuable. Power Prospecting does not encourage research to the point of stagnation. I once monitored a sales person as they researched a company for one hour prior to making a call. The sales person called and got the prospect's voicemail. The call was never returned and the hours spent researching lost. There is a balance that can be achieved without over doing or under doing. Just like the perfect meal in the children's story, *Goldie Locks and the Three Bears*, you want it to be just right.

Different is the New Great

The Queen Mary, launched in 1936, was the largest ship of its time to cross the oceans. This majestic ship produced a polished career through four decades and one world war. The ship was retired from service and stored in Long Beach, California for conversion into a museum and hotel. While removing three giant smoke stacks,

one broke off from the others and all three crumbled to rubble. The useless debris was inspected and revealed that several layers of paint had been applied over the years. The once powerful steel disintegrated due to poor maintenance and upkeep.

The ship suffered a condition common to opening statements. Polished exteriors crumble over time if not supported by internal substance. Listen to any ten polished sales people deliver their opening statements. Most likely, at least nine will lack solid substance from a strong WIIFM. This happens because opening statements go through years of use without upkeep and now crumble easily when used during prospecting.

Little time is allowed to generate interest with a new person when prospecting. Polished opening statements may break down quickly if there is no substance. At this point, Power Prospecting involves having a differentiating WIIFM message. You have ten seconds before your prospect begins to think that they are not interested. The first ten seconds need to stand out. During those opening seconds, it is better to be different than good. Your prospecting calls may sound polished...but are they different?

Most opening statements sound the same: "Hello, this is me. This is where I'm from. This is what I want. Is now a good time to talk?" The average listener's mental or verbal reply is: "I don't know you. I don't care. So what! No!"

Your prospects are called everyday by people trying to sell them different types of stuff. That includes products, services, discounts, rebates and promotions. Eventually, each sales call blends into the next and potential customers tune you out. A false sense of greatness can be established when the only comparison you have is the person sitting beside you. When you are the biggest ship in the ocean, continuing to improve may not be the highest priority. You may be the best in your company, but that does not mean you are the best you can be.

Leroy Robert Paige was a great baseball pitcher with an impressive distinction. He was the first player inducted into the Baseball Hall of Fame based on his record in the Negro Baseball League. Leroy Paige, known by his nickname "Satchel," was the oldest rookie to play in Major League Baseball. He was 42 during his first year in the big leagues. He once said: "Ain't no man can avoid being born average, but ain't nobody got to be common."

Your opening statements should be polished, but not common. Different is the new great.

TRUSTED ADVISOR

Immediate differentiation during Power Prospecting occurs by establishing yourself as a Trusted Advisor. A Trusted Advisor is a knowledgeable consultant that focuses on finding solutions for customers and not just customers to buy their solutions. Trusted Advisors are

customer centric throughout the relationship. Their focus is apparent and stands out from the minute they explain the WIIFM to the customer.

Charlie Brown is the main character in the Peanuts cartoon series by Charles Shultz. In the cartoon, Charlie Brown often gets pushed around by Lucy van Pelt. Lucy is slightly older; often assuming the advisor role. In one cartoon, Lucy and Charlie Brown are on the same baseball team. While Charlie Brown pitches the baseball to an opposing batter, Lucy screams from centerfield: "Try to win one for a change, Charlie Brown!" The batter hits the ball to center field and Lucy does not even try to catch it. Charlie Brown is shocked and asks why she did not try and catch the ball to help win the game. Lucy replies, "My role is strictly advisory," and she walks off the field.

Customers want to feel like you are on their team and not just playing your own game. The best way to display this is by showing interest in their success by making their needs your main focus. The key lies in *what not to do*. Do not include what you sell in your WIIFM. Instead, include *what you do* in order to satisfy your clients. Regardless of the business or organization, every decision maker has the same needs. They have a need to improve in the following areas:

- Operations
- Marketing
- Financial

- Productivity
- Information
- Planning

Your WIIFM message will be different and compelling when focused on any of these six areas.

Operations WIIFM – You operate better with me

Operations represent the biggest challenge for any business. This area has a dual focus on cost control and inventory management. Even for service companies, inventory is present in the form of human labor. Your WIIFM should focus on how you can have a direct impact on overseeing key areas of their inventory, or the way in which they conduct their business.

For your clients, differentiation of companies in your industry becomes tougher every day. Look for operational superiority in your offer if you cannot easily show product superiority. In the absence of product differentiation, focus your WIIFM on process differentiation. Most businesses interact with companies based on what works for the company and not their customer. Highlight this difference and you will stand out.

Marketing WIIFM – You have more customers with me

Marketing focuses on generating revenue. Every company is in the business of making money. A strong WIIFM

focuses on how your company can help them make more money. In some cases, you may be positioned to use Power Prospecting to contact organizations and not businesses. This includes non-profit organizations, like a city council or other government agencies. Not for Profit organizations have a reason for existing and that reason is the source for developing a strong WIIFM. Show how you can help them find new customers or reach their objectives quicker.

Financial WIIFM – You make money with me

Financial needs involve a business' ability to collect billed revenue. Getting business is good, but collecting money on business is great! All decision makers have a concern around ensuring that billing and collecting is a smooth process. It may require a creative WIIFM to connect your offering to this regard. However, that connection will immediately resonate with the decision maker during your prospecting call.

Productivity – You gain more resources with me

Productivity is the area where businesses look to accomplish more by using fewer resources. Using fewer resources could refer to things like money or time. Every business leader seeks ways to prevent over spending. Nothing frustrates a vested business professional more than spending too much time on administrative activities and not enough time on revenue generation.

Information – You stay ahead with me

Information empowers any business to make the right decisions to keep themselves in business. Company owners and leaders want to ensure that they are up to speed on the latest trends within their industry or market. No one wants to be behind the times. In addition, no one wants to be too far ahead which could result in not having any customers. For business leaders, having complete and correct information about the business environment makes for a compelling WIIFM.

Planning – You make the right decisions with me

Planning for the future, based on the past, is the cornerstone of business longevity. The fast pace of business finds management's role changing each day. As business situations become more complex, most managers lack time to manage. Instead, they spend the majority of their time putting out fires. So much time is spent putting out fires that they lack time to build a better fire department. It is important to mention your ability to help with strategic thinking and planning. This will showcase you as a Trusted Advisor.

Let me give you an example to explain my point of *planning*. There are beautiful Japanese fish named Koi. They can be found in little ponds and water gardens at the nicest hotels based on their decorative appearance. If Koi are kept in a fish bowl, it will only grow a few inches in

length. When the Koi is placed in a large pond it can grow longer than twelve inches. Amazingly, if the Koi is allowed to live in a lake it will grow up to three feet in length!

The size of the Koi is always in direct proportion to the size of its environment; the bigger the scope of their living environment, the bigger the potential for growth.

The same applies for the WIIFM you discuss during Power Prospecting. Most sales calls focus on product, product and product. Rarely do sales people expand their scope to include one of the six business needs. These critical needs are perceived as being too large an environment to discuss concerning their product offering. If you expand the scope of your WIIFM, you will find your success with Power Prospecting will expand in direct proportion.

Consider which of the six needs are least likely to be related to your product and develop a WIIFM around that need. It will increase the likelihood you are viewed differently from the other sales people calling your prospects. Always remember that different is the new great.

Part Three

Tactics...
Powerful Methods

CHAPTER 7

OPENING STATEMENT

Warren Harding did not believe in himself. Even though he loved working in the newspaper business, the pressures of the job once caused him to have a nervous breakdown. After becoming the 29th President of the United States, Harding never experienced another breakdown although he did complain about his job.

After hearing that he won the presidency, Harding told his wife: “May God help me, for I will need it.” His anxiety grew worse and ballooned over time. While in office, he plainly professed: “I am not fit for the office and should never have been here.” Harding once told Senator Frank Brandegee that the job was “hell.”

The most disturbing display of his composure occurred with a White House secretary over a tax issue. “I don’t know what to do or where to turn in this taxation matter,” Harding said. “Somewhere there must be a book that tells me all about it, where I could go to straighten it

out in my mind. But I don't know where the book is, and maybe I couldn't read it if I found it... My God but this is a hell of a place for a man like me to be!"

Harding never found that miraculous book. Fortunately for you, there is a book to help straighten things out in your mind.

Allow me to paint a picture for you. You have called to speak with a potential prospect. You have built rapport with the gatekeeper, who was happy to supply helpful information. Once you are transferred to the Decision Maker, he picks up the phone and says: "Hello. This is Tom."

You have less than fifteen seconds to generate interest before you lose them forever. The moment is here and the pressure is on. What you say next makes or breaks the call.

Four Parts

You never get a second chance to make a good first impression. When you are prospecting to a client there are not any second takes. If you stammer the initial call, you cannot hang up and call right back to try again.

The opening statement creates a bridge from "I don't know you" to "I need to know you." The four major parts to a powerful opening statement are:

1. Greeting

2. Attention Statement
3. Interest Statement
4. Opening Question

Different is the new great. The goal is to stand out amongst the sea of sales people fighting for your prospect's interest.

1. The Greeting

Most sales people whisper the name of their company as if they were passing notes to another student in class. Or they say it so quickly that it lacks the luster and power the name deserves. The greeting is where you acknowledge who you are and which company employs you. This should be said slowly and with pride.

"Hello. My name is Will Harris. I'm with Willpower Consultation."

The Greeting quickly says: Hi, Me, & Us. A great opening statement quickly shifts focus from the salesperson onto the prospect. Avoid the trap of focusing on you during the call. Introduce yourself and your company, and then deftly move the conversation onto the prospect.

You can phrase the greeting whichever way fits your style. Just remember, the greeting is simply "Hi, Me, & Us." Done!

2. The Attention Statement

Pablo Picasso embodied “Different is the New Great”. One day while cleaning his yard, parts of an old bicycle grabbed his attention. He spotted a rusty set of handlebars and a bicycle seat. The handlebars reminded him of a bull’s horns. He snatched them both up and created *Bull’s Head*, which many consider his most creative work of art.

Picasso took something very familiar and used it to stand out and grab your attention. Using something familiar is the key to grabbing your prospect’s attention.

You may not know what your prospect was involved in prior to your call. But, you know they were not waiting for you to call. You interrupted their time. So, you have to say something that will cause them to stop what they are doing and listen to you.

There are several reasons why the attention statement is important. Have you ever received a phone call from someone and it took you awhile to realize who they were and where they were calling from? This has happened to all of us.

The attention statement allows time for your prospect to process your speech pattern and recognize the reason for your call. But, the main goal is to grab the prospect’s attention. Here are the various types of attention statements:

- Name Recognition
- Industry
- Company
- Job Title

Name Recognition attention statements include a familiar name or brand. This can be the name of a referral or a well-known brand that captures their immediate attention. A close friend of mine is an executive for PepsiCo. The mention of any competitive brands will immediately grab her attention. This is true for most executives, yet many opening statements remain stale and predictable.

Examples of using Name Recognition attention statements are:

- Brett Taylor asked me to contact you regarding....
- I have worked with sales giants such as Zig Ziglar, Miller Heiman and the Sandler Corporation.
- Your co-worker, Kelly Meredith, thought you and I should connect.

Name Recognition is the easiest and most effective attention statement to use. However, if you had a lot of name referrals you would not initiate cold calling. Let us turn our attention to your other attention statement options.

Industry related attention statements use information about your prospect’s vertical market or industry. It

involves using the information that many sales people research prior to the call but fail to utilize.

Ask yourself the following questions to find an industry related pitch:

- What's going on in their industry right now?
- What are the hot industry topics?
- What buzz words are going to stand out?

These questions need answering. This technique is normally utilized best by those sales people who are up to date on industry publication readings. However, a quick search online will yield industry information that relates to the decision maker's responsibilities.

Instead of being information hoarders, we take the information you uncover and put it in your opening statement. Company related attention statements pull from knowledge uncovered about the specific company of the decision maker. Most people spend the majority of their waking hours at work. Starting off mentioning company specifics empowers you to grab your prospect's attention early in the conversation.

Where do most sales people go to research a prospect they plan on calling? The answer is usually the prospect's web site. Instead of using the information discovered for their opening statements, most sales people fall into the trap of simply researching to give a best guess on

whether this prospect is worth their time. Use the website information to identify something that will make you stand out in the first few seconds. Here are a few examples of what can be said based on information that was taken from a prospect's website about their company:

- Congratulations on your company reaching its 20th anniversary.
- Congratulations on winning the award for the best customer service in your region.
- It was a pleasure reading that your company recently expanded into 5 new areas.
- I recently learned your company went through a re-organization.
- Your organization recently won a major contract with [insert name].

Select the company related attention statement with a direct affect or connection with the decision maker. You would not mention 'expanded into five new areas' if the decision maker was unaffected by the expansion. The best way to ensure you have a strong attention statement is by asking your new gatekeeper friend if the decision maker was involved in the expansion. A seasoned and successful sales person is well aware that the gatekeeper is usually tuned into what is happening behind the scenes. There are additional types of attention statements as well.

Job related attention statements make reference to the decision maker's job title. It can include the duties

that come along with your prospect's job. Either option is an effective way to grab your prospect's attention. People love to talk about themselves. That is especially true of Performers. They also love to hear others talk positively about them. Whether you are mentioning how tough they must have it or complimenting them on how valuable their role is to their company, people love to hear glowing praise.

Examples of mentioning their job title/duties are:

- I specialize in working with IT Managers who....
- Dealing with Software Executives, like yourself ...
- Warehouse managers are finding it increasingly hard to...

The attention statement's purpose is to make them drop their pen and listen. The next part of the opening statement is the most important part. We do not want them to miss it!

3. Interest Statement

Different is the new great because people do not just go through the motions when they are different. The ability to approach Power Prospecting from a fresh outlook and staying away from conventional ways of prospecting is paramount.

Different does not mean crazy. Different arises when people look at old problems in a new way.

Murray Spangler developed a new way of looking at things. Spangler was a janitor with an allergic reaction to dust. That is like a fisherman being allergic to water! Every night Spangler would sweep and sneeze because of the dust he swirled around with his broom.

He wished the dust could be sucked out of the air. With this new thought towards an old problem, Spangler approached his buddy H.W. Hoover for the financial backing of the world's first vacuum cleaner. The rest is cleaning history.

The interest statement is the most important part of the opening statement. While all parts are important, this one is the end-all-be-all of your opening statement. The WIIFM message you developed gets condensed into one simple statement that says it all. Remember, your prospect will always wonder what's in it for them. While they may not say it while you are talking, they are definitely thinking it. If you cannot help them come up with a reason they should be talking to you, your call is come to an end.

Several bankers were debating the question: who was the greatest inventor? One cast his vote for Stephenson who invented the railroad; another for the Wright brothers for inventing the plane. One man even voted for Leonard Kleinrock, for contributing to the invention of the Internet!

Finally, one banker turned to a man in the lobby listening, but not contributing to the debate. The banker asked the man what he thought.

“Well,” the man replied with a big smile. “Whoever created INTEREST was the greatest.”

The man’s reply has double meaning. Interest attributed to a loan or interest in buying a product. The sales person in me likes the idea of creating interest in buying a product. No matter what product you sell, people buy because of their interests.

Many business-to-business sales people launch into talking about their products without focusing on the prospect’s interests. Since different is the new great, speak about the overall business problems the customer is interested in solving.

I had a coaching call with a client who sells barcode scanning equipment. She complained that when she prospects, she quickly hears that the potential customer does not have a need for her product. After listening to her opening statement, I informed her that the reason for her failure was that she was being too specific in how she was going to help the prospect.

She had a hard time grasping this concept. She did not want to resort to tricks to sell her equipment. I asked her if she had ever heard of a company named Smith

Corolla. She knew that the company sold typewriters.

Smith Corolla was the largest manufacturer of typewriters in the world. In their hay day, a young executive had suggested that they take a look at data processing. His suggestion was quickly shut down by the other executives who felt that they were in the business of selling typewriters and only typewriters.

Now, many years later, we are hard pressed to find a Smith Corolla anywhere. They missed the fact that they were not in the business of selling typewriters. They were in the business of processing and transferring information. I explained to the sales rep that she was suffering from the same disillusion. She did not sell barcode scanners. She was in the business of developing businesses. The goal is to find solutions for your customers and not customers for your solutions. By adjusting her opening statements to reflect her prospect’s overall business needs, she would be able to increase her prospecting effectiveness.

Regardless of the business or organization, everyone has the same problems all over the world. In order for you to achieve differentiation with your prospecting efforts, you need to mention one or more of these six needs in your WIIFM Statement. Take a look at an example for each:

Operations: These ideas will gain you more control over your expenses.

Marketing: I specialize in helping my customers find customers.

Productivity: I will show you ways to spend more time on revenue-generating activities and less time on administrative activities.

Information: My company prides itself on supplying you with the most valuable resource in the market now...information on the industry's best practices.

Planning: You will be able to become more proactive than reactive through our strategic planning process.

These are all examples of WIIFM messages condensed to an interest statement. It is broad enough not to turn anyone off and specific enough not to isolate anyone based on the specific products or services you are selling. Think about it. Be creative with paring your offerings to their need.

Depending on your product, you may have never considered telling the potential customers you can help them in this area. Great! That means your competition may not have thought that way either.

During the World's Fair in St Louis, Missouri, a waffle vendor applied creativity to turn business disaster into business legend.

The vendor ran out of paper plates. The lack of supplies prevented him from selling hot waffles. Seeing an opportunity, an ice cream seller suggested the waffle vendor switch products. The ice cream vendor suggested

to the waffle vendor that he should buy ice cream from him and sell that product instead.

Out of desperation, the waffle vendor began selling ice cream in small cups. But he did not know what to do with the remaining waffle mix. The waffle vendor's wife helped him make one thousand waffles and use an iron to flatten them. They rolled the flattened waffle and left a pointy end at the bottom. Next, he began marketing the very first waffle cone. Today, those cones are just as popular as ice cream.

Creatively paring a customer's need to your product is the winning philosophy around a great interest statement.

4. Opening Question

Albert Einstein is well known for being one of humanity's most creative people. Regarding creativity, Einstein commented: "To raise new questions, new possibilities, to regard old problems from a new angle, requires creative imagination."

Creativity emerges from raising questions that challenge the status quo. If different is the new great then creativity is the source of greatness.

One simple question changed the clothing industry forever. Hookless Fastener Company was asked how they planned to increase zipper sales. That question led

the company to replace buttons on the front of pants with zippers. Prior to that question, all men's pants were buttoned and never zipped.

Experts say you have between ten and fifteen seconds to generate interest. If it is not done within that initial time frame, you will experience a sound similar to the crashing of waves upon a rocky shore. They will hang up on you.

At this point in your opening statement it is time for you to get them involved in the conversation. This is where you ask a question that serves as a bridge out of the opening statement and into a deeper conversation. A question must be properly selected for maximum engagement.

There are a few rules to selecting which question you will ask.

- Rule#1: Never ask a question that may have a negative answer.
- Rule#2: Never ask a complicated question.
- Rule#3: Make sure your question is business related.

Bring out your inner courtroom attorney when you ask your first question but do not interrogate your customers. Lawyers never ask a question without knowing the answer. Here are possible bad outcomes from commonly asked questions:

1. *I work for XYZ company. Have you heard of us before? NO. Click!* This will only serve to get the conversation off of them and onto something they care little about at this point. Besides, you do not want to tell them all about your company until you know what they are looking for. Your company story needs to be catered to their needs and we have not identified those needs at this point in the relationship.
2. *Do you have time to talk? No. Call back next week. Click!* Believe me, they will let you know if they do not have time to talk. They do not need your help escaping off the call.
3. *How are you today? I'm very busy. Click!*
4. *Did I catch you at a good time? NO...Click!*
5. *Do you have a need for us? No, everything is fine. Thanks for calling. Bye.*

Why ask these bad questions? It can't be to stand out. These are the most commonly asked questions that automatically send a sales person into the category of 'typical sales person'.

The reason these questions are commonly asked is because of fear, lack of thought, and as an attempt to establish rapport.

Anything you hear a lot is not great. The opening question I hear the most is: "How are you today?" If this is not your first call and you have already established a

relationship then it may be appropriate to ask how they are doing. It would sound less like a telemarketer and more sincere at that stage.

Also, you do not want to ask a question that is too complicated. Remember, the goal of the opening question is simply to get them talking. A complicated question, right out of the gate, is sure to slam the door on your conversation. You have to earn the right to ask complicated questions and now is not the time for questions that may be perceived as intrusive.

Now we set the stage for great opening questions. All opening questions should cover the following three areas: Time, quality, or money. You should ask a question that will serve as the connection to uncovering needs. Questions that uncover a need to save time, increase the quality of their work experience or their customer's experience, and make or save money, are all great categories for your opening questions.

Here are some great questions to ask:

1. Time: What is your plan to spend less time on administrative activities and more time on revenue generating activities?
2. Quality: How do you hold your current vendor accountable for your success?
3. Money: What is your plan to use product type to attract and retain more customers?

There are many questioning techniques that can complement the style of your opening statement. The important thing is to acquire the mindset of honest inquiry and not habitual inquiry.

Getting In

A group of animals and insects decided to organize a football game. The teams seemed mismatched as the biggest animals were all on the same team against the smallest.

The score was quickly 20-0 in favor of the big animals. As the second half started, the lion was outmatched and fell. Next, the elephant was outmatched and fell. Finally, the cheetah was outmatched and fell.

The cheetah looked under the pile of animals and saw a little centipede. He asked the centipede, "Did you tackle me? This is the first time I've been tackled all day." The little animal said "I sure did. I also tackled the lion and the elephant."

The rabbit, who was on the centipede's team, asked why the centipede hadn't made any tackles during the first half. The centipede replied, "Oh, I had to prepare and tie all my shoes!"

When it comes to prospecting, many sales people will continue to prepare and never pick up the phone

and get into the game of Power Prospecting. They intend to do something significant after they find something significant. Power Prospecting provides the process to make you significant because different is the new great!

All you have to do is get in the game.

CHAPTER 8

AVOIDING THE AVOIDS

The Canadian Northlands have two seasons: Winter and July. When the backroads thaw out, they become muddy and cars traveling through the backcountry create deep indentions in the ground called “ruts”.

The frozen ground during the winter creates highway potholes as paths. Cars entering this area will see a sign saying, “Driver, please choose carefully which rut you drive in, because you’ll be in it for the next 20 miles.”

When prospecting, you may very well hear a potential customer say “NO.” But it is your choice what comes next. There are ways to ensure your call is does not put you in a rut.

ALTERNATIVE OUTCOMES

You can have all four parts of your opening statement in order and delivered to perfection...and still have a negative

outcome to your requests. At that point you have a choice; you can give up or go on. You are free to choose but then you become a slave to your choice. Instead of giving up and running away, top sales professionals rely on their skill and deliver of alternative statements.

Alternative Statements

What is significant about 211 degrees and 212 degrees? Well, you may know that 212 degrees is the boiling point of water. When water boils you have steam. Steam can help us to clean clothes, move large locomotives, and do a lot of other wonderful things. But, what do you have at 211 degrees? All you have is hot, hot water. The only difference between 211 degrees and 212 degrees is one little degree. One degree is all that stands in the way of doing wonderful things.

That is what the alternative statement does for you. It is something small that can make a big difference in your income. Instead of telling people the benefit of staying on the phone with you, we will make one small adjustment and tell them what they have to lose by not staying on the phone with you.

Most decision makers are used to putting out fires. They only react when they notice one. The alternative statement helps them take notice of the fire.

A farmer had worked his plantation for years. There was a large rock in the field and the farmer always worked around it. Every year he would break a piece of equipment by running into the rock. Every year he considered how much additional crop he could plant if the rock was gone.

One year the farmer put his mind to unearthing the rock. Equipped with a crowbar and pure determination the farmer pushed with all his weight and fell to the ground! The rock was solid but not thick. He easily loaded it onto his cart and hauled it away. He smiled as he carted the “big” old rock away reflecting on the many needless problems it caused.

Not every objection from your prospect will be as easily removed as the farmer’s stone. However, ignoring a problem will not make it go away.

Alternative statements are like crowbars for salespeople to remove obstacles. It is best utilized when the prospect states they are busy or not interested. The power behind it comes from telling them what they have to lose by not staying on the phone with you.

Imagine this scenario:

Prospect: Hello this is Tom.

You: Hi Tom, this is ____ with _____. Congratulations on the Northeast expansion. I specialize in helping

directors, like yourself, leverage operational momentum and drive revenue. What are your thoughts so far on increasing revenue this year?

Prospect: Thanks for your call Tom. Now isn't a good time. Try back in a few months.

This is the point where most sales people would say goodbye and make a note to call back in three months. But you know that different is the new great. There is another choice you can make. Ralph Waldo Emerson said: "Our chief want in life is somebody who shall make us do what we can."

You can use an alternative statement to guide the prospect into having a deeper conversation right NOW.

The three parts to a good alternative statement:

1. Express Empathy
2. Pain Loss Statement
3. Ask another question

You make a horrible anyone else, but only you are great at being you. While I offer wording for each part of the alternative statement, please remember to word it the way you feel comfortable speaking. Use Power Prospecting strategy, in your own words.

STEP 1 - Express Empathy

I define empathy as sympathy without agreement. The empathy statement attempts to acknowledge the person's hectic schedule, at the same time, set the tone for the importance of your message for them. Here are a few examples:

- "I certainly recognize your time is short."
- "I know a person in your role doesn't have time to waste."
- "I wouldn't be this assertive if it wasn't a time sensitive situation."

STEP 2 - Pain Loss Statement

This is where the fire is set. Most sales people have challenges delivering this pain loss statement. Years of only telling the prospect the benefits has hampered salespeople from clearly explaining the pain of not talking now. In order to give a strong pain loss statement, you simply state the opposite of the benefits you are accustomed to saying. For example:

- Save money becomes waste money
- Save time becomes waste time
- Win sales becomes lose customer to competition

You simply say whatever the opposite of the benefit may be. Remember managers are putting out so many fires at work they lack the time to build a fire department. You can become the fire chief of their problems. Here are a few

examples:

- The ideas I have will prevent your company from imploding due to lack of support.
- A consultative conversation will prevent you from losing customers to your competition.
- Companies are shrinking so slowly it is too late before anything can be done. Let us ensure you are safe.

STEPS 1 & 2

If we were to put step 1 and step 2 together it would sound like this:

"I know a person in your role must wear several hats. A conversation with a professional like me will prevent you from losing customers to your competition."

There are various degrees of pain-loss. Some sales representatives prefer to go strong and others prefer to go a little softer. Regardless of your preference the pain-loss statement is a good way for you to stand out and get their attention before being dismissed forever. Benefits encourage people to continue, but pain motivates someone to start. You would work harder to prevent me from stealing \$10,000 from you then you would to earn \$10,000. Preventing pain is the driving force of human nature.

We cannot stop after delivering the pain-loss statement. We still need to engage them back into the conversation. So, without a pause you need to move to Step 3...Ask another question.

STEP 3 - Ask another question

Have you ever cut off a telemarketer in mid-sentence and hear them scramble to get their script back on track? It is comical to observe. If we can improve in the front part of the sales process, we would not have as many problems on the back end. You need to begin by steering away from the telemarketer stereotype. This is one of the reasons why you do not want to ask the same question you asked in your opening statement. The other reason to ask another question relates to your ultimate goal. Remember the goal of that first question is to simply get them talking. Since your first question was not engaging, we go in a different direction with a different question.

This is where having a questioning process or technique comes in useful. Let us say your process of questioning is time, money, quality. Your first question was money so you pick quality next. Here is an example of steps 1, 2, and 3.

Prospect: Hello this is Tom.

You: Hi Tom, this is [redacted] with [redacted]. Congratulations on the Northeast expansion. I specialize in helping directors, like you, leverage operational momentum

and drive revenue. What are your thoughts so far on increasing revenue this year?

Prospect: Thanks for your call Tom. Now is not a good time. Try back in a few months.

Your Alternative: "Tom, I know a person in your role doesn't have time to waste. A conversation with a professional like me will prevent you from losing customers to your competition. How do you plan to use your existing resources to stand apart from your competition?"

If they continue to engage then great! If they repeat their preference for scheduling another time to talk, schedule a call back time and immediately send a meeting invite.

There was a former client I could not reach. My phone calls and emails were avoided. I had produced great results for the client in the past but was unable to get my contact to respond to my messages. I called and called. I emailed and emailed. The client would not return my messages. After a couple of months of trying I was about to give up. Then I reminded myself that different is the new great. How can I be different in reaching out to this client?

I sent my client a meeting invite via email. I scheduled a time to speak and sent a regular message to my client

within the body of a meeting invite. Here is the actual wording of that email:

Hi Lori,

This meeting invite is to discuss any upcoming interest in Cold Call/Prospecting Training for your sales team in the 3rd Quarter.

Please let me know if another date or time is more suitable for your schedule; and whether I should call your office or mobile.

All the best,

Will

As you see, the wording of my email was not ground shaking. It was not what I said. It was how I sent it. *I wrote that it was a meeting invite (instead of a normal email).* This is different than all the emails my client received so she was more likely to look at mine. My other emails went unnoticed in the sea of sales pitch offers she received daily.

My former client declined my meeting invite but she suggested another time for us to meet. That meeting led to a lucrative deal with a multi-billion dollar company. My business with this client grew further the following year.

For another client, I sent a joke instead of the standard message. I sent a picture joke that I pulled off the Internet

around my product (sales training) and wrote the following message along with it:



Hi Amit,

Would you like to catch up on a call this week?

My summer is starting to fill up with Prospecting Training. So, I am in high spirits.

I hope you doing well.

Will

My prospect sent me an email back simply saying:

LOL! Call me on Monday.

On Monday, I closed a sale with Amit. Again, it is not what I said rather how I said. I included humor around my profession and continued to talk business. Some guidance

if using humor it must be non-offensive and need no interpretation. As long as the Internet exists you will have humorous jokes to help you Avoid the Avoids.

Voicemails

Sometimes I have discussions with sales people on whether or not they should leave voicemails when they are speaking to their prospects. Should you leave voicemails every time you call on a new prospect?

Here is my stance. If you leave a voicemail I cannot promise they will call you. But, if you don't leave a voicemail I can promise they will not call you. So, the question is not whether or not you should leave a voicemail. You absolutely should leave a voicemail. The question is how to leave an effective message.

Here are the rules for leaving voicemails:

- Say your phone number at the beginning and the end of your message.
- Say your phone number s-l-o-w-l-y (speed in which you write)
- Make sure your message is like your opening statement and includes a strong WIIFM.
- Let them know when you will call again.

Here is an example of a good voicemail message that allows for at least a one second delay in between the group of numbers:

Hi Bob. You can reach me at 804 (Pause) 555 (Pause) 1212. This is Will with XYZ Company. I was calling because I have some ideas for you to spend less time on administrative activities and more time on revenue generating activities. Give me a call at your convenience. I realize that a man in your position must be quite busy, so if I have not heard from you by 3:15 tomorrow when my last appointment ends, I will make it easier on you and give you a call to touch base. Again, this is Will Harris with XYZ Company and I can be reached at 804 (Pause) 555 (Pause) 1212.

Now, when I call the next day and reach the gatekeeper she/he will most likely ask who is calling. I can introduce myself and honestly say, "It's Will Harris. He's expecting my call."

Different is the new great.

Here is my final pitch on leaving voicemails. Most people overlook that the good sales people are talented at getting to a 'No' quicker. What do I mean by that? You want to leave messages every time you call. It shows you are persistent. Persistence will either show them how serious you are about gaining their business or it can cause them to call you up to let you know that they are not interested.

If they do call back to tell you they are not interested, you now at least have them on the phone. That is the time

to hit them with your Alternative Statement, handle the objection they throw at you or gain their assistance with getting them out of your funnel.

It is projected that the majority of the people you call will not engage with you immediately. The goal is to identify those who will engage. Additionally this voicemail strategy helps you filter the 'real' from the 'never will'. You cannot address what you will not confront.

Voicemail Hell

One of my students sent me a recording of a prospect's voicemail and asked for my assistance in handling the challenging situation. It said this:

Thank you for your call. If you are a salesperson do not bother leaving a message. The odds are I will not call you back. Everyone else please leave your name and phone number and I'll return your call.

My Power Prospecting student said it was voicemail hell. I told him what to say and the prospect called him back. Here is the message my student left for the prospect:

Johnny you can reach me at 303 (Pause) 555 (Pause) 1212. This is Brett with Mobile Solutions and I'm proud to say I am a sales person. I apologize in advance for all the other voicemail messages you'll hear today. You will notice I spoke my phone number slowly at the

beginning and I will do it at the end too. How many times have you had to rewind a message because the phone number was said too fast? If I am this thorough with my voicemail messages, I must be really thorough with making you money. I realize you are busy so if I don't hear from you by 3:15 pm tomorrow then I will call you. Otherwise I can be reached at 303 (Pause) 555 (Pause) 1212.

The client called him back because different is the new great. Stand out with the voicemails and emails that you send and the world will take notice.

A man lost a valuable dog and placed an ad in a newspaper with his information and a reward. He didn't get any replies. Frustrated, he called the newspaper office.

"I want to speak with the advertising manager," he said. "I placed an ad for \$1,000 reward for my beloved dog. I have had zero replies!"

"She's out," said the office worker at the newspaper.

"Then let me speak with her assistant?"

"They are both out, sir."

"Well is anyone from her office in?"

"No sir. They are all out looking for your dog."

If your message is compelling people will pay attention and not avoid what you have to say.

CHAPTER 9

OBJECTIONS & REJECTIONS

There was one barber in a small town. One day a new barbershop opened directly across the street from the old barber.

The old barber charged \$20 for his haircuts. The new barber put up a sign advertising haircuts for only \$15. The old barber lost his entire clientele to the new barber.

Not to be outwitted, the old barber lowered his price to \$10. His customers returned until the new competition lowered his price to \$5.

The new barber thought there is no way the old barber would get back his customers. The next day, however, the old barber had maintained all his clientele and the new barbershop was totally empty.

When the new barber looked across the street to inquire what happened. He saw that the old barber had put up a sign that said: "Haircuts \$30. We fix \$5 haircuts!"

Anyone who has received a bad haircut knows that the old barber made the purchase an emotional one for all his clients who read his sign. *The price objection is easy to overcome if you make the right emotional connection with your prospect.*

As we near the end of this book, you may have noticed that I have not discussed objections yet. Let me tell you why. Most objections arise when you try to close your prospect. Closing does not mean you are just asking for the sale. Closing sometimes means asking for the commitment to do something else. It may be to speak further on the topic, introducing you to someone else, agreeing on what was discussed or a host of other things. There is one technique you can use to help you handle any objection you will ever receive. Keep in mind that you can receive an objection at any part of your sales cycle. You can get one during the middle of your opening statement!

Before we look at this technique for handling any objection, we will define objection.

An objection is anything other than the prospect saying yes. It could be an attempt to delay a decision or may even be a non-decision. Objections are a part of sales but should not be considered a rejection.

Closed-Loop Method

There is a method you can use to handle any objection called the Closed Loop Method. You continue to use it until the prospect either no longer objects, or you decide your time is not worth the potential size of the sale.

The steps in the Closed Loop Method are:

1. Find the real objection
2. Express Empathy
3. Answer the Objection
4. Trial Close
5. Close

Step 1 - Find the real objection

A group of business people were seated in a hotel lobby after a convention. One of them announced himself as a mind reader. He bet anyone in the group \$20 that he could tell them what they were thinking about.

"I'll take that bet," said one man.

The self-proclaimed mind reader focused with intent into the man's eyes for a few seconds and then announced:

"You are thinking of going into the city and buying \$20,000 worth of product. You will then go home, declare yourself bankrupt and settle with your creditors at ten percent on what you owe."

The other man did not say a word as he pulled out a twenty dollar bill and handed it to the mind reader. "So," said the mind reader. "Then I read your mind correctly."

"Not at all," said the man. "But the idea is easily worth the \$20."

You do not have to be a mind reader to know your prospect's true objection.

However, you must ensure you understand the real reason for their objection. A price objection, for instance, could mean two different things. If your prospect says it is too expensive it could mean that your product or service is out of your prospect's price range. It could also mean that your prospect has the money but does not think it is worth the cost. Here we have two different objections, requiring two different thought processes.

The first thing you should do when you get an objection is ask a question. There are five ways you can ensure that you will find the real objection.

Option 1 – Probe with a question

After hearing an objection, the first thing you should do is ask a question. The question you choose to ask will vary based on the objection. Continue asking questions until you confirm you found the real objection.

Customer - "It's too expensive."

Find the Real Objection (Question) – "Mr. Customer, when you say it is too expensive do you mean that you don't have the budget or are you saying you don't believe it's worth the investment?"

Option 2 – Just suppose

You can use "just suppose" to have the prospect request your assistance in overcoming their buying obstacle.

Customer - "It's too expensive."

Just Suppose – "Mr. Customer, just suppose money wasn't an issue, would you move forward with my proposal?"

- If "Yes" – "Would you like me to help you find a way?"

Option 3 – Paraphrasing

You can use the technique of paraphrasing when the objection relates to a competitive offer or vendor. In this scenario you want to ensure that you paraphrase the customer's objection in a way that is to your benefit.

Customer - "It's too expensive. Another company delivers it quickly and at a lower price than yours. I need to get the best offer and these guys have delivered on that for me."

Paraphrasing – “Let me make sure I understand. It’s important to you that you get the highest return on your investment, and have dependable top speed delivery. Is that right?” (Once they agree, you move on.)

Option 4 – Parroting

You can use parroting if you are confused as to how to respond to an objection. This technique may lead to additional details which you can then use to respond properly. You simply repeat the prospect’s objection, but in the form of a question. Do it just like a parrot would!

Customer – “It’s too expensive.”

Parroting – “It’s too expensive?”

At best, it will encourage them to respond more. At worst, it will buy you more time to recall the other options we speak about in Power Prospecting.

Option 5 – Do you think

Telling is not selling. Power Prospecting’s goal is to ask questions which lead your prospect to changing their own minds. You can modify a statement by changing it to a question. Simply put the words “Do you think...” in front of what you would normally tell them.

Customer – “It’s too expensive.”

You – “Do you think there are hidden costs associated

with my competitor’s offer?”

There is another reason that the first step is to *find the real objection*. Most salespeople go into fight mode when they hear an objection. This is when they start to give a rebuttal to the prospect’s objection. This instantly causes the prospect to defend their response and debate because no one wants to look wrong.

Salespeople who insist on the last word during debates must remember the last word many times is “ouch!” Many wallets have been hurt trying to outdebate a prospect. You will never hear after a rebuttal: “You know what? You’re right! I was totally wrong. You changed my mind and I want to buy now from you.”

You cannot talk people into anything. The Supporter personality style may seem easiest to convince. Convince a Supporter against their will and they’ll secretly remain of the same mind. Another sales person will easily convince them towards something else.

Guide your prospect to change their own mind on an objection. Remember, telling is not selling. The best way to sell someone is to let them sell themselves. This is most successfully accomplished through asking questions.

I bought a new home and wanted to have it painted prior to our move in date. I quickly began the process for selection of a painter. One painter made my choice clear.

During our meeting, I relayed the price was too expensive and I needed it accomplished quickly and with the highest quality.

He said: “I can do the job and your options are fast, cheap, and good. I’ll deliver two out of three of these, but I can’t do all three. I can do it fast and cheap, but it won’t be good. I can do fast and good, but it won’t be cheap. I can even do cheap and good, but the job won’t be finished for a long time.”

He asked which two of those options I would like to choose.

My response was to hire him for the job. This man was obviously experienced and I felt I could depend on him to deliver whatever I decided I wanted. My mind was made up, but then *he asked me a question to allow me to change my own mind.* That’s Power Prospecting!

Step 2 – Express Empathy

Ignoring your prospect’s reasons will take you further away from scheduling the appointment or closing the sale. You want to acknowledge that you heard and understand their objection.

There is one technique that has long been used in sales. It is called the “Feel, Felt, Found” technique. Here is

an example of using this technique:

I understand how you feel, Mr. Customer. Many of my other customers have felt the same way at one time. By working with me, they found that their situation could be drastically improved.

I love the Feel, Felt, Found technique but I do not like the words. If you are speaking with a person with sales experience they’ll clearly see they’re being “sold”. People like to buy, but they hate being sold. They want to feel as if you are talking with them and not launching sales techniques as a trap. For this reason, I suggest you use the technique but change the words.

I clearly understand your point of view. It is not the first time I have heard this from one of my customers. I have been able to prove to each one that their situation will drastically improve.

It is the same technique but with different words.

Step 3 – Answer the objection

Have you ever seen something you really wanted to buy? Despite wanting to get it, you had a strong reason against buying it? Let’s say it was a pair of expensive shoes. The more you looked at the shoes, the more reasons you started to consider for making the purchase. Perhaps you thought of all the outfits that would go with the shoes. Maybe the

footwear could be worn both in a casual or professional environment. By thinking that way, you could easily come up with enough reasons to buy the shoes.

The same applies for all buyers. *Valid reasons are needed to overcome the hesitation to purchase.* The next step is to address their objection directly with as many benefits as possible for taking your consultative advice.

Mr. Customer, this offer will save you money because the total cost of ownership is fantastic when compared to your expected ROI.

Step 4 – Trial Close

A Trial Close asks for an opinion and not a decision. When the prospect's opinion is negative, circle back to Step 1 in the Closed Loop Method. Continue to circle through the processes until a positive response is received from the prospect. Here are examples of Trial Closes:

- How does this sound?
- Does that make sense?
- Can you see how it works?

Step 5 – Close

Objections are like a wheelbarrow – it stands still unless someone pushes it. The close asks for a decision. This is where you help push the sale further.

One seasoned sales person became increasingly concerned and frustrated with an overdue account. She made a final effort to close out the sale by sending this message: "Your business is appreciated, but we have reached our limit. Your bill is now ten months overdue. This means we have carried you longer than your mother. Direct delivery is expected."

If you want it urgently then you must ask for it correctly. How you ask for the order is crucial. There are mountains of books on closing techniques. We will look at four different techniques for closing a prospect. Choose the closing technique that is most appropriate for the selling situation.

Direct Close: Simply ask for the order.

- *Would you like to proceed with the purchase?*

Alternative Choice Close: Giving two or more options to buy.

- *Would you like to purchase the standard package or would you like to maximize your ROI with the superior special deal?*

Assumptive Close: When it is obvious the prospect wishes to buy, speak of the payment process.

- *Mr. Customer, next I will send over the agreement for your signature and your selection of the payment method.*

Negative-is-Positive Close: This technique is best used when you are unsure of where they stand in agreeing to buy. If they say no, that is a good thing. If they say yes then you need to go to Step 1 in the Closed Loop Method.

- *Can you see any reason why we should not get you started today?*

Objection not Rejection

If you go to a restaurant and the waiter asks you if you would like an appetizer and you decline, the waiter is not going to drop his head and return to the kitchen as a failure. They will ask you another question or even move on to another customer.

You should look at a *no* the same way. No just means they need to kNOw more! And the best way to guide them to this realization is by applying the Closed-Loop Method.

Do not try to change what people think. Rather, develop what they have in mind. A salesperson's worst fault is focusing on the NO from a customer. Focus on what they say YES to and seek to connect there. Prospects can only use their strengths to excel, not their limitations. Identify their strengths and show how you can maximize their potential. NO never brings growth, so you must look for the YES.

CONCLUSION

Different is the New Great

Power Prospecting can be compared to hikers walking through a field. The pair suddenly realized they were being stalked by a lion. One hiker immediately sat down, took off his boots and quickly put on his running shoes.

"That won't help. You aren't faster than a lion," said his companion.

"I only have to be faster than you," said his friend.

If you are different than the other sales people in your field you will stay ahead of everyone.

Different is the new great!

RESOURCES

Now that you know different is the new great you're ready to implement the solutions in this book. To help you stand out I have created several resources you can find on my website www.PowerSales.guru; including podcasts, workshops and other books.

Additional Books by Will Harris

SUCCESS

WillPower Now: How to increase your value at home, work and the bank

Do you want more out of life?

Amazon's bestselling book by Will Harris illustrates how to get the most out of life personally, professionally and financially. Filled with real life stories and examples, this book entertains, inspires and instructs how to maximize your willpower immediately. It is a motivational guide that equally inspires and instructs on the key to happiness: Use what you love to fight what you hate.

Power Communication: Speed-reading People & Problems

Do you ever deal with difficult people?

This book vividly illustrates how to quickly understand

and be clearly understood as you navigate to a successful relationship. Topics include diplomacy, civility, dealing with difficult situations and aggressive personalities. It raises your communication skills to the ultimate level even during the most challenging of times.

ABC's of Success: Attitude, Behavior and Change
Is there a formula for success?

This book was inspired by the worldwide delivery of the workshop created by Will Harris: ABC's of Success. It includes simple anecdotes and impactful life stories collected during Will Harris' travel around the world. He illustrates a universal formula for success and how to be a fantastic leader of others and your own life. This book provides three ways to inspire and achieve success.

SALES

Power Prospecting: Different is the new great
Do you hate cold calling or want to do better?

This book improves your prospecting experience and provides a competitive edge when contacting potential customers. It provides a different perspective for closing a new sale and recapturing the business of an existing client. Entertaining business and life analogies are used to maintain your interest throughout the book. New gatekeeper, voicemail, and email techniques are presented. You'll learn to capture the attention of a prospective client in the first 10 seconds and how to harness your unique selling style.

Consultative Selling: Four Essentials of B2B Sales
Are you new to consultative sales or to your company?
This book focuses on the four key areas of selling: Generate Interest, Establish Needs, Satisfy Needs and Closing the Sale. Will Harris overviews why sales consultants make more money than order takers. It allows you to position yourself as a consultant throughout the selling process. Consultative Selling simplifies the B2B complex sales process and includes valuable tips on lead generation, developing a value proposition, shortening the sales cycle, reengaging disappearing clients, developing winning proposals, professionally probing to uncover hidden needs, and negotiating to close a deal. It makes the complex sale process simple and easy to master.

Account Development: Growing Deeper and Wider in Accounts
Have you ever lost a big account you thought was totally yours?

This book provides a well-organized approach to broaden your reach in large targeted accounts, close more accounts when multiple influencers are involved and secure additional repeat business. It is the book of all books for anyone looking to penetrate into huge accounts or increase your reach throughout an existing large account to maximize revenue potential.

MANAGEMENT

Consultative Selling for Managers: The Manager's Playbook

Would you like a consistent sales funnel from your sales team?

This Manager's guide summarizes and provides Train-the-Trainer instruction on managing the consultative sales process. A systematic approach where managers can inspect what they expect; including a resource section with meeting ideas, lost sale analysis, behavioral designed sales contests, and handouts for assessing and improving the skills of sales teams. It is the perfect playbook for empowering a manager to lead a successful sales team.

The Pay Plan that Pays: Driving Performance through Compensation Plans

Are you paying your team to miss your goal?

Sometimes it is not the people, but the pay plan that hinders explosive growth. The goal of a pay plan is not to pay, but to influence behavior. Pay plans often do not match the company vision. This book identifies the appropriate compensation philosophy based on the direction you wish the team to evolve. You will discover which compensation plan builds the particular behaviors needed to positively impact your organization.

Strategic Leverage: 5 Best Chances to Lead Your Company

Are you in charge, wondering which direction to charge?

This book presents executive strategies for

significant company growth. The Strategic Leverage business philosophy focuses on the key area of your business that requires the least amount of resources and provides the greatest company growth. Identify which of the five areas hold your strategic leverage. Assess, Plan, and Grow in one of the five core areas of Strategic Leverage.

Partnering for Profit: Sales Marketing & Partnering

This book assesses your market position and guides alignment with vertical non-competitive partners. It helps you proactively identify gaps to long term sustainability and which partner characteristics are most needed to support your success. The book helps you plot a course to gain strategic and intentional partnerships based on key success indicators for growth.

Workshops

SALES

Power Prospecting: Different is the New Great. This workshop increases your ability to attract new customers. The training course is extremely interactive; allowing a participant to share their selling experience and have others share their prospecting experience. The training is the perfect combination of instructor led teaching, group discussions, individual exercises and role-plays. Your unique selling style is discovered and applied to make you stand out when contacting potential customers.

Consultative Selling: Four Essentials of B2B Sales. This workshop introduces the consultative selling skills from the WillPower Sales Training. It provides a step approach to the entire customer process from beginning to ending (including capturing repeat sales). It includes instruction on lead generation, generating interest, establishing needs and closing the sale. It makes the complex sale process simple and easy to master.

Account Development: Growing Deeper and Wider in Accounts. This workshop offers a systematic approach that broadens your reach in one large targeted client account. Sales people draft an Account Development Plan, during training, for a pre-determined account selected prior to the training. Sales people leave with a repeatable approach to assess and identify how to penetrate deeper and wider in large accounts when multiple influencers are involved.

MANAGEMENT

Consultative Selling for Managers: Train-the-Trainer. Train-the-Trainer workshop for teaching and managing the consultative sales process. During the workshop, managers assess their team and develop group and individual growth plans for sales teams; hands on application of resources including sales meeting ideas, sales contests, and skill building exercises for assessing and improving the skills of sales teams.

Partnering for Profit: Channel Sales Marketing & Non-Competitive Partnering. This workshop is for executives needing strategic conversations beyond those related to sales forecast, sales funnel, and margin. Company development plans are crafted leveraging existing resources and identifying ideal partnerships to bridge the gaps to long term sustainability.

COMMUNICATION

Power Communication: Speed-reading People & Problems. This workshop illustrates how to quickly understand someone and navigate to a successful relationship. Topics include diplomacy, civility, dealing with difficult situations and aggressive personalities. It raises the communication skills of a team to the ultimate level. It's fantastic for team building or creating self-awareness when dealing with internal or external customers.

Books available on Amazon worldwide

For more information on hosting or attending any training, go to: www.powersales.guru or info@powersales.guru.

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Will Harris is the founder of Willpower Consultation, LLC based in the United States and Willpower Improvement Leaders Private Limited based in India. Will has worked with clients in North America, South America, Europe, Africa, Asia, Australia and India. Will is a master sales consultant, change management expert, and performance guru. He understands that a strong motivation to achieve needs to be reinforced with the training to accomplish. He is proof that where there is a will, there is a way.

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