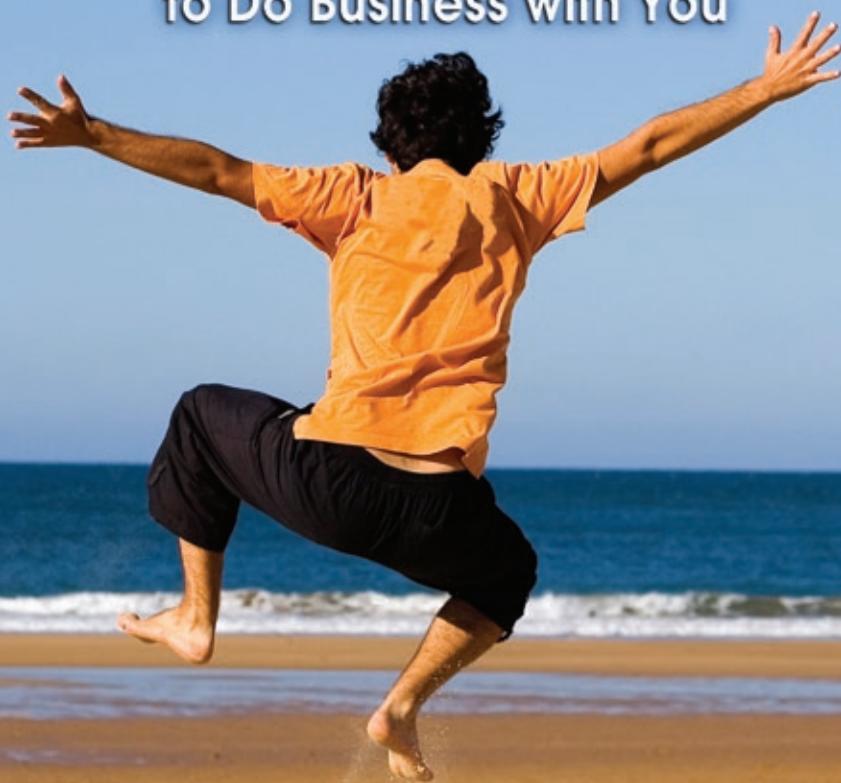


"This book will put passion into your sales and money into your wallet!"  
—Jeffrey Gitomer, author of *The Little Red Book of Selling*

# sell the **feeling**

The 6-Step System that Drives People  
to Do Business with You



**Larry Pinci & Phil Gosserman**



The 6-Step System that Drives People  
to Do Business with You

## Warning:

**Follow the system in this book and it will positively transform your approach to selling and your results, forever!**

*Sell the Feeling* has a crucial message for salespeople, professionals and advisors who want to attract more business: *People choose what to buy and whom to do business with based on feelings*. This book will empower you with a simple, yet ingenious, six-step system to:

- Trigger the feelings that motivate people to do business with you
- Master your own “inner game” of selling
- Create trust instantly and make selling a *positive* experience
- Ask the questions that bond prospects to you and your offer
- Close masterfully and handle the only four possible objections

Regardless of what business you're in, *Sell the Feeling* will show you how to *win more business more often!*

“*Sell the Feeling* is the freshest, most positive book on selling to come around in years. The chapter on asking effective questions is worth the price of the book. An instant classic!”

—Jay Conrad Levinson, author of the  
“Guerrilla Marketing” series of books

“*Sell the Feeling* is the best book on selling for professionals—period.”

—Peter Montoya, author of *The Brand Called You*



Larry Pinci and Phil Glosserman are top business and sales trainers and coaches who work with senior executives, business owners, and sales teams throughout North America. Their Sell the Feeling sales training programs have been called ‘the most eye-opening and effective’ business seminars on the market today. Larry and Phil reside in Los Angeles, California.



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## **What the Experts and Professionals Are Saying About Sell the Feeling**

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“This book will put passion into your sales and money into your wallet!”

—Jeffrey Gitomer,  
author of *The Little Red Book of Selling*

“*Sell the Feeling* is the freshest, most positive book on selling to come around in years. Whether you’re selling products, professional services, or advice, *Sell the Feeling* will show you how to win more business by connecting with people and addressing what really matters to them. The chapter on asking effective questions is worth the price of the book. An instant classic!”

—Jay Conrad Levinson,  
author of the *Guerrilla Marketing* series of books.

“Finally there’s a book that clearly explains that people respond to caring, not control; that people want to be appreciated, heard, and served, not manipulated. This is a great reminder of what really works in selling today!”

—Dr. Joe Vitale,  
author of *The Attractor Factor*, *Zero Limits*, and costar of *The Secret*

“This is THE book for professionals who sell, including those who hate selling. It’s so simple in its approach, but it creates brilliant results. This is the best book on selling for professionals - period.”

—Peter Montoya,  
author of *The Brand Called You*

“The Sell the Feeling system has re-energized my career. It’s given me a new way to connect with clients and solve their most pressing needs. As a result, my annual sales have more than doubled and I’m now playing on a global level.”

—Edward J.M. Schreyer,  
Senior VP of Global Corporate Services, CB Richard Ellis

“What a phenomenal system! *Sell the Feeling* is a MUST for any individual or organization seeking to improve their sales and client relationships.

In the first year after introducing the system, we grew our gross sales 35%—*in a down market!* Our individual mortgage loan officers who use the system have increased their sales between 40% and over 200%. Don't miss this book.

—Brett Dillenberg,  
President, Platinum Capital Group

“By working the Sell the Feeling system, I went from the lowest performing real estate agent in my company to number 1 in 18 months. A few months later I was rated in the top half percent of agents in the country. This book shows how to connect in with people in a way that makes them want to do business with you. Highly recommended.”

—Erik Flexner,  
The Flexner Group

“The most important factor in sales success is how you relate to people. Great salespeople have an almost magical ability to create good feelings with their buyers. *Sell the Feeling* distills that magic into a simple formula. This book is an absolute gem!”

—Philip X. Tirone,  
residential mortgage broker and author of  
*Seven Steps to a 720: Seven Easy Steps to the Ideal Credit Score*

“When two people **want** to do business together, the sale is a forgone conclusion. *Sell the Feeling* shows you a systematic process for getting customers to want to buy from you and feel good about it. I have a good feeling about this book!”

—Dr. Tony Alessandra,  
author of *Non-Manipulative Selling* and  
*The Platinum Rule for Sales Mastery*

“The Magic is in the doing and the brilliance of *Sell the Feeling* is that it lays out exactly what you have to do to be a successful salesperson. The book is a must for every person whose success depends upon the cooperation of other people.”

—Timothy P. O'Brien, Esq.,  
author of *The Power of Personal Branding*

# sell the feeling

The 6-Step System that Drives People  
to Do Business with You



**Larry Pinci & Phil Gosserman**



NEW YORK

# **SELL THE FEELING**

**The 6-Step System that Drives People to Do Business with You**

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*We dedicate this book to the mentors, coaches, educators, and parents  
who give their all, empowering others to improve.*



“Our chief want is finding someone to make us do what we can.”

—Ralph Waldo Emerson

“The essential difference between emotion and reason is that emotion leads to action while reason leads to conclusions.”

—Donald Calne

“Some people think that sales isn’t a real career and that anyone can do it. Nothing could be further from the truth! Sales is an absolutely vital profession. It drives business; it drives the economy; it feeds families. To be good at sales you need masterful communication and people skills. Besides being an expert on your product or service, you need to understand human motivation and know a heck of a lot about the human psyche. You need to know how to find qualified buyers and be able to deal with their resistance. You need to know how to uncover people’s needs, understand their problems, and provide solutions. Plus you need tons of moxie. That’s why salespeople are paid so highly. Great salespeople are worth their weight in gold. Without them, business would be crippled, people would be out of work, and children would go hungry. If you ask me, sales is a vital profession—an *honorable* profession.”

—Sam Martin



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# **Get Your Free Bonuses Now!**

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You're about to embark on an adventure in the art of selling and persuasion with two unlikely friends named Neil and Sam. What you'll learn from these two will forever change the way you view selling and how you relate to your leads, prospects, clients, and customers. Get ready—when you apply the lessons herein, your sales will soar!

As an appreciation for reading *Sell the Feeling*, we offer three complimentary bonus reports, a \$59 value.

- **The Essential 6-Step Quick Reference** – This condensed summary of the six steps described in *Sell the Feeling* is an essential companion to the book. Be sure to review it before your sales calls!
- **Classic Closes** – A summary of seven classic sales closing techniques appropriate for most situations.
- **What Every Business Person Needs to Know about Making and Maintaining Agreements** – A system that will eliminate communication breakdowns in all your negotiations and sales conversations.

To receive your free bonus reports, send an e-mail to [bonus@sellthefeling.com](mailto:bonus@sellthefeling.com). Include the words **STF Bonus** in the subject line.



# Preface

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Consider yourself warned: You are about to read a dirty word.

## *Sales*

**A**sk a professional how she feels about selling, and you will likely get a visceral response. Ask a consumer how he feels about being sold to, and you will probably get an even more visceral response. Most sellers and consumers have a myriad of negative emotions surrounding selling and salespeople.

Regardless of what business you are in—whether you call yourself a salesperson, an advisor, a business owner, a professional, a fundraiser, a politician, or an executive—you are *selling something*. It may be a product, a service, a cause, an idea, an organization, or advice.

Like it or not, you *are* in sales, and any negative feelings or lack of confidence you have about selling will hold you back from achieving your potential in business.

In *Sell the Feeling*, we explore the negativity surrounding selling and show how sales and business people can turn ‘sales’ into a *good word*. We dispel the negative myths, beliefs, and attitudes about selling.

Instead, *Sell the Feeling* teaches you to create a positive selling experience for both you and your buyers.

As you will learn in *Sell the Feeling*, the processes of selling and buying operate on the emotional level. How do feelings trigger people to buy? What can you do to create an emotional bond that will motivate buyers to do business with *you*? This book will teach you a structured process for moving through the sale—from start to closing—in a way that systematically creates rapport, uncovers needs, builds excitement, and lets you know where you are with your buyer every step of the way.

Follow our prescription and you will find that selling your services or products becomes easier and more ‘organic.’ Your prospects, clients, and customers will see, hear, and feel the difference between you and your competitors. You will attract and close more sales and generate more repeat business. The bottom line is that selling the feeling will positively impact *your* bottom line.

## WHAT'S WRONG WITH SALES AND SELLING?

As professional business and sales trainers, we have coached thousands of business and salespeople who had a strong aversion to various aspects of selling. For many professionals, the thought of ‘getting out there’ and prospecting or selling generates anxiety and fear—fear of rejection, fear of failure, and fear of being judged. We hear the same refrain over and over: “I don’t want to be pushy like the telemarketer who interrupts people during dinner.” Many salespeople feel as though they have to pump themselves up, don their armor, and ride out onto the battlefield to drum up business.

Sales is also an emotional minefield for consumers. People are wary of sellers and take offense at many common sales styles and tactics, particularly, the aggressive ones. Consumers feel invaded and inundated by salespeople and pitches. Plus, marketing and sales messages cram the airwaves, cyberspace, our mailboxes, and most points within our line of site. Many people feel *oversold* and suffer from marketing fatigue.

In our *Sell the Feeling* sales workshops, we ask participants to recall a great sales experience they had as a customer or client. Every time we ask this, people are stumped. Usually, only a few hands go up. We are constantly amazed at how many professional sellers cannot remember a single great sales experience.

Then we ask who can recall a negative sales experience as a customer or client. As you might imagine, everyone's hands shoot up. People cannot wait to share their horror stories.

We recently did a survey of sales and business people. We asked them three questions concerning their attitude toward selling. Here are some of the results:

**What's the first word or phrase that comes to mind when you hear the word SALES?**

- |                                     |   |
|-------------------------------------|---|
| • Pushy                             | • Ugh!  |
| • Pressure                          | • Sleazy  |
| • Schmoozer                         | • Type A  |
| • Cold, unfeeling                   | • Aggressive                                      |
| • Selling vacuums door to door—SLAM | • Trying to convince me of something I don't want |

**What word or phrase comes to mind when you hear the word SALESPERSON?**

<ul style="list-style-type: none"> <li>Pushy slick people hiding something</li> </ul>	<ul style="list-style-type: none"> <li>Sleazy, only out for themselves</li> </ul>
<ul style="list-style-type: none"> <li>Aggressive money-hungry people, who only have THEIR best interest in mind, not mine</li> </ul>	<ul style="list-style-type: none"> <li>Used car dealer</li> </ul>
<ul style="list-style-type: none"> <li>Somebody who pretends to care about how I'm doing, when all they really want is my money</li> </ul>	<ul style="list-style-type: none"> <li>Slick, fast-talking, wheeler-dealer</li> </ul>
<ul style="list-style-type: none"> <li>Overbearing, pushy, obnoxious</li> </ul>	<ul style="list-style-type: none"> <li>Desperate, that poor person</li> </ul>

**How would you honestly describe your attitude toward prospecting for new business?**

<ul style="list-style-type: none"> <li>Necessary evil</li> </ul>	<ul style="list-style-type: none"> <li>Uncomfortable</li> </ul>
<ul style="list-style-type: none"> <li>So tired of it</li> </ul>	<ul style="list-style-type: none"> <li>Overwhelming</li> </ul>
<ul style="list-style-type: none"> <li>I hate it</li> </ul>	<ul style="list-style-type: none"> <li>Wary, scared, afraid of rejection</li> </ul>
<ul style="list-style-type: none"> <li>Scared, confused</li> </ul>	<ul style="list-style-type: none"> <li>I avoid this whole process and my business has suffered greatly because of it</li> </ul>

Remember, the people who gave these answers are *sales and business people*. With all these negative feelings about sales, how effective can they be at prospecting for new business and selling?

If you have an aversion to selling, this book will help you turn things around. Contrary to what one of our survey respondents said, selling is not ‘a necessary evil.’ In fact, quite the opposite is true.

In every business, *selling is absolutely vital*. As the old maxim says, ‘Nothing happens until someone sells something.’ Sales drives business and the economy. It puts food on people’s tables. Without sales, there would be no business.

Selling is also vital to clients and customers. Without sellers, how would we learn about and obtain the products and services we need and desire?

So, what is wrong with sales and selling? Absolutely nothing! The better question is: *What is wrong with how some people sell, and what can they do differently to make selling a positive experience?* We will answer this question in *Sell the Feeling*.

The negativity that people feel about sales has a positive flipside: it creates a great opportunity for enlightened sales and business people to orchestrate a positive buying and selling experience, distinguish themselves from their competitors, and win in the marketplace. *Sell the Feeling* will show you how.

## PEOPLE BUY BASED ON FEELINGS

People buy based on feelings. Likewise, they choose whom to do business with based on feelings.

- In buying a car, you pick the one that gives you the greatest *feeling* of safety, luxury, ‘coolness,’ comfort, prestige, practicality, economy, reliability—whatever is most important to you.

- In choosing a real estate agent to sell your home, you pick the one who gives you the greatest *feeling of confidence* that she can sell it at the highest price.
- In choosing a financial advisor, you pick someone you *feel you can trust* to manage your money.
- In selecting an attorney to plan your estate, you want someone you *feel is competent* and makes you *feel taken care of*.

Of course, there are numerous other considerations in purchasing a product or service, but *the actual buying decision is always triggered by feelings*. People buy based on feelings and justify their decision based on reasons, in order to feel good about their choice.

*People buy based on feelings and justify their decision based on reasons, in order to feel good about their choice.*

---

Selling never stops. Once you have customers or clients, you must continue selling the feeling to keep them loyal. People vote with their feet, and in business, you never stop running for re-election.

In *Sell the Feeling*, we will teach you a six-step process to recognize and create the feelings that your prospects, customers, or clients need to feel motivated to do business with you. Regardless of what you are selling—clothes, real estate, financial or legal advice, insurance, mortgages, or cars—the principles are the same.

Selling is a process of influence. Influence takes place in the mind and occurs most powerfully at the unconscious level. In *Sell the Feeling*, we will teach you to influence people on both the conscious and unconscious levels. We will show you how to get inside your prospects' heads and influence them by speaking in the language of *their* thoughts and feelings rather than your own.

## AND NOW, A WORD FROM OUR SPONSORS

The *Sell the Feeling* system works. For the past seven years, we have been teaching it to companies, sales teams, and individuals in a variety of industries. As a result of changing their approach to selling, our clients have seen their sales volume increase anywhere between 24% and 250% in just one year. After seven years of fine-tuning the *Sell the Feeling* system, we are excited to share it with you.

Our training and coaching programs go into depth on selling the feeling in specific situations. We also teach our clients advanced influence techniques and how to use the system to generate repeat business and referrals.

For information on training and coaching, audio programs, and other goodies, go to [www.sellthefeling.com](http://www.sellthefeling.com)

*Selling never stops.*

*Once you have customers or clients, you must continue selling the feeling to keep them loyal.*

*People vote with their feet, and in business, you never stop running for re-election.*

---

## FREE BONUS!

As our way of saying thanks for buying *Sell the Feeling*, you're entitled to a free bonus valued at \$59. For details, see the bonus page at the beginning of this book.

SELL THE FEELING

Okay, are you ready?

*Once upon a time. . .*



*"Here we go again."*

## C h a p t e r   1

# You're Selling the Wrong Thing

---

**N**eil stubbed out his cigarette and blew the last puff of smoke as he pulled up to his next appointment. "Here we go again," he sighed.

This lead came from his company's marketing department. Neil knew very little about the prospect: His name was Sam Martin; he was 66 and recently retired, owned a town home, had a retirement fund, and sometimes traded stocks online. When Neil called Sam to talk about financial planning, Sam had been gruff at first, but then agreed to meet to discuss the possibility of changing some of his retirement investments.

Sam lived in an upscale neighborhood, and Neil, being money-conscious, was both impressed and intimidated. Sam answered the door and invited him inside. Sam didn't look anything like the old codger Neil expected. Instead, he was well dressed and had an athletic build and a full shock of white hair. He spoke with a hint of a southern accent.

Neil's eye was immediately drawn to the picture window in Sam's living room with a view overlooking the ninth hole of a golf course. *This guy must be loaded*, he thought.

After they exchanged a few pleasantries, Sam said, “No offense, but you reek of cigarettes. You can really turn a potential client off when you come into his home smelling like an ashtray.”

Neil thought, *Just what I need: a lecture.* The meeting was off to a bad start before they even talked about business.

They sat at Sam’s dining room table while Neil went through his canned sales presentation. He brought out his slick brochure that described his family of funds, ‘specially designed for people just like you.’ He described the current economic climate, and gave Sam some alarming statistics that showed that people were living longer and were in danger of outliving their retirement funds. Then it dawned on Neil that by the looks of Sam’s surroundings, he might already have enough money for the rest of his life. Neil tried to cover his tracks by adding, “Of course, a fit man like you might live to be 115.”

Other than a few nods and “uh-huhs,” Sam sat quietly during Neil’s pitch, thinking, *This kid doesn’t have a clue—who does he think he’s talking to?*



*This kid doesn’t have a clue—who does he think he’s talking to?*

At the end of the presentation, Neil offered Sam a complimentary assessment of his financial health and preparedness for the future.

Sam sat back in his chair and said, “Thanks, but I don’t think your program is right for me.”

Neil replied, “You seem like an intelligent man. Why don’t we just do the assessment and when the results come back, you can see whether our program meets your needs for the future?”

Sam looked Neil straight in the eye and asked, “Son, do you know what the hell you’re selling?”

Neil was thrown by the question. Maybe Sam thought he was just another salesman. “Sir, I’m not a salesperson—I’m a financial and wealth-management *advisor*. I’m not trying to *sell* you anything. I’m offering you a complimentary assessment to determine your financial health and preparedness for the future. Haven’t I made that clear?”

Sam responded, “You may not *call* yourself a salesperson, but you do sell products and services, don’t you?”

Neil responded, “Well, we are paid fees for our advice and services, but I want to stress that I’m an *advisor*, not a salesman.”

Sam said, “Son, regardless of what you call yourself, you *are* selling something, whether it’s products, services, or advice. You *are* in sales. I suggest you change your perspective on selling.”

Neil was stumped. He wasn’t sure how to respond.

Sam broke the silence. “Son, how long have you been in this sales slump?”

*Regardless of what you call yourself, you are selling something, whether it's products, services, or advice.*

*You are in sales.*

Neil responded defensively, “I can assure you sir, I’m an investment expert and one of my company’s top financial advisors.”

If there was one thing that pushed Sam’s buttons, it was phoniness.

Sam shot back, “Listen—until you get real and understand what you’re doing, you’ll remain in your slump. Right now, not only are you a mediocre salesman, but you’re also in denial. And like so many others, you’re so desperate to bring in business, you don’t even get that you’re selling *the wrong thing!*”

Realizing the meeting was a lost cause, Neil packed up his things and feigning politeness, said, “Thanks for your time, Mr. Martin.”

As he shut the door, Sam thought, *The kid’s pretty rough around the edges, but something tells me he has the spark. Maybe he’ll come around.*

On the way to his car, Neil cursed under his breath, looked up at the sky, and asked, “God, why do I get all the crazies?”



*“God, why do I get all the crazies?”*

## C h a p t e r   2

## Sales Sucks

“Sales sucks!” Neil grunted as he slumped into his regular booth at Mario’s Bar and Grill. It was 4:30 PM and Neil was an hour early for his monthly B&M Club happy hour meeting.

His regular server, Pete, asked, “Having a bad month?”

Neil replied, “Yeah, that too, but that’s not what I’m talking about. I mean not only is my business down, THE ENTIRE SALES PROFESSION SUCKS!” Pete could practically see the chip on Neil’s shoulder.

“That bad, eh? That’s why you’re early—givin’ up on work today? You wanna’ order now, or wait for the others?”

Neil looked at his watch. 4:30 was early to start drinking, but he felt deflated and discouraged, and he desperately wanted to ‘alter his outlook.’ “Well, I suppose it’s 5:30 somewhere. Bring me a gin and tonic—make it a double.”

As he nursed his drink, Neil replayed his week: 20 phone calls to new leads resulting in nine voicemails, two hang-ups, six ‘not-interesteds,’ two ‘call-me-laters,’ and one appointment (who later cancelled). Then there was the totally worthless sales team meeting where his embarrassing sales figures were posted on the board for all

to see: four appointments kept, three cancelled, and zero sales. Yeah, he was on a roll.

The old man Sam was right—he *was* in a slump. And just like every other sales slump he’d experienced, Neil was afraid he’d never get back on his game. When he was hot, he was hot, but when he wasn’t, it seemed like everything he touched turned to dust.

As usual, Neil’s mental ‘week in review’ rapidly deteriorated into a negative assessment of his entire life. He actually took a perverse pride in being his own worst critic. He may not have been a master salesman, but he was a *Master Self-Basher*. 34 and single, five years of hard work and nothing to show for it. Sure, he’d survived, paid his bills, and had some fun, but he was still struggling to get his business off the ground. Many of the reps he started with were making the big bucks, leaving Neil trailing behind. He often wondered, *Where’s mine?*

Neil was stuck in the boring middle of the sales performance charts. In his own words, he was a ‘typical sales schmuck.’

Rather than lift his spirits, the gin plummeted him further into his spiral of doom. As he waited for the others to arrive, he mentally reviewed the reasons his performance ‘sucked’ and why he was coming to hate selling:

First of all, the current market sucked. Sure, a few of his friends were doing fine. Neil attributed it to pure luck and timing. They had launched their careers and built their reputations and databases early on, before the market became saturated and started to tumble.

Secondly, Neil felt he just didn’t have it in him to put on a happy face and prospect for new business. *Let’s face it—people think salesmen are sleazy*, he thought. *They hate us because we invade their privacy and try to manipulate them. That’s not me. I can’t just smile and play the game.*

*I'm not a natural-born salesman. Some people have it in them. They know how to schmooze and get people to like them and buy from them. They never seem to get discouraged. I guess I'm in the wrong profession.*

*I don't have the right connections. The guys who are succeeding know people through their families, country clubs, and churches. Their golden roads were paved for them before they even entered the business.*

*I can't handle the rejection. I guess I'm too sensitive for sales. I wish I had thicker skin.*

"Sales isn't a real career," Neil's father's words reverberated in his mind. "It's for people who don't have the talent or brains to do something important." Neil's dad was a college professor and had urged him to go into a professional career that required graduate-level education, like academia, law, or medicine. Furthermore, he told Neil that salespeople were sharks who made money preying off people's susceptibility. Salespeople were overpaid for the value they contributed to society. His father was still trying to talk him into giving up sales and going to graduate school. Neil was beginning to think his dad was right.

By 5:30, Neil was well into his second drink. The booze had only intensified his depression and feelings of helplessness. He was on a roll in his self-bashing when he looked up and saw Jason.

"Hey, Champ—getting an early start, are you?" In typical fashion, Jason twisted the knife. "I assume you're celebrating another 'successful' month."

Jason was one of the founding members of the B&M Club, a business support group that had been meeting at Mario's every month for the past three years. The purpose of the club was to provide a forum for members to exchange ideas, give each other business leads, and generally support each other in their careers.

A few members had gone on to become top producers, but had eventually dropped out, saying they were too busy to attend the meetings. In truth, they had outgrown the group.

B&M stood for ‘bitch and moan.’ It was a running joke between the members, who found that despite their positive intentions, the meetings always degenerated into complaints about their companies, sales managers, tough clients, and the woes of prospecting for new business.

The other members of the club—Frank, Ed, Jocelyn, Pat, and Winston—sauntered in. The meeting started with the customary ‘Loser of the Month’ ritual: the member with the worst sales figures for the month bought the first round of drinks. The dubious distinction of being this month’s loser plunged Neil even deeper into despair.



*Loser of the month*

When Pete arrived to take their order, Jason put his arm around Neil's shoulder and said, "The first round's on our friend, Willy Loman, here." Neil summoned up a fake chuckle as he sunk lower in his seat.

The B&M club members were all professionals in various businesses. One of the group's appeals was that each member had his or her own strengths and the meetings gave them a chance to learn from each other.

For example, Frank, a financial products rep, was a master of 'brute-force prospecting.' He would make 150 to 200 calls a week. He was extremely disciplined and never seemed to get discouraged.

Jason sold timeshares. He was 'Mr. Personality'—confident, good looking, and a total extrovert. Though he was somewhat empty-headed and narcissistic, Jason had a knack for charming people into complimentary overnight stays at his vacation properties. Despite his charm and enthusiasm, his closing ratio was low.

Jocelyn, a residential real estate agent, was a great networker and community booster. She was the ultimate 'people person.' She was a member of several networking, civic, and charitable organizations. Jocelyn knew everyone, and everyone knew Jocelyn. She was so involved in her community events, that she often had little time left to work on her business.

Ed, a life insurance agent, was a self-improvement junkie. He'd read every sales book, and he constantly listened to sales and motivational CDs. Ed regularly attended workshops and kept the group informed about all the latest sales and motivation techniques.

Winston, a financial advisor, was a technical expert in his field. He studied the trade journals, subscribed to several investment services and newsletters, and had developed a proprietary investment methodology. Though many of his clients felt reassured by his technical expertise, his communication frequently went over their heads.

Pat, another real estate agent, was a marketing maven. She regularly advertised on bus benches and in local papers, and her Web site was dazzling. She also sent direct mail and published a monthly newsletter, just to keep her name out there.

The B&M Club meetings usually started on a positive note, but by the time the members had a couple drinks in them, the dirt and discouragement began to leak out. Tonight was no different. After discussing their current production and their sales goals for the next month, they descended into gossip, backbiting, and bitching about prospecting, office politics, and sales in general.

Tonight's bitch-session was particularly malignant and Neil longed to escape. After his third drink, he tried to pick up an attractive blonde at the bar. She wanted nothing to do with him.

Feeling rejected and dejected, he headed back to the group's table. Jason, who had observed the failed pick-up attempt, was laying in wait for Neil. He laughed, then said in a voice loud enough for the entire group to hear, "Gee, Neil, no wonder your sales are down—you can't even sell *yourself*."

## C h a p t e r   3

# I Never Got the Feeling You Were Interested in Me

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The alarm went off at 7 AM. Neil lay in bed for half an hour feeling hung over and beat up. He didn't want to go to work today, or maybe ever again.

He thought about yesterday's aggravating experience with the old man, Sam. *What nerve he had saying I was a bad salesperson and in denial. What a jerk! What the hell did he mean when he said I was selling the wrong thing?*

Then he remembered trying to pick up the blonde at the bar and Jason's comment about not being able to sell himself. *Maybe I've been so busy selling my products that I didn't create enough of an image of self-confidence and success.* Maybe that was what Sam meant: *I need to do a better job selling myself.* Neil resolved to work on himself, his image, and his sales presentation.

Later that day, he called Ed, the self-improvement junkie from his group. He asked Ed to recommend some sales books, CDs, and workshops.

Over the next several months, Neil immersed himself in self-improvement. He worked on his confidence and image. He attended

sales and personal-growth seminars (and even walked barefoot across hot coals). He bought new clothes, got a new hairstyle, started going to the gym, and quit smoking. He practiced his sales pitch and put together a slick PowerPoint presentation. He felt self-assured and pumped-up. His sales improved, though only slightly. He knew it was only a matter of time before he would become one of his company's top producers.

Six months after he launched his makeover (or as he liked to call it, 'Neil 2.0'), he hit a dry period: only two small sales in six weeks. His mood changed from confident to irritable and impatient. When he received the sales department's year-end results, he felt like he had been socked in the stomach. He now ranked 33rd in a sales force of 40, eight positions down from the previous year.

The next day on the way to a sales appointment, he went through his 'pump-up routine.' He listened to his confidence-booster CD and repeated his latest mantra: "I'm powerful. I'm the best. I'm attracting people who can't wait to do business with me."



*"I'm powerful. I'm the best. I'm attracting people who can't wait to do business with me."*

His meeting was with a female CEO of a successful advertising firm, so he resolved to put on his best professional image. Neil knew she had money and that the right sale could make up for his two bad months. He put on an image of 'all-business' because he wanted to be seen as someone who played in her league. He oozed slickness.

Neil felt he gave a commanding sales presentation, complete with PowerPoint and brochures. *This account is mine*, he thought. *I'm in top form. This time I'm really selling myself.*



*I'm in top form. I'm really selling myself.*

Fifteen minutes into his presentation, the CEO interrupted him. "Excuse me. With all due respect, I don't think this is what I'm looking for and I don't think this is a good match. I don't want to waste any more of your time, or mine."

Neil couldn't believe his ears. He thought it was one of his best presentations ever. He asked, "What's the problem?"

She asked, "Do you really want to know?"

Neil apprehensively responded, "Yes."

She replied, "You've been here 15 minutes and you haven't bothered to find out what I need."

Feeling on the spot, Neil asked, "So what do you need?"

She responded, "Sorry, you're a day late and a dollar short."

"Wait a minute..."

"I don't have a minute. My assistant will see you out." She picked up the phone to call her assistant.

"Please...let's talk about this," Neil pleaded.

The CEO responded, "You never have a second chance to make a first impression. I should know: I'm in the image business. Although your presentation was professional and you may be a nice guy, I never quite got the feeling you were interested in *me*. I just wouldn't feel comfortable letting you into my personal financial life."

Packing up, Neil said, "Thanks for your time." He got up and left with his tail between his legs.

Outside the building he muttered to himself, "Talk about *high maintenance*—I wouldn't want to work with her either. I'm lucky I found out so soon."

As soon as he started his car, his confidence-booster CD resumed, "Repeat after me, I'm powerful; I'm unstoppable; I have no limits."

Exasperated, Neil shut off the CD player, slapped the steering wheel with both hands, and groaned, "Yeah, I've got the power alright—the power to zero in on every wacko in town!"

He pointed the car toward Mario's and sighed, "It must be 5:30 somewhere."

## C h a p t e r   4

# Why Would Someone Choose to Do Business with You?

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In the midst of his slump, Neil was bitter and resentful. His professional image and presentation were better than ever, but his sales were down the tubes. He knew he deserved better results, and he was peeved at anyone and anything he could blame for his misery.

The chip on his shoulder was growing daily, and as a result, he avoided prospecting for new business. What was the use of putting himself out there, only to get rejected?

*I don't get it, Neil said to himself. What's the problem? I've got a good presentation, a good professional image, and great products, but my sales are in the toilet. What's missing?*

He kept hearing the old man Sam's voice, "You're selling the *wrong thing*. You're selling the *wrong thing*."

Neil wondered, *I've been selling myself—what else should I be selling?*

He thought about what the CEO of the ad agency said: "I didn't get the feeling you were interested in me." *Maybe that's my problem. Maybe I need to show more interest in people.*

Neil made an effort to be more engaging with people. He took time to make small talk. He tried to find out what they needed. His sales remained stagnant.

One day on a whim, he decided to call Sam. He wanted the old man to see how much he had changed in the past six months. He fantasized winning Sam's business. Deep down, he wanted Sam's approval—he wanted him to confirm that he was now selling the *right thing*.

Neil was nervous about calling Sam, but he did it anyway. When he got Sam on the phone, Neil asked how he was and engaged him in some perfunctory small talk. Then he told Sam that he had made a number of changes in his business practices and asked for another opportunity to meet with him. He was surprised when Sam cheerfully agreed to meet.

In the car, Neil listened to his confidence-builder CD to pump himself up. He showed up in his new navy-blue pinstripe suit and a red power tie. He greeted Sam with a firm handshake and an air of confidence. “How have you been, Mr. Martin?”

“Fine. You can call me Sam.”

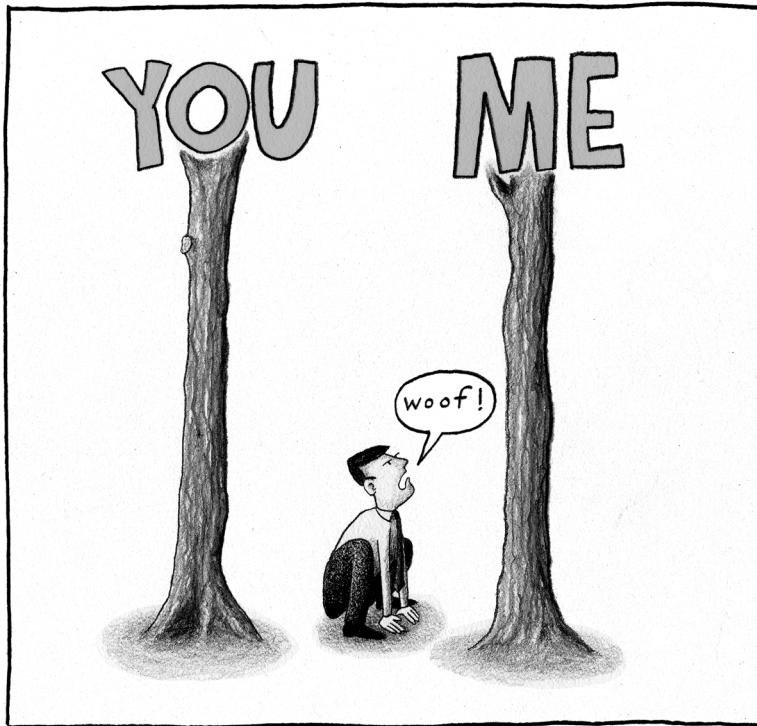
“Great weather we’re having. Have you been out today?”

“Not yet,” said Sam. “What do you want to show me?”

Neil presented Sam with a portfolio of glossy brochures. “Nice packaging,” Sam said, looking Neil up and down. Neil wasn’t sure whether he was referring to the portfolio or his new look.

Neil took Sam through his PowerPoint presentation and told him all about his products, what made them so great, and why they were right for him at his stage of life. Sam listened and said, “Mmmmm-hmm,” after every point Neil made. Neil thought he ‘had him’ this time and started to gloat inside. At the end of his presentation, Neil asked Sam what he thought.

Sam looked across the table at him for a few seconds then said, "Nice try, but no cigar. I admire your persistence, but you're still barking up the wrong tree."



*"You're still barking up the wrong tree."*

Neil tried to maintain his cool, but his face flushed. "I don't understand."

"How do I put this? You're still *selling the wrong thing*."

"What do you mean *the wrong thing*? I'm interested in you and your situation. I'm selling myself, my knowledge, and my expertise. I can solve your long-term financial issues."

"What issues? You have no idea what I want or need. You didn't even notice how your presentation was impacting me. I'm telling you, you're selling *the wrong thing*."

The words of the CEO came flooding back to Neil: *You haven't bothered to find out what I need.*

Knowing he'd lost the sale, Neil no longer tried to maintain his professional composure, "Just what do you think I'm *supposed* to be selling?" he blurted.

"That's for you to figure out. When you're ready to get over yourself and focus on your buyer, come around and maybe I'll tell you. Hundreds of other people are selling the same products and services as you. What would make me or anyone else choose to do business with *you*?"

Neil left feeling angry and confused. This time he did *not* say, "Thanks for your time."

## C h a p t e r   5

# Features vs. Benefits?

After the meeting with Sam, something shifted in Neil's mood and thinking. Instead of staying angry, he got curious. There was no denying that his results were mediocre. Something had to be wrong with his approach. The old man knew what it was, but wouldn't tell him.

What did Sam mean by 'selling the wrong thing'? If he was selling the wrong thing, what was the *right* thing? Sam's question struck a chord in Neil. Why *would* someone choose to do business with him, over all the others selling similar products and services?

As he asked himself these and other questions, Neil became determined to find the answers. Instead of heading to Mario's to drown his woes, he went to the local coffee shop. He ordered a large latte and sat down to think. He scanned his memory for ideas he'd come across in the sales books and CDs he'd immersed himself in over the past six months.

He remembered the distinction between selling *features* and *benefits*. Features are distinct aspects or attributes of what a product or service does. Benefits are what people get—how the product or service improves their lives. Maybe that was what Sam meant. Maybe Neil was so busy selling himself and the features of his product line, that he wasn't communicating enough about benefits.

Neil asked himself, *So what exactly are the benefits of working with me?* He pulled out his notebook and wrote down all the benefits he could think of.

Benefits of Financial Planning with Neil	
- Personalized financial planning	
- Savings and growth for the future	
- Asset protection	
- College and retirement planning	
- Security	
- Expert advice	
- Navigation through a complex maze of financial options	
- Tax-planning assistance	
- Someone to watch their investments like a hawk	
- An honest and trustworthy financial advisor who keeps clients from being 'taken'	

Neil examined his list. Nothing here looked special or new. Maybe he just didn't do a good enough job *communicating* the benefits to his prospects. He had taken it for granted that the benefits were obvious. It seemed so simple.

Neil called Sam from the coffee shop. "I think I figured out what you mean by 'selling the wrong thing.' Will you see me again?"

Sam replied, “You’re persistent. I like that, but why do you keep calling on me? What do you want?”

Neil thought about it for a moment. “You said I could come by when I was ready to stop selling the wrong thing and focus on the buyer. Sam, I’m not trying to sell you anything. I just get the sense that you know something I don’t. You keep saying I’m selling the wrong thing. I want to know what the *right thing* is.”

Sam said, “Okay, come by Tuesday afternoon and tell me what you’ve figured out. Oh, and this time, don’t wear so much after-shave.”

Neil thought, *This guy really speaks his mind. He pisses me off, but I like his honesty.*



## C h a p t e r   6

# Selling the **RIGHT** Thing

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Neil showed up at Sam's home for their Tuesday afternoon meeting. They sat at the kitchen table and Sam offered him a cup of coffee.

Neil told Sam about his revelation about features and benefits and he showed him his list, 'Benefits of Financial Planning with Neil.'

Sam said, "You're getting closer. It's a lot better than relying on a slick image and presentation. But a lot of your competitors know how to sell benefits. There's something else. Think about it in a different way. What motivates people to buy?"

"Their needs?" Neil guessed.

"You're getting closer. What kind of needs?"

"I don't know, Sam. People have all kinds of needs."

"Let me show you something," said Sam. Neil followed Sam into his home office. The office was beautifully appointed and filled with signs of an impressive life. The walls were decorated with award plaques and pictures of Sam with important-looking people. On his desk was a photo of two redheaded women, one middle-aged and the other in her 20s. *Could they be Sam's family?* The shelves bulged with books on all kinds of subjects: history, business, psychology, philosophy, spirituality, and more. There was even a photo of Sam

skydiving. In the corner, Neil spied an old black-and-white photo of a young man in a football uniform. *Was it Sam?* Leaned up against the wall next to the photo was an old pair of wooden crutches wrapped with a bright red ribbon and bow. *What was that all about?*

Neil thought, *Who is this guy?* “Jeez, Sam—this is amazing. What are all the awards for?”

Sam replied, “Let’s stay on-track. We’re here to talk about *you*, not me.”

Sam pressed a button on a remote control and a panel slid open to reveal a flat-screen TV. He turned on the TV and started flipping through the channels until he landed on a commercial.

The ad was for an over-the-counter sleep remedy. It showed an attractive woman waking, stretching, smiling, and looking totally refreshed and ready for the day ahead. Everything about the scene was bright, clean, and cheerful—the room, the linens, and the woman’s silk pajamas. A vase of fresh daisies sat on the nightstand. The announcer’s voice and the background music were soothing and cheerful.

“Someone paid an ad agency hundreds of thousands of dollars to create this ‘little masterpiece,’ ” Sam said with a twinkle in his eye. “They obviously want people to buy their drugs, but there’s nothing very sexy about showing a little white pill and saying it will put you to sleep. What are they trying to sell you?”

“A good night’s sleep?” asked Neil.

Sam asked, “What does the ad show that you’ll *get* from a good night’s sleep?”

“I’ll feel rested and refreshed.”

“That’s it. They’re selling *the feeling* of being rested and refreshed. The people who produce and pay for these ads are no dummies. They do a ton of market research and testing. They’re selling the feelings of rest and refreshment because they know that’s what motivates people to buy. Now do you get it?”

"You think I should be selling rest and refreshment?" Neil chuckled.

Sam said, "What I'm saying is people buy based on *feelings*. Look at successful ad campaigns. They're effective because they tap

*People buy based  
on feelings.*

---

into the feelings that make people want to buy. The advertisers know to do this—it's the guiding principle of their business. The same goes for politicians—just about everything they do and say in public is designed to evoke the feelings they believe their con-

stituents need to vote for them.

"You can apply the same principle to business, Neil. Most successful salespeople and business people sell feelings. They may not be doing it consciously, but it's a big part of what makes them successful. To create sustained business success, you've got to *sell the feelings* that motivate people to want what you're selling and to do business with *you*."

Neil responded, "I get what you're saying Sam, but I'm not selling sleeping pills. I sell serious investment advice and products. People buy financial services and products based on practical financial reasons, not because of how they feel."

"I beg to differ," said Sam. "Why do you think people buy financial products in the first place?"

"To create wealth, save for retirement, provide for their family's security...all kinds of reasons."

*To create sustained  
business success, you've  
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to want what you're  
selling and to do  
business with you.*

---

“Every reason you just mentioned points toward some desirable future outcome, right?”

“Yes,” Neil replied.

Sam continued, “On a *conscious* level, people may invest to have certain results in the future. But on an *unconscious* level, they invest for the *feelings* their investments give them right now.”

“Like what?” asked Neil.

*Never underestimate  
the importance and  
the power of feelings  
in selling—feelings are  
the energy that drives  
people to buy.*

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“Feelings of safety and security, feelings of being smart, feelings of taking care of their family, feelings of building for the future—all kinds of feelings. Never underestimate the importance and the power of feelings in selling—feelings are the energy that drives people to buy.”

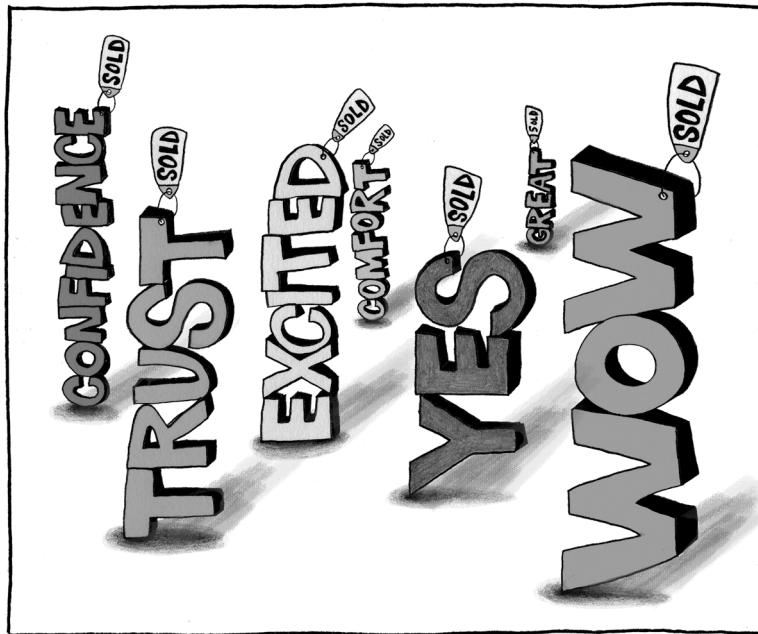
“I see what you mean, Sam, but I still think financial planning requires a well-thought-out analytical process. My prospects don’t

talk about feelings—they talk about rates of return, diversification, fees, and things like that.”

Sam replied, “Your planning process may be analytical, but the *buying* of your service *isn’t*. I’d be willing to bet your prospects and clients frequently talk about what they want to feel as a result of working with you, and you simply haven’t noticed. You’ve been too focused on yourself and what *you* want, rather than on what your prospects want and need to feel. Like so many other sellers, you’ve been trying to convince people to buy based on your reasons, not theirs.”

“And while we’re at it, reasons frequently lead to conclusions that *inhibit* action, whereas feelings *lead* to action. And that, my

friend, is why you're in a slump. You're selling the wrong thing. *People buy based on feelings.*"



*"People buy based on feelings."*

Sam's comment stunned Neil. He felt his mind start to open and instantly snap shut.

"Excuse me for a moment," said Sam. He left the room and returned carrying an orange. Without warning, he tossed it to Neil and yelled out, "Catch!" Surprised, Neil fumbled before catching the orange just underneath his chin.

"This orange is full of sweet juice, but it's all locked inside. The tough skin protects it," said Sam. "Think of feelings like juice. You've got to get to the juice to motivate someone

*Reasons frequently  
lead to conclusions  
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lead to action.*

---

to take action. Most sellers don't know how to penetrate their buyers' skin. You can't do it with mere logic and reasons. You need to get past the skin to get to the juice. That's what selling the feeling is all about."

*If you want to be extremely effective at developing new business, use your expertise to explain your products and services to your customers' conscious minds, while you sell the feeling to their unconscious minds.*

---

Neil gazed blankly at the orange in his hand, wondering what to make of all this talk of feelings and juice. *Is Sam a madman, or is he onto something important?* After a couple moments, Neil looked up and asked, "So are you saying that people don't logically evaluate my program?"

Sam continued, "Of course they evaluate you and your program. Everything you say and do is input into their decision-making process. People may justify their purchases in logical terms, but after all is said and done, they buy based on feelings. It doesn't matter what business you're in or what you're selling. You could be selling mortgages, legal services, real estate, life insurance, or ski equipment. If you

want to be extremely effective at developing new business, use your expertise to explain your products and services to your customers' conscious minds, while you *sell the feeling* to their unconscious minds."

Neil asked, "What do you mean when you talk about the conscious and unconscious mind?"

"The conscious mind evaluates and processes information," said Sam. "It asks and answers questions like 'Is this a good deal?' 'Can I

take this on now?’, ‘Is what you’re offering me consistent with my goals?’, etc.”

Sam continued, “The unconscious mind deals with *feelings*, like motivation, trust, desire, and confidence. The unconscious mind exerts a much greater influence than the conscious mind when it comes to making buying decisions. In simple terms, the unconscious mind provides the emotional juice that motivates people to buy. People buy in order to experience *the feelings* they get from having their needs met. When you sell the feeling, you get the juices flowing so people will want to buy from you.

“Remember the commercial we just watched?” asked Sam. “The images and sounds were designed to reach our unconscious minds and evoke feelings of being rested and refreshed. People who have trouble sleeping want those feelings, and the ad taps into their desire to have them. Nobody watches that ad and thinks, *Oh, they're showing refreshing images to make me want their product.* The feelings are evoked on an unconscious level.”

What Sam said flew in the face of everything Neil believed about selling. “I’m still having trouble imagining that selling feelings works with financial product sales.”

“Don’t believe me? Pick up any one of those financial magazines on my desk and open it to an ad.”

Neil found an ad for one of the nation’s leading investment companies. It pictured a young smiling family in front of their house. The headline was, “Face the Future with Confidence.”

Sam said, “See, even the major investment companies are selling feelings, in this case, the feelings of security and confidence in building for your family’s future.”

Neil asked, “Okay, so how do I sell feelings?”

“Maybe you can tell me,” answered Sam. “Can you remember a great experience you’ve had as a customer or client?”

Neil searched his memory for several moments. “To tell you the truth Sam, I can’t think of any.”

“Amazing!” said Sam. “Doesn’t it strike you as strange that you, a professional salesperson, can’t think of a *single positive memorable experience* you’ve had as a customer?”

Neil looked perplexed. “I can think of plenty of *bad* experiences.”

“So can everyone else.” Sam tried asking the question another way. “Have you ever bought anything where you felt the salesperson took a *genuine* interest in you and what you needed—where you were more than just another sale?”

Neil thought about it for a moment and remembered a positive experience. He told Sam about being extremely nervous when buying his condo. His friend Philip, a mortgage broker, had sensed Neil’s anxiety as a first-time buyer. Philip explained the finance process every step of the way and helped Neil see how he could afford the payments. He addressed Neil’s fears and concerns. Philip told Neil, “I know this seems scary now, but you’ll see—you *can do this*. I wouldn’t put you in this mortgage if I didn’t think you could handle it.”

Neil told Sam, “At that moment, my fear went away, and I felt confident enough to take the plunge.”

“What were you confident about?” asked Sam.

“I was confident in myself and in Phil.”

“Great—what else did you feel?”

“I trusted Phil. He was my friend and I knew I wasn’t just another commission check to him. I knew he’d take care of me.”

Sam nodded and gave Neil a huge grin. “Perfect—that’s the juice! You’ve just identified the three universal feelings people need to experience to do business with someone.”

“I did? What are they?”

Sam raised his hand, and one-by-one extended a finger for each of the three feelings. “Number 1 is *trust*. They can trust and depend on you—they feel that you mean what you say and you’ll do what you say.

“Number 2 is *confidence*. They feel you’ve got the goods, the know-how, the competence, and expertise to meet their needs.

“Number 3 is *a feeling of being taken care of*. They feel you have *their* interests at heart and that you’ll take care of them throughout the transaction, and beyond, if necessary.”

Neil felt something opening up. He remembered how good he felt doing business with Phil. But he still couldn’t connect the dots. Neil asked, “I’ve had a lot of training in how to sell my product, but how the heck do I sell feelings—what do I say?”

“It’s not just about saying the right things,” Sam answered. “Selling the feeling is a philosophy; it’s a whole different way of thinking, communicating, and being.”

“This is really fascinating, Sam. How can I learn more?”

“I’ll tell you what,” said Sam. “You seem pretty motivated. You’re certainly persistent. If you’re willing to make some changes and work hard, I’ll coach you to become the best salesman you can be. You’ll have to commit to coming around here every week or two and doing what I teach you. Who knows—you may become one of the top producers in your company.”

*The three universal  
feelings that people  
need to be motivated  
to do business with  
someone: 1) trust,  
2) confidence,  
3) a feeling of being  
taken care of.*

Neil replied, “I’m a little tight on cash these days. How much will it cost me?”

Sam replied, “Nothing.”

Neil was shocked. “Why are you offering to teach me for free?”

Sam replied, “I have my reasons.”

Neil asked, “I don’t mean to sound ungrateful or anything, but I don’t know anything about you. Before I commit to this, tell me why you think you can teach me to be a great salesperson. What’s your background? And why would you do this?”

Sam said, “I don’t like to talk about myself. I’ll tell you this much: I’ve always been an astute observer of salespeople. I was in sales myself for years and developed a very successful business. Now I’m retired. I have plenty of money. I’m in a transitional phase. I have lots of time on my hands, and I’m offering to help you. Take it or leave it. All I ask is that you make a decision one way or the other, right now.”

Sam’s offer sounded strange, but he had a mysterious quality that Neil found intriguing. Even though he had met Sam three times, Neil knew virtually nothing about him. Sam was a bit pompous, but Neil liked and trusted him. Plus, he seemed to know a lot about sales. Despite the mysterious circumstances, Neil felt confident that Sam could help him. His gut told him to jump at the opportunity. “Okay, Sam. I’m *in*.”

Sam answered, “Before you commit, you have to agree to play by my rules: 1) Show up for all our scheduled meetings, 2) do what I teach you, and 3) finish the training.”

“How long will it take?”

“A few weeks, or a few months, or more. It depends on you.”

“Okay, I’ll do it,” Neil said with conviction.

"Oh, and there are a couple of other conditions," Sam added. "Don't ask me about myself or why I'm doing this. Also, I need you to write me a promissory note for \$25,000. I will only cash it if you don't keep your agreement. I promise to tear it up when you finish the training."

"Why do I need to do that? I promise to stick to the agreement," Neil asked.

"You need to be at stake—have some skin in the game; otherwise, there's no accountability," Sam answered.

"\$25,000 is a lot. I don't have that kind of money in my checking account," said Neil.

"You *will* if you complete the training. But then again, if you complete the training, you won't need to pay me."

"Alright, when do we start?" asked Neil, agreeing to Sam's terms.

"We've already started," said Sam. He wrote the promissory note, spelling out the rules they had agreed on.

Once Neil signed the agreement, they shook hands. Sam said, "Now, for your first assignment: For the next week, I want you to be an astute observer. Every time you see a commercial, billboard, or magazine ad, ask yourself what feeling it's selling. Also, every time you go into a place of business, interact with a salesperson, waiter, or any kind of service rep, notice what feelings they evoke in you. That's it. I'll see you next week at the same time."

Neil left feeling excited about the possibilities of what he might learn from Sam. He wondered about who Sam was, but he'd agreed to his rule of not asking.

While driving home, he heard an Army recruitment ad on the radio. "Be all you can be." Neil thought about his conversation with Sam and realized the ad was selling feelings of empowerment, excitement, patriotism, and hope for the future.



## C h a p t e r   7

## Step 1: Prepare

**A**t their next meeting, Neil told Sam what he had observed in the past week. Neil had begun to see the world of sales through new eyes. Everywhere he looked, he saw ads selling feelings. Ads for charities sold hope, compassion, and love. Ads for alcoholic beverages sold the feelings of sexiness, belonging, and being cool. Ads for financial institutions sold feelings of security, reliability, and care.

He even noticed that some ads used *negative* feelings as an aversion tactic. For example, ads for home security companies raised feelings of fear and danger to motivate people to buy their services so they could feel safe and protected.

Neil also paid attention to what he felt as he interacted with salespeople and company reps. Most were courteous and helpful, but unmemorable. There were a few exceptions: a service technician who explained why Neil didn't need to do an expensive repair on his car, and a dentist who showed great concern about Neil's comfort while filling a cavity. Both the mechanic and the dentist gave Neil feelings of trust, confidence, and care.

Neil also had negative experiences. A salesperson in an appliance store didn't acknowledge Neil and kept him waiting while she answered phone calls and checked stock for the callers. Neil felt irri-

tated and uncared for. Because of his heightened awareness about selling the feeling, he left the store and took his business elsewhere.

“I’m starting to appreciate how important it is to make people feel good,” said Neil.

“That’s nice,” said Sam, “but it’s an oversimplification. Selling the feeling is much more than just making people feel good—it’s a whole process of connecting with them, and determining not only what they want, but also what they *need to feel* to do business with *you*. By the way, do you currently have a sales process?”

Neil replied, “Well, sort of. I usually call people, meet with them, go through my presentation, and then set up time for a detailed financial assessment. Is that what you mean by a sales process?”

“No. I’m talking about a structured flow—a way of moving through the sale from start to closing—a way that systematically uncovers needs and builds excitement, all the while bonding the prospect to you and your solutions.”

“I don’t have a system like that,” Neil replied. “It sounds like I should.”

“I’m going to teach you a sales process that will guide you from the beginning to the end of the sale. It will not only show you what to do, it will let you know exactly where you are with your prospect every step of the way. Plus the whole process is designed to evoke the feelings that motivate people to buy from you. How’s that sound?”

“Great,” said Neil, “If it will improve my sales, I’m all for it.”

## THE SIX STEPS

“Before we get into any details,” said Sam, “I want to give you a quick overview of the sales process so you’ll know where we’re headed. There are six basic steps. I’m going to show them to you one at a time.” Neil began taking notes.

“The first step is to *prepare* for your meetings. When I say *prepare* I don’t just mean gathering information; I mean knowing the precise outcome you’re after and what feelings you want to evoke in your prospects.

“The second step is to *create rapport* with your buyers. I’ll show you some very effective ways to create trust rapidly.

“The third step is to *ask questions* to discover your buyers’ needs and expectations.

“The fourth step is to *link* your product, service, or idea to their needs.

“The fifth step is to *close* the sale and handle objections.

“The final step is to make sure your buyers are *reassured* about their purchase, so they won’t have second thoughts or buyers’ remorse.”

“Makes sense so far,” said Neil.

Sam continued, “Today, we’re going to talk about the first step: *prepare*. So tell me, how do you currently get ready for your sales meetings?”

“To tell you the truth, Sam, I don’t do much of anything. I just make sure I have my brochures and my latest PowerPoint presentation before I go on the call. I sometimes listen to my confidence-builder CD on the way to the appointment.”

“Okay,” said Sam. “Let’s start with what to do before you meet with prospects. First, be sure you know all you can about them before you meet. Use any resources you have to get information about whomever you’re meeting and their business. Look on the

### *The six steps:*

- 1) *Prepare*
- 2) *Create Rapport*
- 3) *Ask Questions*
- 4) *Link*,
- 5) *Close*
- 6) *Reassure*

Internet and talk to any people you know in common. This information will help you qualify the lead and identify issues that may help you in the sales process. Be sure you're meeting with a decision maker, and if possible, with *all* the decision makers. You already know all this, right?

"I know it," Neil answered, "but to tell you the truth, I don't always do it."

Sam gave Neil a stern look and lowered his voice, "Don't get lazy; *always* do it. If you don't, your competitors will. In this information age, not knowing all you can about your prospect is sloppy salesmanship."

"Okay, Sam. I'll do it from now on."

"Speaking of your competitors, you ought to know all you can about them, their products, and their services, so you can clearly differentiate yourself and your services. By the way, I hope you know not to criticize your competitors in a sales presentation—doing that reflects badly on you."

"You're right, Sam. I know a little about some of the competing products, but not very much about the other financial advisors and their firms. I'll do the research."

"Good. Now that we've got the preliminaries out of the way, it's time for the *magic*. I want to talk to you about *state*."

"What's that?"

"It's your state of mind, how you feel, your state of readiness. Do you notice that sometimes for no particular reason, you feel like you're really 'on your game,' and other times you feel somehow off?"

"Sure, I have mood swings," said Neil. "Doesn't everyone?"

"Maybe so, but do you want to be like *everyone*? Part of preparing is putting yourself in a powerful, positive state, so you can have that feeling of being on top of your game at every single meeting.

Speaking of games, did you see the 2006 Rose Bowl Game between the University of Texas and USC?"

"Oh yeah, it was one of the greatest football games of all time."

"Did you notice that for the entire game, Vince Young, the Texas quarterback, was unstoppable? With just six minutes to go in the game, USC scored and put Texas behind by 12. Despite what seemed like an impossible situation, Young remained focused and determined—you could *see* it. UT managed to score another touchdown. Later, on the fourth down with seconds left in the game, Young ran past everyone to score the winning touchdown. No one came close to stopping him. It was a defining moment for Young and for college football. He told a reporter that his attitude was, 'Do whatever it takes.' Young wasn't just talented; he didn't just have a great night—he was in a powerful, focused, determined state."

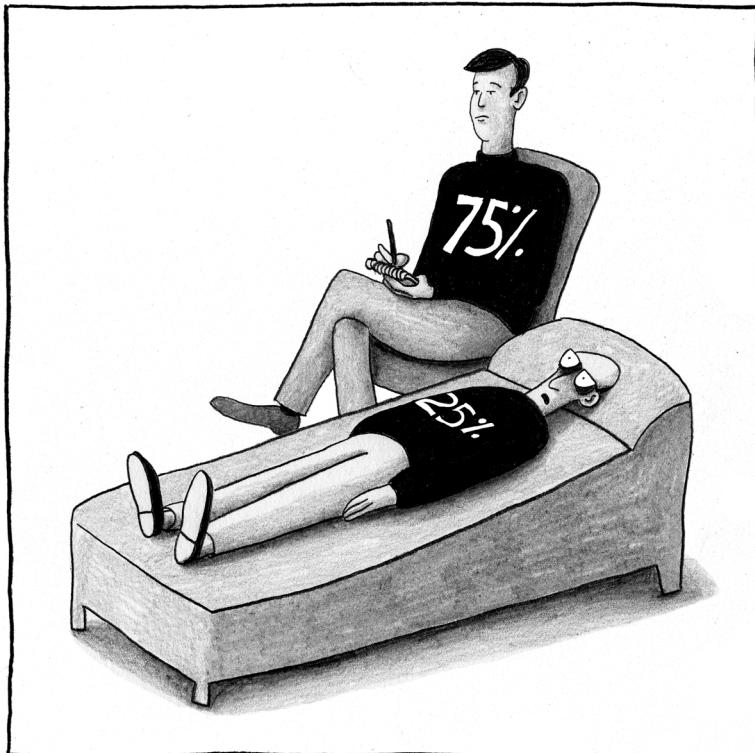
"I could see that, Sam. Nothing seemed to discourage him—it was like he was on fire—he was a man with a mission."

Sam continued, "Many of the greatest athletes make it a habit to prepare mentally for competition. They get themselves 'in-state' by visualizing themselves in peak performance. You can do the same thing in sales.

"Never forget what I'm about to tell you. The foundation of successful selling is putting yourself in the right state of mind so you can evoke the feelings in people that impel them to buy from you. Sales is

*The foundation of  
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buy from you.*

all about influence, and influence takes place in the *mind*. Selling is 25% mastering your buyer's psychology and 75% mastering your own. Before you can influence your prospect, you have to influence *yourself*."



*"Selling is 25% mastering your buyer's psychology  
and 75% mastering your own."*

"I know what you mean," said Neil. "I listen to my confidence-builder CD before appointments sometimes, just to pump myself up."

"It's more than just getting pumped up," said Sam. "Pumped-up is all about *you*. Pumped-up salespeople who are focused on themselves, rather than on their buyers, are a dime a dozen. It's one thing to put yourself in a powerful state; it's quite another to be in a state where you can deliberately bring out the feelings in others that make them want to buy from you."

Neil asked, “So how do I get myself in a state so I can influence buyers?”

“The first question isn’t *how*, it’s *what*. You tell *me*—what kind of state do you need to be in to successfully influence your prospects?”

Neil answered, “I need to be confident and motivated. But let’s get real Sam: I’m having a bad quarter. Am I supposed to just smile and fake all this positive attitude stuff?”

“No, you can’t just fake it. People will sense your inauthenticity. They’ll see you’re caught up in yourself and not really present with them. You’ll come off as just another phony-baloney salesperson.”

Neil responded, “Well, the only way I’ll get back my confidence is when my sales improve.”

“You’ve got it backwards—the way you’ll improve your sales is to step into that state of confidence first. You don’t need your circumstances to change in order to do this. You can feel confident right now or anytime, at will. Then you can do what it takes to change your circumstances. I’ll show you how.”

Neil was on the edge of his chair, ready for whatever came next. “Okay Sam, show me.”

“You can access a powerful, positive emotional state anytime, just by recalling it from your past. You said you need to feel confident and motivated. Are you ready?” Neil nodded in anticipation.

“Okay,” Sam continued, “I’m going to teach you a technique I call *Instant Recall*. Here’s how it works: Can you remember a specific time when you felt really confident?”

*You can access a  
powerful, positive  
emotional state  
anytime, just by  
recalling it from  
your past.*

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Neil thought about it for a minute, “Yeah, this may sound funny, but it was in 11th grade after tryouts for the varsity football team.”

“When you think about that, do you have a picture in your mind?”

“Yes.”

“Great. Close your eyes and step into the picture. See what you saw, hear what you heard, breathe like you were breathing, and feel the feelings of being totally confident. Can’t you just feel it *right now?*”

Soon, Neil was sitting taller in his chair and smiling. In just an instant, he felt more confident. “I do feel it! How’d you do that, Sam?”

“*You* did it. I just got you to recall the feelings you already have inside you. Tell me again how do you feel?”

“Great, totally confident!”

“Have your circumstances changed in the last few minutes?” asked Sam.

“No.”

“I thought you said you couldn’t feel confident until your sales improved.”

Neil started to laugh. He was amazed. In just a couple minutes, he had gone from feeling discouraged and depressed to feeling confident.

Sam said, “Let’s try Instant Recall again with another feeling. Can you remember a specific time that you felt totally *motivated?*”

Neil remembered a sales contest at his former company. The salesperson who brought in the most orders during the quarter would win a trip to Hawaii. When the company announced the contest, Neil felt incredibly motivated and determined to win. “Yes, Sam. I remember feeling motivated.”

“Good. Be sure you have a picture in mind. Close your eyes and step into the picture. See what you saw, hear what you heard,

breathe like you were breathing, and feel the feelings of being totally motivated.”

Once again, Neil did what Sam said. In just a few moments, he felt motivated. Sam asked how he felt and Neil replied, “I’m still confident, and now I feel motivated too.”

Sam said, “The feelings you want already exist inside you. You’ve had them before; you can use Instant Recall to bring them up anytime you need them. As easily as you can recall thoughts, you can recall feelings and bring them into the present. So how would you want to feel, going into a sales meeting?”

Neil answered, “Confident, relaxed, and motivated.”

Sam said, “So before your meeting, find a quiet space. For each of these feelings—confident, relaxed, and motivated—remember a specific time you felt that way. Close your eyes, bring up the picture, step into it, and remember what you saw, heard, and felt. Breathe like you were breathing. With a little practice, you could probably do all three feelings in a minute or two. Instant Recall is easy and powerful.”

“Alright, I’ll do it, Sam.”

Sam said, “Master salespeople know how to put themselves “in-state” whenever they need to, just like an actor who assumes the role of a character before walking on stage.

“Also, master salespeople are flexible enough to change states quickly, whenever the situation requires a shift. If a prospect says something that throws you off, don’t go into a negative state or second-guess yourself; just ask yourself what needs to happen next.”

Sam continued, “Once you’ve recalled and installed the state you want to be in, the next step is to focus on your desired outcome for the meeting. It may be closing the sale. If your sale requires multiple meetings, your outcome may be having your prospect agree to the next meeting. Whatever it is, create a mental picture of achieving your

specific outcome for that meeting. See what you'd see, hear what you'd hear, and feel what you'd feel in a successful meeting. Make your picture as vivid as possible. Sometimes it helps to make the picture brighter, bigger, or more colorful. Do whatever it takes for you to create a strong *feeling* of having this outcome. So, Neil, do you have any meetings coming up in the next couple of days?"

"Actually, I have a meeting next week with a surgeon to discuss managing his retirement accounts."

"Where are you meeting and what's your desired outcome?" asked Sam.

"We're having a short meeting in his office. I want him to agree to a second meeting so I can propose how I'd manage his money."

"Good. So close your eyes for a moment and imagine yourself meeting with the doctor in his office. Do you have a picture in mind?"

"Yes, I do," said Neil.

"Good. Make the picture brighter and bigger. Does that make it more vivid and real?"

Neil did everything Sam said. "Yes, it seems more intense."

"See and hear him agreeing to the next meeting. Imagine how it feels."

A big smile appeared on Neil's face. "It feels good."

"Good. Now that you've put yourself 'in-state' and imagined a successful outcome, the last step in preparation is to focus on the feelings you want your prospects to feel. Remember, for people to be motivated to do business with you, they need to feel trust, confidence, and a feeling of being taken care of. Just take a few moments and commit to creating these feelings in your prospect. Don't be concerned about how you'll do it. I'll teach you that later. Just focus on how you want your buyer to feel in the meeting. Any questions?"

Sam noticed that Neil had a strange look on his face. “You seem confused. What’s up?”

“This is all very interesting Sam, but to be honest, it sounds a little ‘airy-fairy.’”

Sam smiled and said, “Well, I suppose you could keep doing things the way you’ve been doing them and hope you get better results. Or you could do the ‘air-fairy’ stuff and see what happens. Remember, if you don’t do what I ask of you, it’s going to set you back \$25,000.”

“Yes, I remember, Sam. I’ll do it.”

“Let’s review the steps of preparation,” Sam said. “First, before a sales meeting, do your homework. Find out all you can about your prospect and his or her business. Also, know what differentiates you from your competition.

“Second, use Instant Recall to put yourself in a powerful positive state. Close your eyes and recall a specific time you felt the feelings you want to feel. Remember that you want to feel confident, motivated, and relaxed.

“Third, get clear about your desired outcome for the meeting. Close your eyes and imagine the meeting and achieving your outcome.

“And fourth, focus on the feelings you want to create with your prospect: trust, confidence, and a feeling of being taken care of.”

“I’m clear on the steps, Sam. I’ve been taking notes. I just hope I’ll remember them when the time comes.”

Sam said, “For the next week, practice these steps before every single meeting. Don’t get lazy or sidetracked. Prepare for every single meeting! Consistency is everything. You agree to do it, right?”

“You have my word,” said Neil.

Sam continued, “Always remember the feelings you want to create with your prospects and clients. Communication is everything in

sales. Pay close attention to the quality of your communication and the feelings you want to create. Convey these feelings in all communications—in person, on the phone, in e-mail, correspondence, and voicemail. Keep doing this and after awhile it will become second-nature because you will have trained your unconscious mind to do it automatically. That's it for today, unless you have any questions.”

“No questions, Sam.”

Neil’s mind was reeling from all he had learned. He left feeling confident and excited, but a bit dubious. Sam was a powerful and persuasive guy. Everything he said seemed to make sense when he said it. But would all this mental and emotional preparation really make a difference in the real world of business and sales?

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*To receive your free quick reference summary of the six steps,  
see the bonus offer page at the beginning of this book.*

## C h a p t e r   8

# Your Mentality Is Your Reality

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**W**hen Neil arrived for their next meeting, Sam immediately noticed that he seemed agitated. “Is something wrong, Neil?”

Neil began, “I did what we talked about before every meeting. I envisioned the outcome I wanted and I recalled the feelings I wanted to create in myself and my prospect. *I feel better sometimes, but it's only temporary.* The bottom line is my sales still suck.”

Sam asked, “So did you expect to turn the ship around in just one week?”

“I suppose not,” said Neil, “but I’ve had it!”

“Had it with what?” asked Sam.

“If you must know, it’s my dad. He called me last night and gave me grief about my career. He wants me to go back to school.”

“So what’s your dad got against what you’re doing now?”

“Sam, my dad is a college professor and he always says that selling isn’t a *real* career. Sales jobs are for people who haven’t developed real knowledge and professional skills. He thinks salespeople are undereducated, overpaid, and make their living preying off others.”

Sam sat back and stroked his chin. “So now I know what your father thinks. What do *you* think?”

Neil hesitated. He was feeling sour and was ready to let it all out. “I think my dad’s right about a lot of things, with the possible exception of being overpaid. He says salespeople don’t contribute any value to society. We don’t cure people or get them out of legal jams. We don’t invent or build anything.”

“On the other hand, I do help people with financial planning, but that’s a small part of my job. I spend the majority of my time trying to ‘scare up’ business. My dad says sales is about extracting other people’s money—we’re like leeches. I see it all the time: people hate salespeople—we intrude on them, we bother them. We’re pests.”

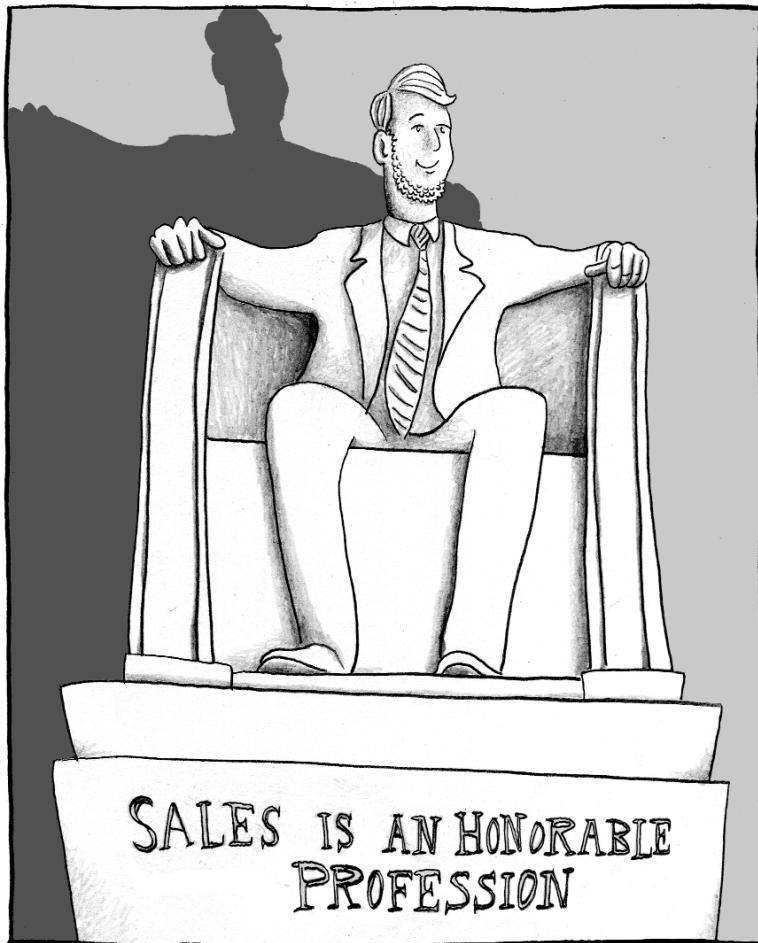
Sam took in everything Neil said. It angered him. He took a moment before responding. “Contrary to what you, your father, or anyone else says or thinks, ‘sales’ is NOT a four-letter word. With all due respect to your father, he doesn’t understand sales, and frankly, neither do you!”

## SALES IS A VITAL PROFESSION

Sam got up and walked across the room. He found Neil’s attitude disturbing, and he wanted to measure his words. He turned around to face Neil, and began. “Some people think that sales isn’t a real career and that anyone can do it. Nothing could be further from the truth! Sales is an absolutely vital profession. It drives business; it drives the economy; it feeds families.”

Sam continued, “To be good at sales you need masterful communication and people skills. Besides being an expert on your product or service, you need to understand human motivation and know a heck of a lot about the human psyche. You need to know how to find qualified buyers and be able to deal with their resistance. You need to

know how to uncover people's needs, understand their problems, and provide solutions. Plus you need tons of moxie. That's why good salespeople are paid so highly. Great salespeople are worth their weight in gold. Without them, business would be crippled, people would be out of work, and children would go hungry. If you ask me, sales is a vital profession—an *honorable* profession."



*"Sales is a vital profession—an **honorable** profession."*

Neil perked up a little bit. "You've got an interesting point, Sam. I've never thought about it that way."

“Good. Many people don’t understand how important salespeople are and what it takes to sell. Don’t *you* forget it!”

## YOUR BELIEFS ARE CRIPPLING YOU

Sam sat back down, “Neil, the biggest hurdle you have to get over is your attitude. *That’s* what ‘sucks.’ Remember that I told you sales is 25% mastering your prospect’s psychology and 75% mastering your own?”

“Yes,” Neil responded, somewhat sheepishly.

“Your attitude and your beliefs about sales are getting in your way.”

“Sam,” Neil responded defensively, “They’re not *my* attitudes. Haven’t you ever noticed how much people hate salespeople?”

Sam retorted, “Neil, haven’t *you* noticed how often you fulfill your own prophecies? The attitude you attribute to others is a reflection of *your own* beliefs and fears about selling. What you perceive in the world and the results you generate are manifestations of your own thinking and beliefs. It’s called *projection*. If you think people hate salespeople, you’ll attract those kinds of responses. If you think sales is a worthless profession, you’ll have a hard time creating a sense of worth and enthusiasm in the people you meet with.

“On the other hand, if you believe that you provide a valuable service—that people need what you’re selling—and you value helping people get what they need, you’ll attract the people and the opportunities that will help you create greater success.”

A light bulb flickered in Neil’s head. “Are you saying my results suck because of what I think? I thought it was the other way around!”

“Exactly! Your beliefs are crippling you. Your beliefs—the things you’ve decided are true about yourself, sales, other people, and about life—are a powerful unseen force. They shape and predict your

future. An empowering belief can give you the wherewithal to overcome all manners of obstacles and succeed beyond your wildest dreams; a disempowering belief can crush your spirit.

“Edison believed he would invent the light bulb; JFK believed the U.S. could put a man on the moon within ten years; and countless unfortunate souls believe life is a struggle and that they’re victims of their circumstances, their history, or someone or something outside of themselves. What you believe, you will make true, one way or another.”

The light in Neil’s head continued to flicker. “I get what you’re saying, Sam, but my dad has been harping on me since I was a little kid, ‘Get a higher education. Become a respected member of society. Be a lawyer or a doctor. Make something of yourself.’ Plus, you and I both know the market is down, and that people who do what I do are a dime a dozen.”

In a rare moment of sarcasm, Sam mocked Neil, “I get what you’re saying, Sam, BUT... but, but, but. Why don’t you get off your butt, and think for *yourself!*”

Neil was speechless.

*Your mentality is*

*your reality!*

Sam went on, “What you need to get in your bones is that your thoughts, actions, and results are inextricably intertwined. And you, my friend, are responsible for *your own thoughts, your own actions, and therefore, your own results.* It’s not your dad; it’s not the market; it’s not other people. It’s all *you.* Your mentality is your reality!”

The light bulb in Neil’s head was still flickering. “I see what you’re saying, Sam, but how do I turn it around?”

“Pay attention to what you’re thinking and notice how you create mental barriers to *your own success.*”

Neil got curious. “Why on earth would I do that?”

“It allows you to stay in your comfort zone,” said Sam. “If you were to risk yourself and go after what you want with all you have, you’d risk failing—or succeeding.

“It’s time for you to claim ownership of your thoughts and your actions. You’re in the driver’s seat—not your dad, me, nor anyone else. Last time I looked, no one had a secret cosmic thought-control gun pointed at your brain. No one has shackled you to a chair to prevent you from getting out there and doing great in your business. Like I said, your thoughts and actions, and therefore your results, come from *you*. *You cause it all*. It’s called being ‘at-cause.’”

The light bulb in Neil’s head suddenly switched on. “I get it. I’ve been blaming my slump on things outside myself, like my dad, my prospects, and the market.”

“Yes,” replied Sam. “It’s called being ‘at-effect.’ It’s the opposite of being at-cause. When you blame your unsatisfactory situation on your history, circumstances, or other people, you’re being at-effect. Instead of seeing yourself in the driver’s seat, you act as if you’re in the passenger’s seat. You use excuses and reasons to claim yourself a victim of your situation.”

“According to what you say, Sam, it all starts with how I’m thinking. My thoughts are kind of automatic. How do I change them?”

## THE POWER OF FOCUS

Sam asked, “Have you ever noticed how much you focus on what you *don’t* want?”

“Like what?”

“Like rejection, like people thinking poorly of you, like not having enough money, like the possibility of failure, like being seen as the predatory leech your dad talks about...”

“I do think about those things, Sam.”

Sam responded, “You attract what you focus on. When you focus on what you *don’t* want, you’ll probably get it. When you focus on what you *do* want, you’ll probably get it. Do you know someone who complains a lot?”

Neil answered instantly, “My sister constantly complains about men. She says men are selfish, insensitive, and unable to commit.”

“So let me guess,” said Sam. “She repeatedly chooses men who fit this bill?”

“Yes!” Neil exclaimed. “I keep telling her she’s chasing losers, but she says there are no good single men left.”

“Just like the rest of us, she attracts what she focuses on,” said Sam. “Energy flows where our attention goes.”

“Okay, Sam. So what’s your prescription for changing my focus?”

“It’s simple,” said Sam.  
“Think about what you want and say it the way you want it, rather than the way you don’t want it.”

“How do I make all my bad thoughts go away?”

“You don’t. That which you resist persists. Don’t try to force the unwanted thoughts out of your mind. Pushing them down just gives them more power. Just bring in the thoughts you want, and do it while you’re in a positive state. Do it now. What do you want to accomplish in the next 30 days?”

“I want to bring on four new clients,” Neil answered, “One a week.”

*You attract what you  
focus on. When you  
focus on what you  
**don’t** want, you’ll  
probably get it. When  
you focus on what  
you **do** want, you’ll  
probably get it.*

“Can you remember a time you wanted something and you felt certain you would get it?”

“Yes, I do, Sam.”

“Okay, close your eyes and remember a time you felt totally confident you’d get what you wanted,” Sam guided Neil through the process of recalling the state of confidence.

Once Neil was in-state, Sam said, “Now, focus on what you want. See yourself in 30 days, knowing that you’ve brought on four new accounts. What do you see and hear? How do you feel?”

“I see my client log with four new entries, and I feel certain and accomplished,” Neil replied.

“Good,” said Sam. “For the next 30 days, find a quiet place, put yourself in-state, and focus on your goal for a couple minutes at least three times a day. You’ll see what happens.”

“Alright, Sam. I’m excited to do this.”

“One more thing,” said Sam. “What about your dad?”

Neil answered, “He’s entitled to his own beliefs—I’ll work on mine.”

## REJECTING REJECTION

“Great,” said Sam. “While we’re on the subject, are any other beliefs or fears getting in the way of your success?”

Neil thought for a moment. “As a matter of fact, there is something. Sometimes I find it hard to make sales calls. I procrastinate. The truth is that I really hate being rejected by people. I know putting off these calls is hurting my business. I guess I need to be more thick-skinned.”

Sam gave Neil a sly grin. “It’s not your skin that’s the problem—it’s your head.”

“What do you mean, Sam?”

“Look, someone might not be interested in your services, or they might decline your offer...”

Neil blurted out, “Yeah, that’s what I hate—I can’t stand it when prospects reject me!”

“Hold your horses, Neil. Why do you think someone turning down your proposal means you’re being rejected personally?”

Neil thought for a moment. “I don’t know—it just feels that way.”

“The reason you feel that way is because you’ve *decided* that the word *no* means that *you’ve* been rejected. I’d bet that before your sales calls you visualize yourself being rejected, or you say something to yourself like, ‘I don’t know if this is going to work out.’ Then when you don’t get the business, you wind up feeling rejected.”

“You’re right, Sam.”

“Listen, Neil, another salesperson might hear *no* and decide it means it’s time to move in a different direction. What you’ve been doing is going straight to feeling rejected. Your prospect says something like, ‘I’m not interested.’ You *could* ask, ‘What about the proposal didn’t work for you?’ but instead, you go into a tailspin, thinking, *What about me didn’t work for the prospect?* It’s kind of dramatic, isn’t it?” Sam placed the back of his hand on his forehead and gazed at the ceiling in mock despair. “He didn’t buy. Oh the rejection! Woe is me.”

Neil laughed in self-recognition. “So I’m the one who’s been creating the rejection.”

“You got it!” Sam shouted enthusiastically. “Eleanor Roosevelt once said, ‘No one can make you feel inferior without your consent.’ I say that the feeling of rejection in sales is always *self-rejection!*”

Neil lowered his eyes and shook his head. “Wow, that’s brutal, Sam.”

*The feeling of  
rejection in sales  
is always  
self-rejection!*

“You’re the one who’s being brutal—to yourself! All this rejection drama is needless suffering. It turns every sales call into an audition for validation of your self-worth. How can you possibly sell the feeling to *someone else* when you’re busy worrying about *yourself*?”

“That’s a good point, Sam.”

Sam was on a roll. “Worrying about rejection is self-sabotage—it’s like flushing yourself down the toilet!”



*“Worrying about rejection is self-sabotage—  
it’s like flushing yourself down the toilet.”*

Neil burst out laughing. “Thanks for the visual, Sam. I’ll remember that. So instead of feeling rejected, how should I react when someone doesn’t seem interested in what I’m selling?”

Sam answered, “I suggest you say to yourself, ‘Let the games begin.’ Then root out the objection and deal with it. We’ll talk about objections another time. If your prospect truly isn’t ready to buy, move on to the next prospect. It’s as simple as that.”

“Thanks, Sam. You’ve given me a lot to think about today. The toilet image is permanently etched in my brain. Thanks for flushing this up.” They both laughed.

Sam continued, “I wanted to ask you about the meetings you had this week, but considering the state you were in when you arrived, we had more pressing matters to discuss. Can you come back tomorrow, after work?”

“Sure,” said Neil. “But before I leave, I have one more question: How do I stay focused on all this stuff when I get frustrated and discouraged? How do I keep myself from going over to ‘the dark side?’”

Sam burst out laughing, “Who do you think I am, Obi-Wan Kenobi? Like I said, don’t try to push away what you’re feeling. That rarely works. Instead, listen to what you say to yourself when you’re feeling negative. Then remind yourself of what you want, ask yourself if you’re being at-cause or at-effect, and notice the shift. In other words,” Sam said in his deepest voice, “Use the Force.”

Neil gave Sam a big, knowing smile, and they both laughed.



## C h a p t e r   9

## Step 2: Create Rapport

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Neil went to Sam's house right after work. Sam had prepared a beautiful platter of sushi for the two of them. Neil was dumfounded.

"How did you learn to roll sushi like that, Sam?"

Sam answered, "I watched sushi chefs. It's amazing what you can learn to do just by carefully observing and imitating others."

After they finished eating, Sam said, "Now tell me about one of your meetings. Did you prepare like we talked about?"

"I did everything we discussed," Neil answered. "Before every meeting, I researched my prospects, I put myself in-state, I decided on the results I wanted, and I focused on the feelings I wanted my prospects to feel."

Sam asked, "So tell me about one of your meetings."

"There was this young couple expecting their first baby," said Neil. "I met them at my office. They told me they were interviewing a few financial advisors. I asked them about their jobs, their plans for retirement, how much they owed on their house, all the usual stuff."

"Did you *like* them?" asked Sam. Neil was puzzled. Some of Sam's questions seemed to come out of left field.

“They seemed like okay people. What does it matter?”

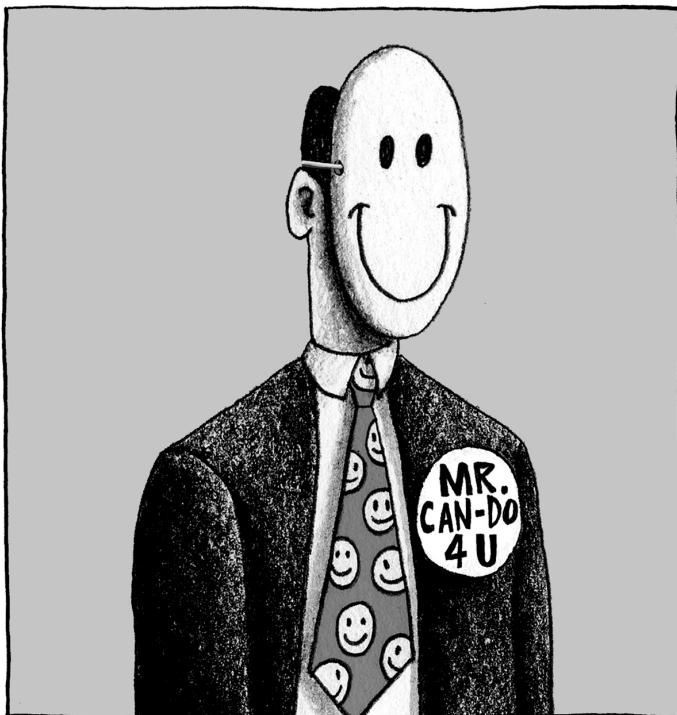
“Did they like *you*?” Sam asked.

Neil was anxious to push ahead. Sam’s line of questioning was starting to irritate him. “How the hell am I supposed to know? Do I look like a mind reader? What is this—a popularity contest?”

Sam seemed to ignore Neil’s question. “Were you like them? Were they like you?”

Neil began to wonder whether he’d made a mistake signing on for this whole ‘sell the feeling’ nonsense.

“So you think I should try to be Mr. Popularity—wear a big smile and be a ‘people person?’ You told me that people see through those phony-baloney sales tactics.”



*“So you think I should try to be Mr. Popularity—  
wear a big smile and be a ‘people person?’”*

Neil sat back, preparing himself for Sam's next curve ball. After a long silence, Sam quietly asked, "What *business* are you in?"

Neil was impatient. "Sales? Financial services? What are you driving at? The obvious answer is never right with you."

"Son," Sam began. Neil knew that he was in store for a 'profound zinger' anytime Sam started a sentence with 'Son.'"

"Son, never forget this: No matter *what* you're selling or to *whom* you're selling, you are first and foremost in the *people business*." Sam paused to let what he said sink in.

Sam continued, "People like doing business with people they like, and people like people who are like them. You can be the biggest expert in your field, but if you're not an expert in connecting with people, you'll severely limit your success in sales."

Neil rolled his eyes and thought,  
*Here we go, basic sales stuff—People Skills 101.* This 'profound zinger' didn't seem profound at all.

*People like doing  
business with people  
they like, and people  
like people who are  
like them.*

---

Neil shot back defensively, "What do you think I am, an idiot? I'm nice to people. I'm friendly. I look them in the eye. I smile and exchange pleasantries."

Sam remained calm and composed. "Being pleasant and respectful is a small part of connecting with people. It's the stuff that anyone raised with manners does. The real connection—the connection that allows you to influence people and sell the feeling—takes place mostly on the *unconscious* level. Did you ever meet someone for the first time and you knew you liked them right away?"

Neil thought for a moment. "Yeah, I met this guy named Roger at a party last month. We started talking and found out we were

both interested in scuba diving. We had a rhythm going. We must have talked for 45 minutes. We just clicked. Even though we talked mostly about diving, I felt like I knew him.”

“So that feeling of ‘clicking’—of being in-sync—where did it come from?”

“We had something in common. It was kind of exciting. We fed off each other’s energy.”

Sam said, “Think back. You clicked *before* you found out you had something in common, didn’t you?”

Neil thought about it. He remembered he didn’t know many people at the party and he’d felt a little awkward and uncomfortable. When he met Roger, he felt a certain ease and comfort in the conversation, even before they talked about scuba diving. “You’re right, Sam—I did feel sort of in-sync with him before we discovered our mutual interest.”

“People *like* people who are *like them*,” said Sam. “There was something about Roger that made you feel he was like you. Before you knew you had anything in common, you connected at the unconscious level. You had a feeling of commonality. What if you could create that feeling of commonality and connection with your prospects and clients, at will?”

“It would be amazing. I bet my sales would skyrocket,” said Neil.

“I’m sure they will, Neil. You can create that feeling—it’s called *rappoport*.”

“I don’t know, Sam, I’ve heard that before. We had a sales trainer come in and tell us it was important to create rapport with our clients. Basically he just talked about maintaining eye contact, active listening, and acknowledging what people say—just the standard stuff.”

“All that *is* important, but it’s just the tip of the iceberg,” said Sam. “The trick is to connect on both a conscious *and* unconscious

level. Connecting on the conscious level is what we call conversation—getting to know people, being interested in them, finding things you can talk about or have in common. However, most of what we feel as a connection occurs at the *unconscious* level.”

Sam continued, “Being connected is a feeling. The more you create rapport, the more people will have the feeling of trust, which is the first opening to their wanting to work with you. And while we’re at it, from what I’ve seen, you seem more interested in *impressing* people than in *connecting* with them.”

A classic Sam zinger—this one hit the bull’s eye. Neil *did* think the way to get business was to impress people. He was obsessed with his image and saying the ‘right thing.’ He constantly worried about what people thought of him. Though he was always polite, he had never considered just *connecting* with people.

As usual, Neil’s first reaction to Sam’s zinger was the ‘give-me-a-break’ defense, “I get what you’re saying, but *really* Sam, people will think I’m just trying to butter them up.”

“No, Neil, you *don’t* get it. You’re not buttering them up. You’re opening up a connection with them so they’ll trust you enough to tell you what they need. You’re there to *help* them, not butter them up. The sooner you stop worrying about how you look and what people think of you, the sooner you make it your job to connect with people—the sooner your business will improve. As I said before, you’re in the *people* business.”

Neil asked, “So how do you suggest I connect?”

“Remember, I said before that people like people who are *like them*. To connect with people on an unconscious level, you have to be like them.”

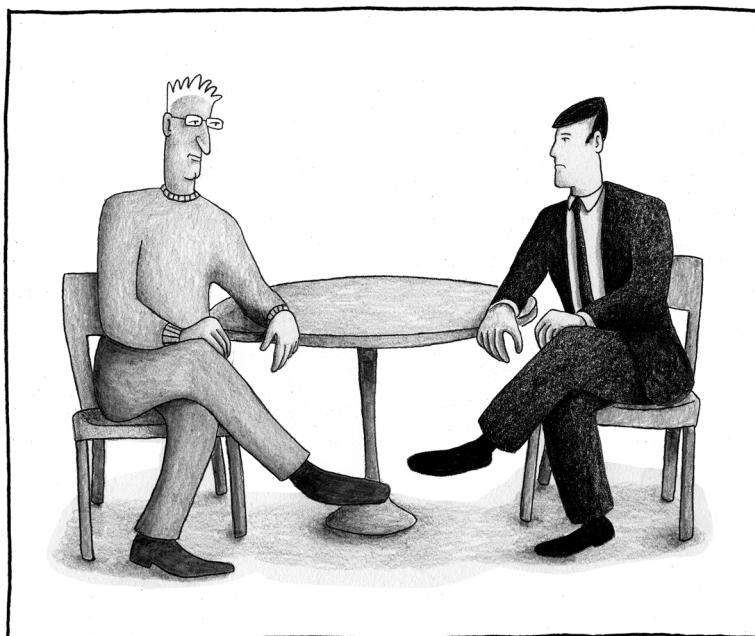
“What are you suggesting, Sam?”

“Remember the old saying, ‘Imitation is the greatest form of flattery?’ Suppose you could imitate people to create a feeling of connection, without their being aware of it. You can imitate their body language and their movements. You can imitate their voice and even their words.”

“You’ve got to be kidding, Sam! They’ll think I’m mocking them. We did that as kids to poke fun at each other.”

“But, unlike when you were a kid,” said Sam, “you’re going to do it masterfully and unobtrusively. By the way, I’ve been doing this with you all morning. Have you noticed how I’m sitting?”

To Neil’s amazement, he saw that he and Sam were sitting in similar positions with their legs crossed and one forearm resting on the table.



*To Neil’s amazement, he saw that he and Sam were sitting in similar positions.*

Neil quickly shifted his position and began to laugh. “Well, I didn’t notice, but there’s no way I could do that. It’s unnatural and I’m sure people will pick up on what I’m doing.”

“No they won’t, unless you blatantly mimic them. I’ve been doing this with people for years and not one person has mentioned it. By the way, are you feeling the connection between us?”

Neil thought it over. Sam was a character, unlike anyone he’d ever met. Despite their differences, he felt a bond with Sam. And despite Sam’s occasional gruffness and the arrows he slung at him, Neil really liked him. “Yes Sam, I definitely feel a connection.”

“Good. Now hold up your hand.”

As Neil raised his right hand, Sam, sitting across the table from him, raised his right hand too.

“This is called *matching*,” Sam said. “I’m *matching* you by doing the same thing as you. Now, leave your right hand up.”

Sam raised his left hand.

“Notice how I’ve positioned my hand so I’m the mirror image of you? This is called *mirroring*.”

Sam went on, “Matching and mirroring are great ways to create an unconscious connection quickly. Matching and mirroring both serve the same purpose—you can use them interchangeably. And remember, it’s not about mimicking people—it’s about getting *in-sync* with them.

“Think of it as a kind of dance,” Sam continued. “You begin by following your partner’s lead. Notice what your partner does physically: their body position, the way they tilt their head, their gestures, etc. How are they sitting or standing, what are they doing with their hands and legs, how are they moving, how are they breathing? Then subtly, unobtrusively match or mirror them. As they shift, you shift, a few moments later. Don’t do every single thing they do; just find

one or two ways to match their body language. Let's try it. You match and mirror me. What's your favorite movie, Neil?"

"The Karate Kid."

For the next few minutes, Sam and Neil talked about movies. Neil matched and mirrored Sam's body language. When Sam leaned forward, Neil followed suit. When he crossed his legs and shifted to the side, Neil waited a few moments and did the same. Neil subtly matched the way Sam used his hands when he talked. Within a couple minutes they were so engrossed in the conversation that Neil forgot about matching and mirroring. His unconscious mind took over and he began to match and mirror Sam without thinking about it.

Several minutes later, Sam asked, "Did you feel the connection?"

Neil replied, "Yeah, I felt like we were on the same wave length. I was so absorbed in the conversation, that I forgot what I was doing."

"Yet you continued to match and mirror me," said Sam. "That's the beauty of it. Once you get into rapport, matching and mirroring become automatic. When you establish rapport, you can talk to anyone about anything and they'll be more receptive to what you have to say."

As usual, Neil balked, "I have to tell you, this whole thing seems manipulative."

Sam responded, "Manipulation is *tricking* people to get them to do what you want. You need to be clear about your intention. Obviously, you ultimately want to make a sale, but if all you're thinking about is what you want and how to get people to buy from you, you'll never create genuine rapport. You may make some sales this way, but in the long run you'll turn off a lot of people and damage your reputation. Matching and mirroring are *not* about tricking people. This is *not* about subterfuge or mind control. It's about cre-

ating connection and trust—to minimize your prospect's resistance so they'll tell you their needs and *consider* your offer."

Neil thought about what Sam said. "I think I'm starting to get it. It's a whole new way of thinking for me. How do matching and mirroring work?"

Sam said, "People want to do business with people they like and trust. They like and trust people that are like them. When you match another person, you are communicating with them on a level below words. The mind picks up the matching signals and on an unconscious level notices, 'Oh, this person is like me.'"

Sam continued, "The main thing is you have to pay close attention to the other person. This requires that you be *externally focused*, probably more than you're used to. Being externally focused takes you out of your own head. Instead of thinking about what you're going to say next or worrying about the sale, you put all your attention on your prospect. You're aware not just of what they say and how they move, but of their reactions, including physiological changes that occur during your communication. You 'listen' with your eyes, as well as your ears. I call this kind of listening *sensory awareness*, because you use all your senses to gather information.

"Notice everything," said Sam, "especially their face, including changes in skin color, expression, and the rate of their breathing. All these can indicate changes in their state and how your communication is 'landing' with them. Using your sensory awareness puts you right where you ought to be—*present with the buyer*. They'll feel it, and so will you."

"We've talked about what to look for," said Neil. "What am I listening for?"

Sam answered, "You may not have noticed, but I've been matching the way you talk. I've matched your voice tone and speaking pace. Normally, I talk much slower than you, but today, I've been

speaking faster and punctuating my speech with little pauses, just like you.

“You can match the sound or pitch of someone’s voice, the speed and rhythm of the way they talk, and their language. You can do this in-person and on the phone. Suppose you called a prospect and he talked like this...” Sam started speaking in a deep drawn-out monotone. He sounded detached and a little down in the mouth.

“If you were talking with someone who talked like this,” said Sam, “you wouldn’t want to sound all pumped up and positive. Just match what you hear, subtly and unobtrusively.”

“I hear what you’re saying, Sam.” Neil tried to match Sam’s voice, but he lowered the pitch of his voice so much that it sounded awkward.

“That’s too much. You went overboard. Remember, you don’t have to match everything exactly. You can just match the tone or the pace of my speech.”

Neil tried again, this time just matching Sam’s monotone. It felt and sounded more natural. Then something occurred to him, “Sam, what do I do if the person I’m talking to is a woman?”

“Great question. Don’t try to raise the pitch of your voice to match hers. Match other aspects of her speech, like her phrasing and her pace. And while we’re at it, if you’re talking to someone with an accent or other cultural differences, find something else to match. Also, *never* match someone who’s in a negative state.”

Sam went on, “There’s one more thing about matching the way a person talks. Notice their key phrases, especially the ones that indicate what they want or don’t want. If a prospect uses the phrase ‘financial security,’ ‘comfortable retirement,’ or ‘I don’t want to be strapped for cash,’ write the phrase down so you can use it when you describe your offer. We’ll get more into this another time.

“Now for your homework,” said Sam. “Between now and our next meeting, match and mirror everyone you meet.”

Neil asked, “Is there anything else?”

“Yes, there *is* one more thing,” said Sam. “At some point in the conversation you may notice that someone is actually matching you. That’s not a sign that they’re onto you. It indicates you’ve established rapport. Remember, matching and mirroring work on the unconscious level. When you connect with someone, they often begin to follow your lead, matching and mirroring you without even knowing it.”

Neil chuckled. “I’ll believe *that* when I see it.”

Sam retorted, “Just pay close attention and use your sensory awareness, and believe me, you *will*.”

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*To receive your free quick reference summary of the six steps,  
see the bonus offer page at the beginning of this book.*

SELL THE FEELING

## C h a p t e r   1 0

# Matching and Mirroring

Neil started out a little gun-shy. At first, he just paid attention to how people sat and moved. Then he began subtly matching and mirroring their body language and movements. It wasn't like mimicking or mocking someone. He just gently shifted to be like the person he was talking with.

He also matched the pace of their movements. If someone moved slowly, he moved slowly. If someone moved quickly, he moved quickly. If someone smiled, so did he. The more he matched and mirrored, the easier it became, until it was almost second nature.

In certain moments, he felt naturally in-sync with the other person. He found that once he relaxed and let go of his self-consciousness, he could easily get into someone else's rhythm.

Neil was surprised to find that no one seemed to notice what he was doing. The more he did it, the more natural it seemed. He began to experience that feeling of rapport that Sam talked about more frequently.

Once he felt comfortable with matching and mirroring people's body movements, he started paying more attention to how they spoke. He noticed that some people spoke rapidly and others had a more moderate or drawn-out pace. Some spoke in monotones and

others had a more variable pitch. Some people used their hands when they talked.

He matched the speed, rhythm, and tonality of their speech patterns. He matched people's voices in-person and over the phone. When someone answered with a slow deep "hull-loh," Neil instantly took on the same voice tone and pace. When someone answered the phone briskly, as if they were being interrupted, Neil spoke quickly and got right to the point.

Neil noticed his usual feelings of anxiety about prospecting and selling were diminishing. He found himself relating to his prospects as people, rather than transactions.

One of his appointments was with George Miller, the owner of a local chain of tire outlets. George was a 'good ol' boy.' He was friendly, familiar, and loud. He told colorful stories, laughed heartily, and gestured wildly with his hands as he talked. Sitting across from him, Neil matched George by leaning back comfortably in his chair and putting his hands behind his head. He talked a little louder and laughed more than usual. He told a couple stories of his own, using hand gestures similar to George's.

George wasn't Neil's 'type of person.' He was loud and 'overly familiar.' He didn't seem to want to get down to business. People like George generally irritated Neil, but as he got into George's rhythm, Neil began to like him. After shooting the breeze for about 15 minutes, Neil felt he knew George. He gave him a very informal sales presentation and George decided right then and there to do business with him, and then invited Neil for a drink.

Neil's next appointment couldn't have been more different. He met with a banker who was buttoned-down, impersonal, and all business. Neil matched him. He sat upright, kept his hands in his lap and spoke quickly in short sentences. When he gave his presentation, the banker seemed impenetrable. He asked Neil to mail him

a formal proposal and said he would consider it. Neil left feeling he had no 'read' on the banker.

Throughout the week, Neil felt more in-sync with people, but at end of the week after 14 appointments, he had closed only one sale: George, the tire guy. He'd definitely had more successful weeks. However, he noticed that as a result of matching and mirroring, people were more open and responsive with him, and he felt more engaged with them. Despite his efforts at creating rapport, his results told him something was missing. He decided to talk with Sam about it at their next meeting.



## C h a p t e r   1 1

# Can I Put You in this Car Today?

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Neil called Sam the next morning and told him about his week. “I matched and mirrored all week. I felt greater rapport with people, but my sales results haven’t changed.”

Sam said, “It’s good that you’ve been practicing rapport. What’s missing is the next step. Set aside half a day tomorrow. Pick me up at 10 AM. We’re going shopping.”

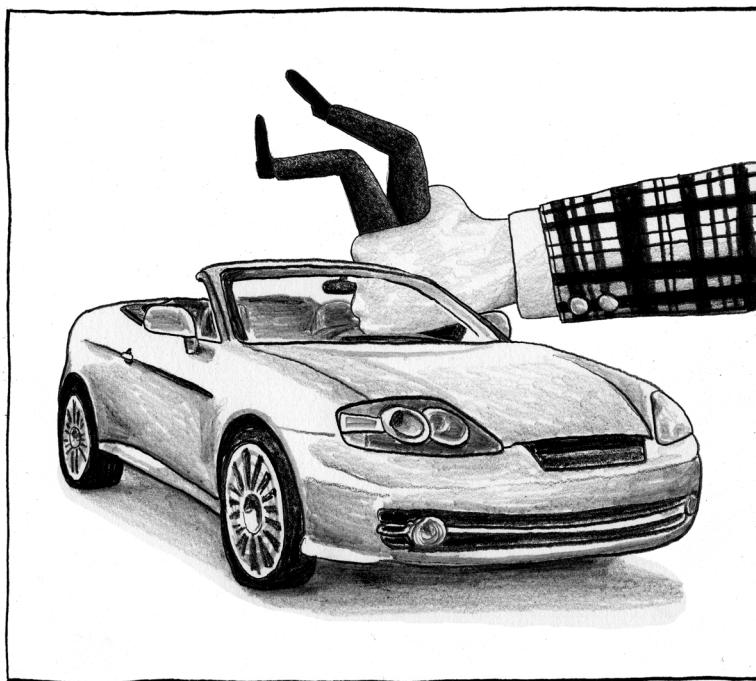
When Neil asked him what for, Sam replied, “You’ll see.”

Neil thought to himself, *Why can’t this guy just give me a straight answer. I’m tired of playing ‘Grasshopper’ to the Master.*

Neil picked Sam up the next day. Sam asked him to drive to Auto Row, a street nicknamed for its many car dealerships. “I want to look for a new car,” said Sam.

Neil followed Sam into a large dealership. As they browsed the lot, three salesmen hovered nearby as if preparing to pounce on their prey. Sam and Neil were checking out a baby blue convertible and hardly noticed the salesman who quietly snuck up behind them.

“Hi. My name’s Billy Simpson. Can I put you in this car today?”



*“Can I put you in this car today?”*

“It’s a beauty,” said Sam. “Right now, we’re just looking.”

Billy dove right in. “This is one great car. Let me tell you a little about it. It comes standard with a concert series stereo with eight speakers and a 12-CD changer. It’s got front and side airbags, computerized navigation, and satellite radio. You have to sit inside to appreciate the extra leg room and the orthopedically designed seats. And that’s just the interior.”

“Sounds like *you* really like the car,” Sam said, with a hint of sarcasm.

“I sure do,” Billy said, without missing a beat, “and I can tell right away that you’re the kind of person that appreciates the finer things and always wants the best.”

“Really? How do you know that?” asked Sam.

"I've been selling cars for 11 years now, and I have a sixth sense about these things. I can see right away that you have class and you're a smart shopper."

Neil groaned under his breath. Billy was trying to butter Sam up with phony compliments about taste and class. He was so caught up in his sales techniques, he didn't see that he was 'missing' Sam altogether.

Billy went on, "And the nice thing about this car is that it's safe. *Motor Trend Magazine* rated it the safest car in its class. I'm sure you can appreciate that. Are you ready to take her for a spin? I'll go get the keys." Billy headed for the office without waiting for Sam to respond.

While Billy was fetching the keys, Sam said to Neil, "Notice he already decided what kind of car and features I wanted and that I was interested in safety without even asking me. Then he concluded that I wanted to drive it just because I was looking at it."

Neil said, "Yeah, while he was doing his number on you, what went through my head was, *blah, blah, blah, blah*."

"That's what a lack of rapport sounds like," said Sam, laughing.

During the test drive, Billy continued to trumpet the car's many virtues. He also made small talk to ingratiate himself with Sam. "That's a beautiful watch you've got there," and "How about that game last night?"

After the test drive, Sam asked Billy, "What's your best price?"

"The MSRP on this car is \$62,500." Billy took out his scratch pad and pretended to do some calculations. "But between you and me, we're having a special sales incentive. The sales consultant who brings in the most business this month wins a trip to Hawaii. I'm tied for first place and this sale would put me over the top. I shouldn't be telling you this, but the contest ends today, and frankly, I'll bend over backwards to put you in this car."

Neil looked at Sam and grinned.

"I'm going to waive my commission and throw in six months of free satellite radio service. Here's your price today," Billy said, showing his scratch pad to Sam. At the bottom of a page of calculations he had written, '\$57,950 plus tax and license.'

Sam looked at the number and scratched his head. "Unfortunately, it's more than I want to pay for this car. I'll have to pass. Thanks for your time. Let's go, Neil."

As they started to leave, Sam whispered to Neil, "If there's one thing car salespeople hate, it's when a customer walks away."

Billy called out, "Wait a minute. Let me go talk to my manager. I may be able to convince him to work something out."

Sam said to Neil, "Notice he didn't even ask how much I want to pay."

Billy returned a few minutes later. "I've got good news. We have a shipment of new cars coming in tomorrow and we have to make room on the lot. My manager says we can give you the car today at cost plus one percent. That comes to \$56,750. You won't find this kind of deal anywhere. Trust me, we've never gone this low before."

"I'd like to go have a cup of coffee and think it over. Where's the nearest coffee shop?" asked Sam.

Billy knew that the minute a prospective buyer left the premises, the odds were he wouldn't be back. "We have coffee here. Come on back to our customer waiting room. You can relax in there and think it over."

Sam said, "No thanks. I'd like to go someplace else and think this over for a bit. We'll see you in about half an hour."

Sam and Neil left the dealership. In Neil's car, they discussed Billy's approach to selling.

"What did you notice?" Sam asked.

Neil couldn't wait to criticize Billy. "He didn't create rapport—he just launched into his sales spiel. He rattled off a list of features. And his whole story about lowering the price was the oldest sales trick in the book. I can't believe he'd think you were that gullible."

"You bring up a good point," said Sam. "He tried to sell me on the features *he* liked. The trouble with a lot of salespeople is they sell as if they're selling to *themselves*. They talk about features and benefits that are important to them, without bothering to find out what's important to their customers. Tell me, what did you feel during the sales process?"



*"The trouble with a lot of salespeople is they sell as if they're selling to themselves."*

Neil thought about it for a moment. “Pressure and distrust. The whole thing left me feeling uncomfortable.”

“Same for me,” said Sam. “From the get-go, I had no confidence in him and I certainly didn’t feel taken care of. What *didn’t* he do?”

Neil wasn’t sure. He thought for a moment before saying, “He didn’t ask how much you wanted to spend.”

“You’re on the right track. He didn’t ask *anything* about what I wanted, needed, or wanted to pay. The only question he asked was what I thought of last night’s game, assuming I’m a football fan. A salesperson is only as good as his or her questions. *Questions* are one of the most important tools in any sales conversation.”

Sam continued, “One more thing: Remember when he said, ‘Trust me, you won’t get this kind of deal anywhere?’ *Never* say, ‘trust me.’ A good salesperson creates the feeling of trust. If you tell a buyer to trust you, you cast a shadow of doubt on your own trustworthiness.”

“What are you going to do next, Sam?”

“First, I’m going to let him stew for awhile. Let’s go have a lunch.”

Neil and Sam arrived back at the dealership an hour and a half later. Neil had no idea what Sam was going to do—he had refused to discuss it during lunch.

Billy greeted them with, “Welcome back. I was beginning to worry I’d have to sell *your* car to someone else.”

Sam said, “I’ve been thinking about it. I may take you up on your offer. In fact, I may buy two if you’ve got ‘em—one for me and one for my friend here.”

Neil was shocked. “Really?”

Billy tried to maintain his cool. “I think we can find another one, depending on what color you want.”

Sam continued, “I just need to ask you a couple of questions. And if you answer them correctly, I’ll buy the two cars from you today.”

Billy was confident he could answer any questions about the car. He knew all the features and details. “Sure, shoot.”

Sam looked Billy in the eye and asked, “What kind of car am I looking for and what’s important to me?”

Billy went white. Neil thought, *That's the kind of color change Sam was talking about when he told me to pay attention to the changes in people's faces.*

Trying to save the sale, Billy winged it the best he could. “Uhhh... you’re looking for a good-looking sports convertible and you want a car that’s comfortable with quality workmanship and a high safety rating. And of course, you want it for the best possible price.”

Sam remained silent for several seconds. Billy’s tension was obvious. Finally Sam said, “The truth is you have no idea what I want or what’s important to me because *you never asked*. You just saw me looking at this car and assumed I wanted it for some reasons you made up. You lost the sale. In fact, you lost two sales. I wonder how many you’ve lost in the past. Next time, instead of talking so much, maybe you’ll ask questions and listen. We’ll be on our way now.”

Billy was speechless. On the way out the door, Sam turned around. “By the way,” he said with a wink, “good luck on your ‘trip to Hawaii.’”

On their way to Neil’s car Sam said, “You know I actually liked that car, but I’d never give my business to someone like that.”

Driving home, Neil was giddy. “Way to go, Sam! You sure showed him. What a jerk! Car salesmen are such scumbags. They give salespeople a bad name!”

Sam snapped back, “Get off your high horse, Neil! There are plenty of good car salespeople. I’ve met some great ones. There are good and bad salespeople in every industry. Billy’s a lot like you the first time you came to see me. He didn’t create rapport. He did his

one-size-fits-all presentation and went straight to the close. He didn't bother to find out what was important to me. You did the same thing, remember?"

"Oh, come on, Sam. I wasn't *that* bad, was I?"

Sam shot Neil a look that answered his question, and then said, "Hopefully, you both learned something."

"I did," said Neil. "I realized what's been missing for me. I haven't been asking enough questions."

Sam replied, "It's not just how many questions you ask, it's asking the right kinds of questions. We'll talk about this at our next meeting."

Neil asked, "By the way Sam, would you really have bought cars for both of us?"

"Let's just say I'm a betting man," said Sam, with a twinkle in his eye.

## C h a p t e r   1 2

# Creating a Wonderful Client Experience

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**A**s they arrived at Sam's house, Sam said, "I bet I got your hopes up that you would get a new car. I'd like to make it up to you with a little gift."

"Oh come on, Sam—that's not necessary."

"It would be my pleasure," said Sam. "Go to Abbot's Haberdashery over on 16th Street and see Katy Woo. She'll fix you up with a couple of shirts and ties. Here's her card. Call her for an appointment."

"Gee thanks, Sam. That's mighty generous of you."

A couple days later, Neil called to make the appointment. Katy was extremely warm and courteous on the phone. She asked Neil to bring a couple of jackets so she could match them.

Katy greeted Neil as he walked into the shop, "Welcome to Abbots. It's a pleasure to meet you," said Katy, smiling and extending her hand. "Let me take you back to our consultation room. Good—I see you brought your jackets. I'll take them for you. May I offer you something to drink?"

"Water would be fine," said Neil.

"Do you prefer sparkling or regular?"

"Sparkling, please."

“Make yourself comfortable. I’ll be right back. Help yourself to some fruit,” she said, pointing to the fruit bowl on the table.

Neil sank into an overstuffed chair and looked around. The consultation room was tastefully decorated with plush carpets, comfortable furniture, and mahogany paneling. The mood was augmented by soft lighting and piano jazz. Along the walls, a handful of torso mannequins sported beautifully matched jackets, shirts, and colorful ties. Neil detected a faint whiff of a pleasant fragrance. There was something for all five senses. Neil felt as if he had stepped from the busy city street into another world. *What a classy operation. What service!*

Katy retuned with a bottle of Pellegrino and a glass, sat across the table from Neil, and asked, “So how are you today?”

“Fine, how are you?”

“I’m doing quite well, thank you. Sam asked me to fit you with a couple shirts and ties. Will those be for business or evening wear?”

“Business,” Neil answered.

“Good. Tell me a little about your business and what kinds of clients you serve.”

Neil briefly described his business and client base. As he talked, Katy’s eye contact and body language gave Neil the feeling of being ‘listened to.’ It was as if he were Katy’s most important customer. When he was done, Katy asked him a number of questions:

“Where do you generally meet your clients?”

“What time of day?”

“Are they in any particular business?”

“What’s their average net worth?”

“How do they dress?”

“What kind of image do you want to project?”

“Are there any colors you particularly like or dislike?”

“Do you prefer solid, striped, or checked shirts?”

“Do you like regular or French cuffs?”

“Do you favor ties that are striped, patterned or solid?”

And finally, “Is there anything else you’d like me to know?”

“No,” Neil answered. “You now know more about my clothing preferences than I did when I came in here.”

“Good,” said Katy. “Give me a few minutes to put some things together for you. Feel free to browse our showroom. Be sure to let me know if you see anything that appeals to you.”

As Neil gazed around the room, an orange in the fruit bowl caught his eye. He remembered the time Sam tossed an orange at him and talked about penetrating the buyer’s skin to get to the ‘emotional juice.’ *Katy certainly knows how to get the juices flowing*, he thought.

To say that Neil was impressed with Katy’s level of questioning would be an understatement. What a difference between Katy and Billy, the car salesman, or for that matter, between Katy and most salespeople Neil had encountered.

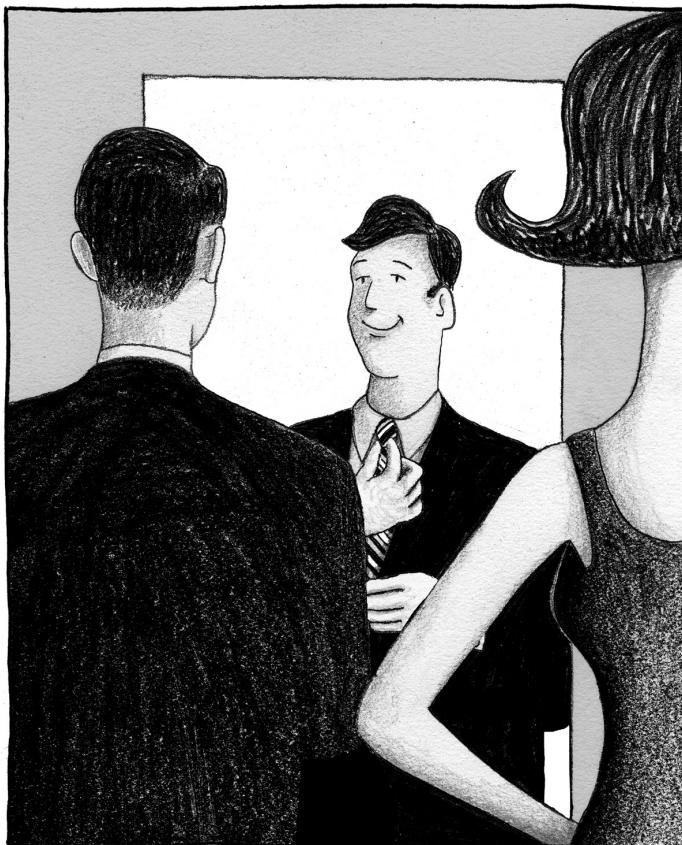
Neil was wowed. He was used to picking his own clothes off the rack at department stores and factory outlets. He wasn’t accustomed to this kind of special treatment. He felt respected and important. Though she had yet to show him a single article of clothing, Neil felt a tremendous amount of trust and confidence in Katy.

Then Sam’s words came back to him, ‘For someone to want to do business with you, they need to feel trust, confidence, and a feeling of being taken care of.’ He suddenly realized that Sam’s gift to him was actually a first-hand experience of selling the feeling—from a client’s perspective. *Sam’s an amazing teacher*, he thought. *The things he comes up with—he’s so out-of-the box.*

Katy returned with a selection of shirts and ties. She told Neil that the colors not only matched his jackets, but picked up his skin tone and the color of his eyes. She explained the subtle differences

that the patterns and colors would make in the impression he wanted to create. Of course, her selections were beautiful and fit Neil's criteria to a *T*. They were also different than anything Neil would have picked out on his own.

For the next 20 minutes, Katy educated Neil about some of the finer points of dressing. She personalized it so Neil would understand what kinds of clothes would work best for him. In the time he spent with Katy, Neil learned more about dressing than he had learned in the previous 34 years of his life. It was fascinating—he had never realized how much there was to dressing well and what a difference it could make in how he felt and how he'd be perceived.



*"Poised for success."*

After Katy had outfitted him in the shirts and ties that were gifts from Sam, Neil didn't want to leave. Over the next 90 minutes, Neil purchased a new suit, two shirts and ties to match, and a pair of cufflinks. As a bonus, Katy measured him for a custom-tailored shirt, 'on the house.'

As Neil was trying on the new clothes Katy asked him not only how he liked the way he looked, but also how the clothes made him feel. Neil answered, "Poised for success."

As he left Abbots, Katy said, "It was a pleasure meeting you Neil. I must say, you look poised for success. I'll be interested in hearing how your clients respond to your new look. I'd like you to think of me as your personal fashion consultant. Please call me whenever you need any kind of advice on dressing. I'm here to answer all your questions."

Neil left feeling excited, well taken care of, and yes, *poised for success*.

He called Sam from his car on the way back to the office. "Sam, I just left Abbots. Thanks for the gifts—they're great, but I've got a lot more to thank you for. You're sly as a fox, Sam. I thought you were just buying me a couple of shirts and ties, but everything with you is a lesson."

"What do you mean?" Sam asked coyly.

"You knew that Katy would sell me the feeling. She's amazing. In addition to what you bought me, I wound up giving her almost \$1500 of business! Do you get a kickback or something?" Neil asked with a chuckle.

"Neil, what did you learn?"

"First of all, you're so right about creating feelings of trust, confidence, and a feeling of being taken care of. Katy practically had me eating out of her hand. Plus, because of the environment and the way she treated me, I felt so special and important. She also told me to call on her for advice anytime I wanted—she said she wanted to

be my personal fashion consultant. I never knew clothes could be so interesting. Did you teach her how to sell, Sam?”

“No, but I’ve learned a lot from Katy, and from others. Katy is a master at creating a whole *experience* for her customers. She orchestrates the setting, the mood, and the feelings of fine dressing. Kind of rare for men’s clothing, don’t you think? Notice the roles she set up: expert, educator, and personal fashion consultant. She sees herself not just as a clothes salesperson—she wants to be your trusted advisor, *for life*. Now that’s thinking big! As a financial advisor, you could do the same thing, couldn’t you?”

“I suppose I could, once I get out of this slump. Oops, I just caught myself being at-effect instead of being at-cause.”

“Good, Neil. Being at-cause is what’s going to push you out of your slump.”

“You’re right, Sam. Oh, by the way, the questions Katy asked me were amazing. She helped me clarify what I really needed.”

Sam replied, “Great! We’ll get into questions the next time we meet. Gotta’ run. Thanks for your call.”

The next day, Neil received a handwritten thank-you note from Katy, reiterating her offer to give him fashion advice anytime he wanted it.

A couple of weeks later, Katy called to ask how his new wardrobe was working out and to tell him his custom shirt would be ready at the end of the month.

Neil received several compliments on his outfits and felt a new sense of confidence in how he looked. He enthusiastically referred a couple of his friends to Katy, and true-to-form, Katy sent him a thank-you note for each of the referrals.

Neil resolved to emulate Katy in how he treated prospects and clients and how he created the feelings of trust, confidence, and being taken care of.

## C h a p t e r   1 3

## Step 3: Ask Questions

Saturday morning, the phone woke Neil from a deep slumber. It was Sam and he was full of energy. “Get your butt out of bed and meet me at the club for some racquetball!”

Neil looked at the clock. It was 7 AM and he was planning to sleep in. “Are you crazy, man? It’s too early. Can’t we make it this afternoon?”

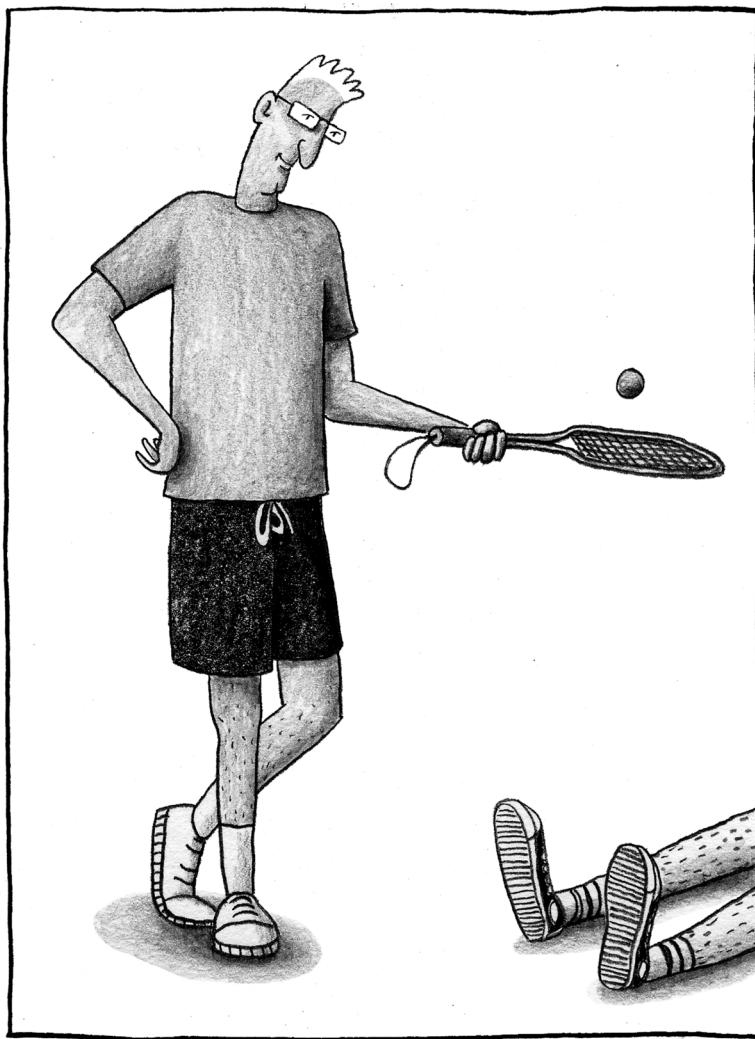
“We’ve got a lot of ground to cover today. Gotta’ get the blood pumping. Get a move on. I’ll see you in 30 minutes. We’ll have breakfast after we play.”

Sam hung up before Neil could respond.

When Neil arrived at the racquet club, Sam was already batting the ball around. Neil was sure he’d stomp Sam on the court. He was a good racquetball player and more than 30 years Sam’s junior.

Neil wasn’t prepared for what happened. Sam played strategically. He ran Neil all over the court. Wherever Neil wasn’t, that’s where Sam placed the ball. In 15 minutes, Neil was exhausted. Sam beat him two games in a row. Neil was drenched in sweat, and Sam looked ready for another game.

Neil panted, “Jeez Sam, I can’t believe it—you killed me. You rock for an old guy!”



*"You killed me."*

Sam replied, "Neil, I was able to beat you for one reason, and one reason only. You were busy reacting, while I was using my sensory awareness to pay attention to your movement on the court—where you were, where you were going, and where you weren't. I picked up on patterns in your game and was able to adjust my strategy in order to win. In racquetball, sales, and life, the

person with the most flexibility—the one with the ability to read the situation or person and adjust his strategy as needed—usually wins.”

In that moment, Neil grasped the value of using sensory awareness. The scores said it all.

At breakfast, Neil and Sam discussed their experience at the car dealership. Sam asked, “Remember when you said that car salesmen gave salespeople a bad name? I want to tell you about one of the best salespeople I ever met. His name was Burt and I worked with him at my uncle’s Chevy dealership during the summer when I was in high school back in Texas.

“To see him, you’d never guess Burt could be a great salesman. He was about 60 at the time. He had thinning red hair, freckles and a funny high-pitched voice. To top it off, he only had one arm and he tied the other sleeve of his shirt up in a knot. He wasn’t pretty to look at, but boy could he sell.

“Burt knew how to get people to talk. When customers came onto his lot, the first thing he did was offer them a cup of coffee and invite them into his office to get to know them. He’d just sit with them for 10 or 15 minutes and ask them questions—questions about where they were from, what they did for a living, their family history, how many kids they had—things like that. Burt was a master at building rapport. He was one of the friendliest people I’ve ever known. You could tell he was genuinely interested. And boy did he listen! If someone came in that he hadn’t seen in 10 years, he’d still remember the names of their children.

“After a bit, he’d ask questions about what they were looking for in a car, what kind of driving they did, what features they wanted, and so on. Only after this extended conversation did he take them out onto the lot. By this time, people trusted Burt and had confidence in him.”

“Kind of like Katy Woo,” said Neil. “She asked me great questions before she showed me a single article of clothing.”

“Exactly,” said Sam. “Old Burt sold more cars by far than any of the slick ‘salesy’ types that worked at the dealership. When his old customers came in, they asked for him. They sent their friends to him. The owner had a hard time keeping other salespeople busy because everyone wanted to work with Burt.

“Someone once said Burt could sell snow to the Eskimos, but he wasn’t like that. He was all about helping people get their needs met. I once saw Burt send a customer to a Ford dealership because he thought Ford had a truck that would better meet her needs.

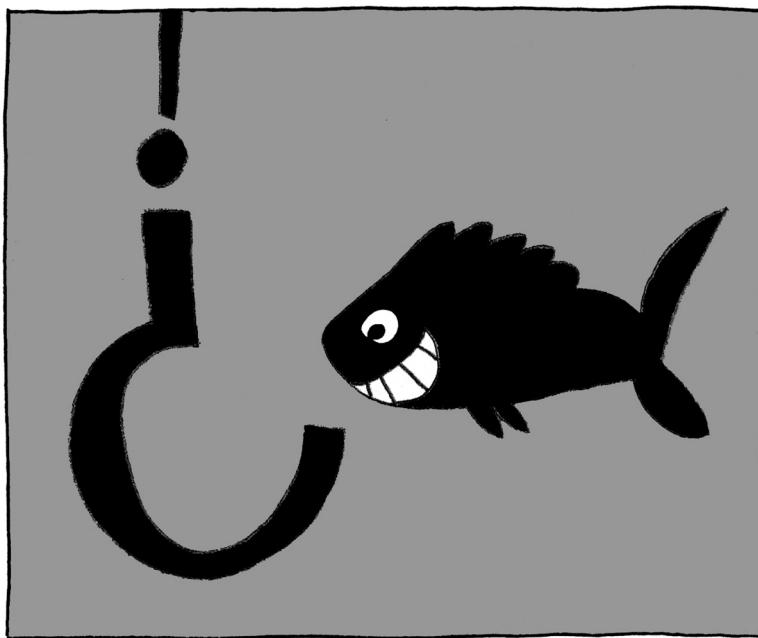
“Burt said there were two qualities that make a great salesperson: curiosity and a desire to help. One time I asked what made him so good at selling. I’ll never forget the simple wisdom of his answer.” Sam did his best impression of a deep Texas twang, “I just ask people about themselves and what they want. Then I help ‘em *git it.*”

“Burt was a simple genius at relating to people. He connected with his customers by creating rapport and asking them questions to figure out what they needed. He was known for taking great care of his customers.”

*Questions are the most important tool in selling.*

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Sam continued, “Questions are the most important tool in selling. They help you find out what people need while you establish rapport. Questions also help create the *feelings* people need to want to work with you. The better you get at asking questions, the easier it will be to motivate people to do business with you.”



*“The better you get at asking questions, the easier it will be to motivate people to do business with you.”*

Neil asked, “So are you saying that I should be super friendly and down-home like Burt? It’s not *me*, and besides, my clients are busy professionals. The last thing they want to do is chew the fat about their families and fly fishing with some sales guy.”

Sam replied, “No one says you have to spend hours talking to them. You can ask effective questions in a very short time. The main thing is that you have to be *genuinely* interested. People can spot a phony a mile away. You have to gauge each person individually. But you can’t *gauge* them until you *engage* them. Questions are *everything* in selling. You lead the buyer through the sales process by asking questions, strategically.”

Sam continued, “I once heard an interview with Mike Wallace from the show *60 Minutes*. He said that before he interviews someone, he researches them and writes 50 questions based on what he

uncovers from his research. When he starts asking the questions, the subject realizes how much he knows and becomes more cooperative. You can apply the same principle with your prospects. By researching your buyers ahead of time, you can design the right questions to assess their needs.”

“So what kinds of questions should I ask?”

## ASK OPEN-ENDED QUESTIONS

“First of all, you should stick mainly to open-ended questions. Open-ended questions call for a thoughtful response. For example, ‘What features are most important to you in selecting a car?’ On the other hand, closed-ended questions require a short response, like *yes* or *no*. For example, ‘Are you looking for a model with a sunroof?’

“Open-ended questions draw your prospects out so you can find out more about them and what they want. Ask questions that are relevant to the company or individual. Get as much specificity as you can about what they want.”

## ASSUME THE SALE

Sam went on, “A lot of salespeople go into meetings wanting the sale, while focusing on the possibility of *not* getting it. This is a *huge* mistake. They say things to themselves like, ‘I don’t know if I can pull this off. What if he doesn’t buy? What if she thinks I’m pushy?’ Do you recall me saying that if you focus on what you *don’t* want, you’ll probably get it?”

“Yes, I do,” said Neil.

“Remember, success in sales is 25% mastering your buyer’s psychology and 75% mastering your own, so think about it this way: In agreeing to see you, most people have already made a purchase in their mind’s eye. They’ve imagined the possibility of buying or owning

what you're selling. Knowing this, you can assume the sale. All you have to do is discover the right path to the sale. Questions help you find the path."

## DISCOVER THE CONTEXT

Sam said, "Questions help you discover the buyer's specific context for owning or using your products or services. Without knowing the context you're speaking into, you're *flying blind*."

Neil replied, "Yeah, like that car salesman—he had no idea about your context."

"Exactly," said Sam. "I've seen countless business people talk about their product or service without fully grasping the buyer's situation, needs, or desires. Have you ever had prospects ask what you can do for them before you knew their needs or had any context to speak into?"

"Yes, it happens all the time," said Neil.

"So what do you say?"

Neil answered, "I tell them about my company and what I do for clients."

Sam said, "Never, never, never explain your services in detail without a context. Like I said, if you do, you're flying blind."

"So what do I do instead?"

"If someone asks what you do or what you can do for them, it's okay to give them a one- or two-sentence generalized description of your services, but then you need to find out their context. For example, you could say something like, 'I do personalized financial planning, wealth management, and provide investment advice. Let me ask you some questions so I can address your specific needs.'"

"I get it, Sam."

"Another thing: In asking questions, you may find out things that disqualify the buyer. If this happens, you won't have to spend

any more time with him, unless you want to. Some people will waste your time because they won't say *no* outright. You have to know when to cut bait and move on to other prospects. I have a saying: *Desperate salespeople take desperate measures to save desperate deals, while passing up good ones.*

"If you find yourself repeatedly meeting with unqualified buyers, you may want to look at what was missing in your preparation that kept you from disqualifying them sooner."

*Desperate salespeople  
take desperate measures  
to save desperate deals,  
while passing up  
good ones.*

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Neil asked, "So are you going to tell me how to come up with the right questions?"

Sam laughed. "Already you're asking closed-ended questions? "How could you ask the same thing as an open-ended question?"

Neil thought for a moment before saying, "What kinds of questions should I ask?"

Sam responded, "Good. The most important kinds of questions in sales are *rappor questions*, *information questions*, and *emotional needs questions*. Let's talk about them one at a time."

## RAPPORT QUESTIONS

"Rapport questions are like the questions Burt asked. They help you find out a little more about the buyer or his business and identify anything you may have in common. Rapport questions enhance your connection with the buyer, while you're matching and mirroring. In some ways, they're like the questions you'd ask when you meet someone at a cocktail party or business function. It's all about establishing that feeling of commonality."

“So what rapport questions could I ask, Sam?”

“There’s no set formula. Just be in the moment. Notice something about the person, their home or office—whatever grabs your attention. Try to find something they’d be proud to talk about, like their business or family. If you know someone in common, ask how they know that person. Whatever you talk about, be genuinely interested.”

“That may be okay with people that like to socialize,” said Neil, “but most of my prospects are really busy. They don’t have time for idle chit-chat.”

Sam replied, “Like I said, every person and situation is different. You can talk with some people on a personal level; others are all about business. Some will talk about both. If they’re all about business, you be all-business. Use your sensory awareness to pay attention to their signals. You can usually sense the change in people’s energy. If someone starts to lose focus, sigh, look at his watch, or steers the conversation away from the ‘idle chit-chat,’ you’ll know it’s time to make a shift. Continue matching and mirroring, then change your line of questioning.”

Sam said, “Keep this in mind: Asking questions and matching and mirroring go hand-in-hand. Rapport questions establish a connection on a conscious level. Matching and mirroring establish rapport on an unconscious level. Many people have their guard up when someone is trying to sell them something. When you connect with someone on both the conscious and unconscious levels, you create a deeper rapport. The deeper the rapport, the less resistant your buyer will be to telling you what he needs, considering your offer, and accepting your suggestions to buy.”

Just then, the waiter approached to take their orders. “Watch this,” Sam whispered to Neil.

The waiter greeted them, “Good morning, gentlemen. My name is Kevin. Are you ready to order?”

“Hi Kevin,” said Sam. “We’re just about ready, but before we order, can I ask you a question?”

“Sure,” said Kevin.

“I come in here all the time. This is the first time I’ve seen you. How do you like working here?”

“I just started last week and so far I like it a lot. The people seem pretty cool and they have a flexible schedule that allows me to attend my classes.”

“Where do you go to school and what are you studying?”

“I’m studying business over at City College.”

“Great,” said Sam. “What do you want to do when you finish school?”

“I’ll probably get a job working in an office for a couple of years, but I really want to start my own business.”

“What kind of business?”

“You’re going to laugh. I want to open a Harley Davidson shop.”

“Do you own a bike?”

“Yeah, I have a Harley Sportster.”

“I used to ride all the time,” said Sam. “I once rode from San Francisco to New York and back.” For the next couple of minutes they talked about their mutual interest in motorcycles.

Kevin said, “If you like, I’ll show you my Harley.”

“That would be great. I’ll go out and take a look after lunch.”

After they ordered, Sam asked Neil what he noticed.

Neil said, “You got a connection with him fast. All you did was ask a couple of questions and he was ready to tell you his life story. I also noticed that you matched him. You crossed your arms just like he did and you sped up your speaking pace to match his.”

“Right,” said Sam. “If this had been the beginning of a sales conversation, that quick bit of rapport we established would have opened up a feeling of trust.”

Sam and Neil continued their conversation about rapport and soon, Kevin returned with their food.

## INFORMATION QUESTIONS

Over breakfast, Sam launched into the next topic. “Once you begin to establish rapport, you can ask questions to discover what the person wants and the relevant aspects of his or her situation. I call them *information questions*. In your case, you want to know about their current financial situation, their family situation, their plans and dreams for the future, their previous investment experience, and so on. I’m sure you already know what to ask, but the trick is to ask and listen. Some salespeople launch right into their sales pitch, assuming they already know what the person needs.”

Neil looked insulted. “What is this—Sales 101? I already know this.”

Sam shot back, “You may think you know it, but let me remind you, when you first came to my place, you went straight into your pitch, describing your services before you asked a single question, just like that car salesman. You didn’t ask what I wanted. And the reason I got so irritated was that I felt you treated me like a number—just another sales call.”

Sam was on his soap box, “That’s one of the reasons people get so annoyed with salespeople. Uncaring, self-interested salespeople give sales a bad name. Have you ever noticed that people sometimes say, ‘I’m not trying to *sell* you anything,’ like selling is a *bad* thing.”

Sam went on, “But these mediocre salespeople unknowingly create a great opportunity for those who know how to connect with people and *sell the feeling*.”

Neil realized that Sam was right. He remembered his resolution to emulate Katy Woo. People like Katy gave sales a *good* name. Neil made a move to get Sam off his rant and back on-topic, “That’s a great point, Sam. What else can you tell me about *questions*?”

## BUILD YOUR REPERTOIRE OF QUESTIONS

Sam answered, “I think it’s a good idea to have a prepared list of questions to draw from when you meet with buyers. If you spend a half an hour or so writing down every question you can think of, then take some time to refine and study the list, you’ll dramatically improve your repertoire of questions.”

*Mediocre salespeople unknowingly create a great opportunity for those who know how to connect with people and sell the feeling.*

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“Great idea, Sam. I’ll do it.”

Just then, Kevin walked up to their table with a bountiful tray of pastries, and said, “Dessert’s on me. Enjoy!”

The pastries were delicious. After they finished dessert, Sam smiled smugly at Neil and said, “See how it works? The more rapport you create, the more sweet things come your way.”

## EMOTIONAL NEEDS QUESTIONS

As they sipped coffee, Sam said, “Master salespeople find out what people value. They look for the emotional drivers that motivate their prospects to buy a specific service or product.”

Sam continued, “Most salespeople I’ve seen don’t have a clue about how to uncover someone’s motivation. Like I said before, they

sell as if they're selling to *themselves*. They assume that people would want to buy for the same reasons *they* would.

"When you ask buyers what they want, they generally talk about features, price, quality, and service. However, deep down, people buy to fulfill their *emotional needs*. These needs are based on what they value—what's important to them."

"What do you mean by emotional needs, Sam?"

"It's how people want to feel as a result of having or using your product or service. Simply put, an emotional need is a need you have an emotional attachment to."

Neil said, "I'm still struggling to see what feelings have to do with financial planning."

Sam asked, "So why does someone want financial planning?"

"Usually it's so they can take care of their family and meet their financial goals, like retirement and college for their kids."

"Good," said Sam. "That's what's important to them. Let's get to the feeling. How will they *feel* having this?"

"I think they'll feel secure," said Neil. "It helps them sleep at night when they know they've taken care of their loved ones."

"Perfect example, Neil! Emotional needs are the feelings people want to have—the ones that are important to them. Your clients need to feel secure and know they've taken care of their loved ones."

Sam continued, "But you can't just *assume* what's important to your prospects. Everyone's different. You have to ask questions to

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elicit their emotional needs. I call them *emotional needs questions*. Your job is to get people to articulate their needs and to listen carefully. Write down what they say, especially their key words and phrases. Their words are the magic keys you can later use to influence them.”

Neil asked, “So what do I ask to find out someone’s emotional needs?”

“You ask the buyer what’s important about having or using your product or service,” Sam answered.

Neil said, “So I’d ask them, ‘What’s important to you about having a financial plan?’”

Sam added, “Not just *a* financial plan. Financial plans are a dime a dozen, just like the people who sell them. Don’t sell it like it’s a bloody commodity! What *kind* of financial plan do people want?”

Neil thought for a moment. “One that works, for whatever their needs are.”

“Exactly. So why don’t you ask, ‘What’s important to you about having a financial plan that works for your needs?’”

“I like the sound of that better,” Neil replied.

Sam continued, “That’s one of the three basic questions you can ask to find out someone’s emotional needs with respect to what you’re selling. The questions are:

1. ‘What’s important to you about having *x*?’
2. ‘What else is important?’
3. ‘How will you feel having an *x* that provides [then you reiterate their emotional needs]?’

Neil asked, “How do I start?”

“It’s easy. Just ask people what’s important to them about *having* whatever it is you’re selling. Once they answer, ask ‘What else is

important?” Keep asking until they’ve told you everything that’s important to them. If someone keeps adding to the list, you can stop once you have six or seven of their emotional needs. Be sure to write their answers, in *their* words.

“Once you’ve elicited your buyer’s emotional needs, have her rank them in order of importance. Show her the list you’ve made, and ask her to number it.”

“That seems like a lot of work,” said Neil. “Do I really need to have buyers put their needs in order?”

Sam replied, “Yes. People’s emotional needs actually ‘live’ inside them in an order of priority. You’re going to reiterate their emotional needs in order, then ask how they’ll feel having them met. When you feed back their needs in the order of importance, you create greater rapport and the buyer is more willing to consider your offer.”

Sam continued, “Let’s switch roles and try it out for your business. I’ll pretend I’m selling you financial planning. So Neil, what’s important to you about having a financial plan that works for your needs?”

Neil answered, “I want to save for retirement and have enough money to live comfortably when I get older.”

Sam wrote down what Neil said then asked, “What else is important?”

“I want to generate passive income, and I want to have security and confidence about the future.”

“Good. What else is important?”

Neil answered, “Being able to review my portfolio every six months.”

“Is anything else important?” asked Sam.

Neil replied, “That’s about it.”

“Good,” said Sam. “Now I’d like you to take a look at this list.”

Sam showed Neil the list of things he'd said were important. He asked Neil which need was the most important to him. He then asked what was the next most important need, and so on, sequencing the list in order of importance.

When he was done, the list read as follows:

1.	Save for retirement. Have enough money to live comfortably when I get older.
2.	Passive income
3.	Security and confidence about the future.
4.	Review my portfolio every six months

Sam said, “Okay Neil. Now that I have your emotional needs in order of importance, I can refer to them in the sales conversation. For example, I could say, ‘So how will you feel having a financial plan that gives you a comfortable retirement, provides passive income, and makes you feel secure and confident about the future? Plus, we’ll review your portfolio every six months.’”

“I’d feel more in control,” said Neil.

“Good,” said Sam.

“So are you saying that I shouldn’t talk about my company and programs, and just concentrate on emotional needs?”

“You’re going to talk about your programs later. Right now we’re concentrating on your prospect’s emotional needs. Knowing their emotional needs gives you the context you’ll need to speak about your programs in *their language*. When you ask your prospects what’s important, again, write *their* words down, not *yours*. You’ll

use their emotional needs in order of importance as you move toward closing the sale.”

“This is new to me,” said Neil. “I think I’m getting it, but I’m afraid I won’t do it right and I’ll make a fool of myself.”

“Don’t be too concerned about getting it right. There is no exact right way to do this. Asking questions is an art. Just jump in and go for it. The more you do it, the more it will become second nature.”

Neil replied, “I’m okay with the rapport and information questions, but the emotional needs thing sounds awkward. I’m afraid some people will think it’s weird for me to ask how they’ll feel.”

“As long as you’ve established rapport,” said Sam, “most people will respond positively to your interest in them. On the other hand, if your buyer is someone who’s very direct, controlling, or highly analytical, you may want to skip the question about how they’ll feel.

“The point is that emotional needs questions stimulate people to think in a deeper way about what they want and what’s important about having it. When you ask these kinds of questions, they’ll subconsciously start to link you with what they want.”

“That’s a really interesting point,” said Neil.

## THE FIRST CHOICE QUESTIONS

“By the way,” Sam continued, “there’s another set of emotional needs questions that frequently help clinch the sale, especially when you’re selling a service. I call them *first-choice questions*. What do you suppose your buyers want in a working relationship?”

Neil hesitated. “I’m not sure what you’re getting at. Other than what we’ve already talked about, I don’t know.”

Sam said, “My point exactly: you *don’t* know. You can assume you know what your prospects are looking for in a financial advisor. Or, you can get them to tell you.”

“How would I do that?” asked Neil.

“Easy—ask questions about what they want in a working relationship.”

“Like what?”

“There are three questions you can use in almost any situation:

‘Have you ever worked with a financial advisor before?’

‘What worked for you and what didn’t?’

‘What’s important to you in a financial advisor that would be your first choice to work with?’”

“That’s so simple,” said Neil. “I can’t believe I’ve never thought of this. It’s brilliant.”

Sam added, “There’s one more thing: When you say the words, ‘first choice,’ you can subtly point to yourself or tap your chest with your fingers. This will create the unconscious suggestion that you’re the first choice. Let’s try it out. You ask me.”

“Okay. Sam, have you ever worked with a financial advisor before?”

“Yes—two or three of them.”

Neil asked, “What worked for you and what didn’t?”

“I liked it when they made me money,” Sam responded. “I liked it when they called me just to check in and let me know how my investments were doing. I got irritated when they went into technical detail that went over my head. I didn’t like it when I invested money with someone and never heard from him until *I* made the call.”

“Sam, this is good to know, but what do I do with it?”

“Like I said, be sure to write down what your prospect says. Someone’s feelings about their past experiences will usually give you clues you can use later to help structure your offer and close the sale.”

“Okay, Sam. So what are you looking for in a financial advisor that would be your first choice?” Neil unobtrusively pointed to himself as he said ‘first choice.’

Sam answered, “Most of all, I want someone who’s going to protect my money like it’s his own. I want to work with someone who doesn’t just take my money and disappear. Even though I read my statements, I like the reassurance of being called periodically to let me know how my investments are doing and that they’re being watched. I like to have a meeting with my advisor every year. Every once in a while I get stock tips, and I want my financial advisor to be willing to research them. Other than that, I want someone who understands my entire financial situation and invests for *my* needs.”

“Great,” said Neil. Now what?”

Sam went on, “Once someone has told you what they’re looking for in a first choice, make a declaration of how you’ll treat him when he becomes a client. Notice I said *when*, not *if*. Use language that assumes the sale—this will influence your prospect on an unconscious level. Start with, ‘**My commitment to you is that when we work together...**’ and fill in the rest using the client’s words.”

“I get it,” said Neil. “Let me give it a try.” After looking at his notes, he began, “My commitment to you is that *when* we work together, I’ll protect your money like it’s my own, I’ll explain things in non-technical language, and we’ll review your accounts on a frequent basis. Sam, how often would you like us to review your portfolio together?”

Sam responded, “Once every six...” Sam burst into laughter. “Brilliant question—way to find out exactly what I need, Neil.”

Neil asked, “How’d I do?”

“Absolutely perfect. I got goose bumps just hearing you say it. Imagine the impact this simple process will have on your prospects.”

“I think they’ll love it,” said Neil.

Sam added, “One more important thing: Don’t just parrot back whatever they say. Say it only if you mean it. If someone wants you to call them every day and that’s something you won’t do, don’t declare it. Your declaration is your word and you must keep it. Don’t over-commit just to make a sale. Only declare what you’re genuinely willing and prepared to do for your client that aligns with what’s important to him.

“Now go out and practice. For the next week, ask rapport questions, information questions, and emotional needs questions. Take notes on the words your clients use to express their emotional needs and look for opportunities in the conversation to feed their words back to them. We’ll go over it next time.”

“Okay—I’ll do it, Sam.”

Neil left the restaurant feeling exhilarated. He realized what was missing in his approach: he hadn’t asked the right kinds of questions. He looked forward to putting into practice everything he’d learned at today’s meeting with Sam.

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see the bonus offer page at the beginning of this book.*

## C h a p t e r   1 4

## What's Important to You?

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For the next week, Neil continued to practice the steps he'd learned so far: prepare, create rapport, and ask questions. He felt awkward at first. But when he reminded himself what Sam had said about being genuinely interested in other people, he felt much more relaxed and natural. Most of the conversations went well and more prospects than usual agreed to a second meeting, which was part of Neil's process.

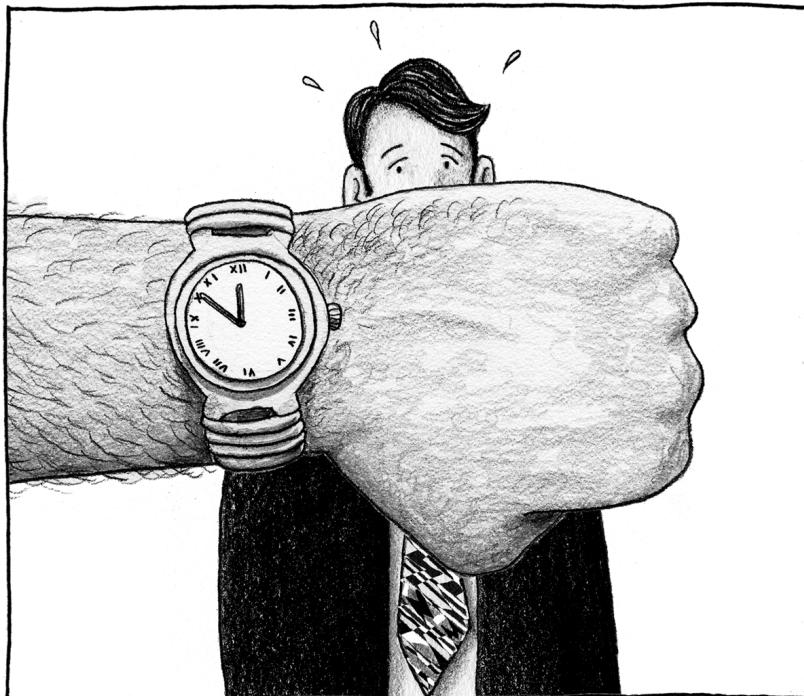
Neil felt confident all week, that is, until he walked into the office of Dr. Samuel Stern. Dr. Stern was chief of surgery at the local hospital and had been referred by one of Neil's clients named Peggy. The doctor was her father-in-law. Peggy told Neil that he was working on his financial plan and that he had already interviewed several financial advisors. She also told Neil that he was a tough customer, a 'no-nonsense guy.'

Peggy's warning made Neil a little anxious about the meeting. Once inside the doctor's office, he looked for something he could use to establish commonality. There were several diplomas and one was from the same school Neil had attended.

"Good afternoon," Neil said, as he handed Dr. Stern his business card. "I see you went to Arizona State; so did I."

Silence. Neil thought, *This is going to be tougher than I thought.* "Thanks for agreeing to see me, Doctor. Peggy told me a lot about you."

"Son, I didn't agree to this meeting to talk about school or my daughter-in-law. I'm extremely busy and I think small talk is for small minds. Let's get to the point. What is it you're here to show me? Give me the facts and the bottom line, and I'll decide where to go from there." He looked at his watch, and added, "You've got 10 minutes."



*"You've got 10 minutes."*

Neil got that old feeling in the pit of his stomach—the feeling that told him he was going to be rejected. He was about to abandon the whole 'sell-the-feeling' thing, settle for a quick sales presentation, and get the hell out of there.

Suddenly, Neil realized he was being at-effect. He remembered what Sam said: ‘The feeling of rejection in sales is always *self*-rejection.’ His mind flashed to the image of flushing himself down the toilet, which snapped him out of his negativity. He quickly shifted his internal gears and decided to stay focused and work the best he could with the doctor, no matter how ornery he was. He thought, *This guy might be domineering, but I can still be at-cause and show him a program that meets his needs. Let the games begin!*

He remembered that Sam had once told him that the mark of a master salesperson was being flexible enough to access the state he needed for any given moment. Neil recalled the state of being calm and confident, and instantly stepped into it.

Neil quickly assessed Dr. Stern. What did he know so far? He was a bottom-line guy. He was direct and to-the-point, liked being the one in control, and didn’t want to have his time wasted. He asked himself what might have kept the doctor from deciding on one of the other advisors he had interviewed. Who knows—maybe they felt intimidated by his manner. If so, that created an opportunity for Neil.

Neil noticed that the doctor leaned forward when he spoke, kept both hands on the desk palms down, and spoke in a monotone. Neil matched his tone, put his palms on the table, and leaned forward every time he spoke.

He looked at his watch. It was 1:50. “Okay Doctor, I see that you don’t like to beat around the bush. I’ll get *right to the point*.” Neil remembered that the doctor had used this phrase.

Neil resisted the temptation to launch into a description of his services. Because he only had 10 minutes, he decided to go straight to the emotional needs questions. He started out by asking, “What’s important to you in having a financial plan that works for your needs?”

“I want to create a bullet-proof retirement plan and a savings plan for my grandchildren’s college education.” Neil wrote down ‘bullet-proof retirement plan’ and ‘save for grandchildren’s college education.’

Neil asked the doctor, “What else is important to you?”

“Having a hedge against inflation.”

For the next couple of minutes, Neil asked Dr. Stern questions about his retirement plans, his current savings, and assets. He also asked how many grandchildren he had and when they would enter college. As Neil matched the doctor and steered the conversation with his questions, the doctor became more cooperative and forthcoming.

Neil looked at his watch. He had four minutes left. He decided to delve deeper into the doctor’s emotional needs for his services. “Doctor, what’s important to you about having a bullet-proof retirement plan?”

“I want to keep my current lifestyle and be able to walk away from work when I’m 68.” The doctor thought for another moment, “I also want financial security for my wife’s and my future.”

Neil asked, “What else is important?”

“I’d like to have enough money to be able to gift my children \$12,000 every year and, as I said before, I want to fund my grandchildren’s college education.”

“What else is important?”

“That’s all I can think of now.”

Neil had written down everything Dr. Stern said about what was important to him. He showed him the list. “Doctor, I’d like you to rank the list in order of importance.”

The doctor numbered the list according his priorities.

1.	Bulletproof retirement plan— keep current lifestyle and retire at 68
2.	Savings plan for grandchildren's college education
3.	Financial security for my wife's and my future
4.	Gift my children \$12,000 every year
5.	Hedge against inflation

Neil noticed that the doctor's voice had become softer and he was starting to match Neil's body language. Neil thought, *I'm leading now—this rapport stuff really works.* He checked his watch. He had two minutes left.

"A couple more things, Doctor. Have you ever worked with a financial advisor before?"

The doctor nodded.

"What did you like about working with him or her?"

"I didn't like anything about him."

"What didn't you like?"

Dr. Stern answered, "He invested my money in junk bonds that lost a lot of their value. He didn't warn me about the risk. It took him a couple days to return my calls. I got the feeling he didn't know what he was doing."

In the doctor's answer, Neil identified two important criteria that he wanted in a financial advisor: risk management and timely follow-up.

“One more question,” said Neil. “Other than risk management advice and quick response to your calls, what else is important to you in a financial advisor who would be your first choice?” As he said it, he subtly pointed to himself to create the unconscious suggestion that he was the one.

“Good question,” said Dr. Stern with a slight grin. “I’d like to work with someone who’s an expert at long-term planning. Most of all, I want to work with someone who keeps me informed every step of the way and tells me both the up- and down-sides of any investment he recommends.”

Neil responded, “My commitment in our working together is to keep you informed every step of the way and return your calls the same day. I’ll use my expertise as a Certified Financial Planner to set up a number of long-term planning scenarios for us to analyze together. And I will design a retirement plan that will provide the security you and your wife need to maintain your current lifestyle, gift your kids, and save for your grandchildren’s education.”

Neil looked at his watch again. “My 10 minutes are up. Thanks for seeing me, Doctor. I suggest we set an appointment so we can discuss the specifics of how I can help you achieve your financial planning goals.”

Dr. Stern spoke, “You seem like a straightforward young man. I have a good feeling about you, and I like your questions. I’ve met with three other people and you’re the first one that didn’t try to impress me by talking about himself. I’ll have my secretary give you a call and set up a dinner meeting next week.”

“I look forward to it,” Neil said as he shook the doctor’s hand.

As he left the hospital, Neil clenched his fists, smiled to himself, and said, “Yeeessss! Way to turn lemons into lemonade.”

## C h a p t e r   1 5

## Step 4: Link

Neil could hardly wait to tell Sam what happened. During their dinner, Dr. Stern had agreed to transfer all his accounts to Neil. He had also brought on three additional new clients in the week since they last met, surpassing his goal of four for the month. *This sell-the-feeling stuff really works*, he thought.

Sam took longer than usual to greet him at the door. When Neil saw him, he instantly knew something was wrong. Sam looked pale and weak. “Are you okay, Sam?”

Sam answered softly, “I had a mild heart attack. The doctors say I’ll be fine in a few weeks, but I have to take it easy for awhile.”

Neil was stunned. He looked up to Sam not only as a fountain of wisdom, but also as a tower of strength. Only 10 days ago, Sam had run him ragged on the racquetball court.

“What happened?”

“I had some chest pain when I was on my morning run. I don’t feel like talking about it right now. Can I get you some coffee?”

Neil took charge. “You go sit down and relax. I’ll make us both some tea.”

In the kitchen, Neil was flooded with emotion. He suddenly realized how important Sam had become to him. He was not only a mentor, but also a friend. Sam had opened his eyes and quite possibly,

turned Neil's career and life in a new direction. Neil felt a tremendous debt of gratitude. He began thinking about what he might lose if something happened to Sam. He had so much more to learn from him. Then he felt guilty for thinking that. How could he think about himself when Sam was obviously suffering?

He realized how little he knew about Sam. Where had he come from? How did he know so much about business, sales, and people? What was his story? Why had Sam so selflessly taken Neil under his wing?

“Here’s your tea, Sam. Can I do anything else for you?”

“No thanks, Neil. How’d your week go?”

“God, Sam,” said Neil, choking back the tears. “You’ve helped me so much. I don’t even know how to thank you. You’ve given to me so selflessly. I barely know anything about you. Who are you? Why are you doing this for me?”

Sam responded, quietly and slowly, “I told you I don’t like to talk about myself much. My story will have to wait for another day. Until then, let’s just say I have my reasons for helping you. I appreciate your gratitude—really I do. Now, enough tears and enough about me. Tell me about your week.”

Neil took a deep breath and regained his composure. “It was an incredible week. I brought on four new accounts, including a surgeon who was a tough case. At my meetings, I did everything we’ve talked about: I prepared, matched and mirrored, and asked questions. I asked everyone what was important to them about having a financial plan that worked, then had them put their needs in order of importance. I found out what was important to them in a first-choice financial planner. If the person seemed open enough, I asked how they’d feel knowing that they had the plan in place. I wrote down what they said just like you asked me to. I compiled my notes into this list,” he said, handing his notes to Sam.

Andrew Harper

What's important in a financial plan

1. Have my financial affairs handled
2. Be prepared for future
3. Know my family will be taken care of if anything happens to me

How they'd feel having a plan in place

Peace of mind,

Sense of relief

What's important in a first-choice

financial planner

Expert long-term planner

Keep me informed

Independent advice

"That's quite a list," said Sam. "What did you notice when you asked these questions?"

Neil answered, "When I asked emotional needs questions, people seemed to open up more. Some of them got a little excited. It

Dr. and Mrs. Rosenstein

What's important in a financial plan

1. Earn money while I sleep
2. Put away money on a regular basis
3. Create a passive income stream
4. Be conservative and responsible

How I'd feel having a plan in place

Secure

Confident about building something  
for the future

What's important in a first-choice  
financial planner

Honest and trustworthy

Takes time to explain options to me

Been through up and down markets

was different than my usual sales conversations. I felt like they took me into their lives a little bit and trusted me more.”

Sam perked up, “Exactly! Like I’ve been saying, when you have rapport and ask what’s important to someone, you create feelings of

**Dr. Stern**What's important in a financial plan

1. Bulletproof retirement plan—keep current lifestyle and retire at 68
2. Savings plan for my grandchildren's college education
3. Financial security for my wife's and my future
4. Gift my children \$12,000 every year
5. Hedge against inflation

How I'd feel having a plan in place

Didn't ask. He seemed like too much of a control freak.

What's important in a first-choice financial planner

Expert at long-term planning

Keeps me informed every step of the way

Tells me upside and downside of investments

trust, confidence, and a feeling of being taken care of. Most salespeople don't get on this level with their buyers—they're too focused on just closing the deal."

Neil said, “A couple of my prospects actually told me it was refreshing to talk to a financial advisor who seemed to care about them. The surgeon, who was tough as nails, even said he had a ‘good feeling’ about me.”

## LINK QUESTIONS

“You’re on the right track, Neil. Through your questions, you’ve identified the need or opportunity. Next it’s time to establish the importance of *solving* their need. To do this, you *link* their needs with your solution.”



*“Link their needs with your solution.”*

“How?” asked Neil.

“Let’s use one of the people in your list. How about the doctor who wanted to save for his grandkids’ education? What was his purpose in meeting with you?”

“He’s been investing for a few years, but he didn’t feel like he had a real plan. He said he was looking for someone to guide him in creating a ‘bulletproof retirement plan.’”

“Perfect,” said Sam. “So to link your service to his needs, you ask a question that includes the words he used when he told you what he was looking for.”

Sam pointed to Dr. Stern on Neil’s list, “For example, you could say something like: ‘If I could help you create a bullet-proof plan that would allow you to maintain your current lifestyle upon retirement, save for your grandchildren’s college education, feel secure about your future, and gift your kids annually, would that be of value to you?’”

Sam continued, “Notice what I did was feed back his needs in his order of importance.”

Neil asked, “Why is the order of importance necessary?”

Sam answered, “Because people’s emotional needs actually ‘live’ inside them in order of priority, based on the intensity of feelings that have about each of the needs. When you feed them back in order, you match the person’s internal system and create deeper rapport. It’s like matching and mirroring what’s going on inside them.”

“Anyway,” said Sam, “In my example, I linked myself as a solution to his needs, without going into any detail about *how* I’d do it.”

“This sounds like an old sales trick, Sam. You get the prospect to agree to something; then it’s easier to close him.”

“It’s called a *conditional close*,” said Sam. “But it’s not a trick or a manipulation. By asking this kind of question, I’m testing the waters to see if I’ve properly elicited his motivation to work with me or buy what I’m selling. This conditional close helps me identify where the prospect is in the process. If he says *yes*, I’m on the right track and I’ve paved the way to present an offer that meets his needs.”

“Sam, I’m afraid if I say I’m going to meet someone’s needs using the exact words they just gave me, they’ll think I’m pandering to get their business.”

“I appreciate your concern,” Sam replied. “First of all, I did this for years in business and no one ever seemed put off by it—in fact just the opposite. Remember: people’s words are the magic keys that create feelings on both the conscious and unconscious level. That’s why it’s important to use *their* words.”

Neil asked, “So how do I come up with the right kind of conditional close?”

“There are two parts to the question. The first part is the *if* statement. You start out with something like:

‘If I could help you ...’

‘If I could show you a program that ...’

‘If by working together, we could ...’

“Then you fill in their top emotional needs. Just mention the top three or four—those are the ones with the most ‘emotional juice.’

“The second part of the question is where you ask if they’d want to move forward.

‘... would that be of value to you?’

‘... would you be interested in working with me?’

‘... is that something you’d be interested in?’

‘... would you be interested in finding out more?’

‘... would you want to move forward?’

“Notice the form of the question is basically ‘if I could give you *x*, then would you want *y*?’ Now you try it, Neil. Suppose I told you I wanted a financial plan that would allow me to save enough money to fund my retirement and put my kids through school. What would you say?”

Neil was well-trained. “What else is important to you about having a financial plan that works?”

“To build my portfolio safely and steadily. I don’t want to get knocked down by market swings. Also, I want to be able to bring you investment ideas for research and advice.”

“What else?”

“I want to meet annually to review my plan. Oh yes, it’s important for my financial advisor and my accountant to communicate.”

“What else is important?”

“That’s about it.”

Neil showed Sam a list of what he said was important and asked him to number it in order of importance. The list read:

1.	Save enough to fund retirement and save for kids’ college education
2.	Build portfolio safely and steadily.
3.	Review my plan every year.
4.	Financial advisor and accountant communicate
5.	Bring in investment ideas for research.

Neil tried it out. “So if I could show you a financial plan that would fund your retirement, save for your kids’ education, safely and steadily build your portfolio with a scheduled annual review, and I kept your accountant in the loop on important matters, would you be interested in moving forward?”

“Yes,” Sam shouted in a burst of enthusiasm. “That was perfect. You used a conditional close on my top four needs. Bravo!”

Neil cautioned, “Calm down, Sam. Don’t overexert yourself.”

Sam ignored Neil’s caution and kept right on going. “Instead of *if*, you can also use words like *imagine* or *suppose*. These words suspend disbelief and lead the buyer to mentally ‘try on’ your suggestion. In doing so, the buyer lets go of any resistance. For example, you could say ‘*Imagine* we’ve put together a financial plan that would build your retirement portfolio safely and steadily, would that be of value to you?’”

## ASK, LISTEN, AND LINK

“This all makes sense and it sounds fairly easy,” said Neil.

“It *is* easy if you ask the right questions, listen, and link. Most

*Most salespeople are so busy presenting that they don't give their prospects the opportunity to tell them how to sell them.*

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your process, your products, or your service options. Tell them whatever you do or offer that fits their stated needs and a little about how it works.”

Sam continued, “You lead into this by saying something like, ‘Let’s talk about how we would work together,’ ‘Here’s what I’d like to do next,’ ‘Here’s how our program works,’ etc. This is where you make a proposal, do a presentation, or tell them how your program

Neil asked, “So what do I do next?”

“It depends on how they respond to your link question. If they respond positively, the next step is to lay out your solution to their needs. The solution may be

works with their needs. By doing this, you are linking their needs to your solution.”

Neil said, “I usually do a short presentation about how I work and the products I offer. Then we set up another appointment to gather information about their finances and goals and sign a service agreement.”

“Good,” said Sam. “The critical thing here is to offer solutions to the issues *they’ve* told you are important and to link your product, service, or idea to *their needs*.”

## THE RIGHT AMOUNT OF DETAIL

Neil added, “I never know how much detail to give people in these meetings.”

“I’m glad you brought that up,” Sam said. “Remember when I told you that some salespeople sell as if they’re selling to themselves? Many salespeople give too much or too little detail because they match their presentation to *their own* buying style, instead of tailoring it to the prospect’s style. As you describe your solution, you can gauge how much detail to go into. Some people want the headlines, some people want fine print, and some want a combination of both.

“Just use your sensory awareness to pay attention to your buyer’s signals. Notice how your communication ‘lands’ with them. Watch their eyes, watch their face, watch their body language. You can tell when someone’s drifting off. If someone needs more information, they’ll usually let you know by talking about the fine points or asking more detailed questions. Give them whatever level of detail they need to feel confident about your solution. Don’t go off on tangents about anything that doesn’t directly apply to their stated needs.”

“That helps, Sam. Now that I think about it, I’ve noticed some people twitch and I’ve seen their eyes glaze over during a detailed

presentation. Usually, I just keep on going because I think I have to complete my presentation. I've been on the receiving end of some very detailed and boring presentations, so I know how it feels."

"If someone appears to drift off," said Sam, "ask what has stood out for him so far. This helps reconnect him to your solution and gives you clues about what to talk about next."

## ANY MORE QUESTIONS?

Sam continued, "Also, when you're done with the presentation, ask if they have any questions you can answer. Once you've answered their questions, you may want to ask, 'You can see the value in this meeting your needs, can't you?'

"At the end of your presentation, you may want to ask, 'What stands out for you most in our discussion?' This kind of question helps you find out the most important selling points in their mind."

Sam noticed Neil had a puzzled expression. "What happens if they don't respond positively to my link question?"

"I'm glad you asked that," said Sam. "If they say *no* or they're not sure, one of two things has occurred. Either you haven't flushed up the real need, or they require more information. In either case, go back and ask questions while maintaining rapport. For example, you could ask, 'What's important to you in having this?' or 'What other questions or considerations do you have that I can answer or clarify?' Once you've given them the information they need or you've uncovered their needs, link again."

Sam stood up, "I'm getting tired. Let's stop for the day. The doctor said not to exert myself too much."

"Thanks, Sam. I'll practice linking this week. I'll see you the same time next week. You take care of yourself, okay? Is there anything I can do for you?"

"No, thanks. Just don't worry about me," Sam said soothingly.  
"I'm not going anywhere."

But for once, Sam was wrong.

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see the bonus offer page at the beginning of this book.*



## C h a p t e r   1 6

## Step 5: Close

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Neil worried about Sam. He was disturbed to see his mentor, who had been the picture of strength and vitality, weakened by a heart attack.

When Neil showed up for their next meeting, he was surprised to see Sam answer the door dressed in a sweat suit and running shoes. “Let’s go for a walk,” said Sam, “Doctor’s orders.”

Sam was still weak, but he was beginning to bounce back. They took a 15-minute walk around the neighborhood. Though his pace was slower than usual, Sam’s voice was strong, and his spirits were high.

“That heart attack may be the best thing that’s happened to me in a long time.”

Neil was stunned. “What do you mean, Sam?”

“It got me to thinking about a lot of things. You know, this life may be all we have. It’s important to live it to the fullest—smell the roses, and all that. I’ve been holed up in my house for two solid weeks. Plus, I haven’t taken a vacation in over two years. I need to get away and do some more rehab and thinking. Today will be our last meeting, at least for awhile.”

Neil was shocked. “Where are you going? For how long?”

“I’m going to Hawaii. I just rented a house on the beach for six months, although I may stay longer. We’ll see. I’m leaving tomorrow morning.”

Neil felt a hole in the pit of his stomach. Sam’s heart attack made him realize how much he cherished their time together.

“*Six months! Are you sure?* How will I get along without our meetings?” Neil said it like he meant he would miss the lessons, but deep down, he knew he would miss just being with Sam.”

“You’ll be fine,” said Sam. “You’ve come a long way. I’m committed to finishing what I started with you, so we’re going to cram in a lot today. After today’s lesson, you’ll have everything you need to take your sales career to the next level, and beyond.”

“That must mean we’re going to talk about closing,” said Neil.

“That, and more. Let’s get to it.”

They were done with their walk and were back at Sam’s house. They sat down at the dining room table. Neil recalled that this spot was where it all began a year ago. This is where he gave Sam his slick, one-way sales presentation. This is where Sam told him he was selling the wrong thing, then threw him out on his ear. How things had changed. Not only had he revised his whole approach to selling and turned his business around, but he’d also made a good friend.

Sam started off, “There’s been so much said and written about closing. It’s obviously an important part of selling, but I think one of the reasons it gets so much attention is that many people either don’t know *how* to do it, don’t know *when* to do it, or are *afraid* to do it.”

“I can relate,” said Neil. “Sometimes, especially when I’m talking to someone who has a lot of money to invest, I just don’t know when to close or what to say. It’s like I get tongue-tied, but I keep talking anyway. Sometimes, I just can’t bring myself to ask for the sale, outright.”



*"Sometimes, I just don't know when to close or what to say.  
It's like I get tongue-tied, but I keep talking anyway."*

Sam said, "Let me tell you a story. One of my friends in high school was a guy name Iggy Schwartz. Iggy had the hots for a girl named Mary, but he didn't actually know her. Iggy and a lot of other guys wanted to go out with Mary, but they were intimidated by her good looks. I guess today you'd call her 'a hottie.'

"I'll never forget how Iggy constructed an elaborate plot to meet and woo her. He arranged for another friend to casually introduce them by Mary's locker and make it look like a chance meeting. For the next few weeks, Iggy greeted Mary every time he saw her at school. The next part of his plan was to have their mutual friend sit with Mary at lunch one day and Iggy would casually join them.

Once he and Mary started talking, they had a lot in common, but Iggy still didn't have the nerve to ask her out.

"Over the next couple of weeks, they had several conversations. Iggy actually offered to help her with algebra and they worked together a couple times after school. Iggy wanted to invite Mary to the prom which was coming up the next month, but he hesitated and hesitated, thinking the timing wasn't right or that he needed to keep wooing her. Truth was, he was scared she'd say *no* and he'd feel rejected, and that would be the end of his chances to date her. Then one day a guy she barely knew her invited her to the prom, and she accepted."

Iggy never got around to asking her out. He just kept pitching and wooing, waiting for the right moment. He didn't recognize Mary's 'buying signals.' He never closed."

## **KNOW WHAT YOU'RE CLOSING**

Sam went on, "*Closing* is asking for a decision or commitment to go to the next step or phase. Before you close, you have to be clear on *exactly what you're closing*. It may be asking for the sale or order; it may be asking for the next meeting; it may be getting an agreement on a proposal."

*Before you close,  
you have to be clear  
on exactly what  
you're closing.*

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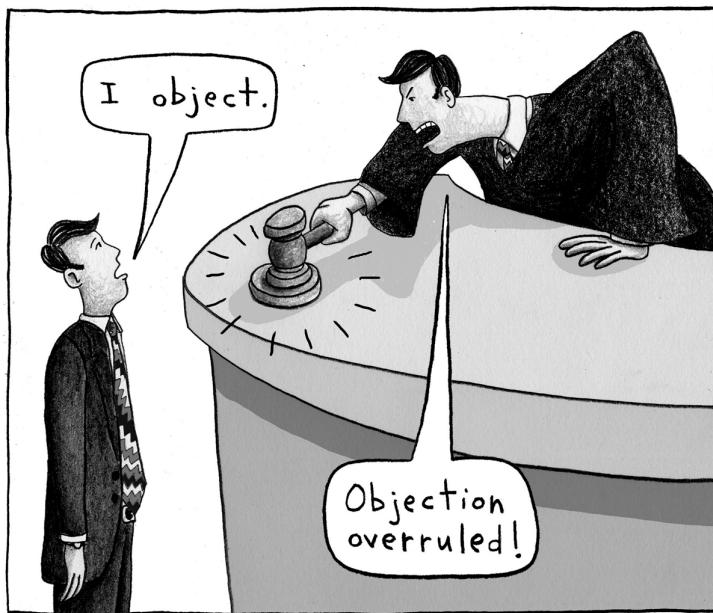
Sam continued, "I have a friend who's an industrial real estate broker. His deals can take months to consummate. Each step of the way he sets up specific outcomes, like selling the next meeting, selling the market analysis, and so on. He knows exactly what he's selling at each point, and he doesn't jump ahead in the process."

Sam said, "Salespeople who don't take into account when a sale requires a multi-step process and go straight for the 'big tamale'

often overwhelm their clients and themselves by putting too much at stake too soon.

"Then there are people like Iggy, who procrastinate on closing, killing the chances of a sale. By the time he was ready to ask Mary out, she saw him as 'just a friend.' Iggy's problem was that he was fuzzy about what he was selling. In his mind, he was selling Mary on just liking him enough to go out with him. That's an indistinct outcome. He could have just asked her out; she probably would have accepted. He didn't realize that the only thing standing between him and the date of his dreams was his own objection—*to himself*. Like a lot of business people, he didn't believe enough in what he was selling.

"Remember the saying, 'he who hesitates is lost?' The reason many salespeople hesitate to close is that they're afraid of getting a *no* or having to deal with objections. Before you can deal with your prospect's objections, you have to overcome any objections *you* have—to yourself, your product or service, or your ability to sell."



*"Before you can deal with your prospect's objections, you have to overcome any objections you have—to yourself."*

Neil replied, “Like the day you raked me across the coals for putting down the sales profession.”

“Exactly,” said Sam.

## WHEN TO CLOSE

Neil asked, “So how do I know when it’s time to close?”

“By this point in the sales process,” Sam replied, “you should have a good idea about someone’s level of interest. You can usually pick up on a prospect’s *buying signals*—you can ‘read it’ in their voice, words, or body language. If they ask you specific questions about your product or service, it’s a good indication that it may be time to move to the close. Some buyers may even begin to close themselves.”

Neil asked, “What if someone is poker-faced and doesn’t give off buying signals?”

“A poker-face may indicate resistance. Resistance in sales is usually due to a lack of rapport. Make sure you’re matching and mirroring—in other words, go back to creating rapport.

“One of the important things about the process I’m teaching you is that you know what stage you’re at any point along the way. So far, you’ve prepared, created rapport, asked questions, and linked the value of your services to the buyer’s needs. Once you’ve done all that, the next step is closing.”

## THE INITIAL CLOSING QUESTION

Neil asked, “So how do you suggest I close?”

Sam responded, “Once you’ve gone through the steps we’ve talked about so far, you can ask what I call the *initial closing question*: ‘What other questions can I answer for you to decide now

to...’ This is where you fill in the next step, whether it’s to actually buy the product, agree to the next meeting, etc. For example, you could say, ‘What other questions can I answer for you to decide now to meet again to go over your financial information?’

“Notice I used the words, *decide now*. These words subconsciously move your prospect to make a decision then and there. In almost all cases, you want to close them on the next step at that meeting. Otherwise, there’s a good chance you’ll lose them.”

## THE BIG BLOWOFF: “I’LL THINK ABOUT IT AND GET BACK TO YOU”

“I know exactly what you mean,” said Neil. “A lot of people say they want to think about it or talk to their partner or spouse. I understand that they’d want to think it over, but it’s frustrating and they usually don’t call back. What do I do when they want to take time to think about it?”

“You’ve raised two separate issues,” Sam said. “First, remember that I said that whenever possible, you want to meet with *all* the decision makers. If someone wants to talk to their partner or spouse, you change your closing strategy to accommodate the absent decision maker. You’d say something like, ‘Absolutely. I think it’s important that your spouse be included in the decision. I want you both to feel confident about our moving forward together. Let’s set up the next meeting with the three of us.’”

“It’s so obvious,” said Neil. “I can’t believe I’ve never handled it that way.”

Sam continued, “If someone says they need some time to think your offer over, offer to help them think about it on the spot. You could say something like, ‘Obviously, it’s an important decision and

I can appreciate that you'd want to think about it. I'd like to support you in thinking it through. What considerations come to mind?"

"That's a great response," Neil said. "Usually when someone says they need to think it over, I see it as the kiss of death."

Sam replied, "That's because you thought you'd run out of options. Now you have one: help them think it over."

## OBJECTIONS ARE VALUABLE CLUES

Sam went on, "At this point, you may start to uncover objections. Some salespeople try to avoid objections, which may be why

they avoid closing. I think of objections as valuable clues. The important thing is to listen carefully to objections and have strategies for handling them.

*Master salespeople welcome objections; they want to get the nos out of the way so they can get to yes.*

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"Master salespeople *welcome* objections; they want to get the *nos* out of the way so they can get to *yes*. If you think of an objection as a *no* or a deal-breaker, you'll lose out to the salespeople who

know how to deal with them. Salespeople who get flustered, angry, or defensive over objections are *amateurs*."

Neil felt a sting—according to what Sam just said, he was an amateur.

"Not flushing up objections is like walking into a dark cluttered room without a light," said Sam. "You don't know what's there or how to get from one end of the room to the other without tripping on something. Flushing up objections is like shining a light on the objects in your way so you can find a path across the room."

“The point is to look at objections, not as deal-killers, but as opportunities to move skillfully toward a positive outcome. My motto is ‘Always get a *yes* or an objection, then handle the objections until you get to *yes*.’”

Neil asked, “Do you have any special tricks for handling objections?”

Sam said, “First, let’s talk about the different kinds of objections. What are some of the objections you get in your business?”

Neil answered, “Oh, I get tons of different excuses: ‘*The timing’s not right*,’ ‘*My money’s tied up*,’ ‘*I’ll think about it*,’ ‘*I want to talk to some other advisors before I decide*.’ I’ve heard them all.”

*Look at objections,  
not as deal-killers,*

*but as opportunities  
to move skillfully  
toward a positive  
outcome.*

## THE FOUR OBJECTIONS

Sam paused. “I’ve got some news that may surprise you. There are only four basic objections:

**Money issues**

**Time issues**

**I don’t believe you**

**It may work for *others*, but it won’t work for *me*.**

“Any other objection is either a variation of one of these four, or a combination of them. The great news is that you can have strategies for each of these objections. There are only *four!*”

Neil shook his head. “Are you kidding me, Sam—only four objections? I’ve heard a lot more than that.”

“There’s one of the four objections now: ‘I don’t believe you,’” Sam chuckled.

Neil responded, “Okay, here’s one I’ve gotten a few times: ‘You’re too young; I want a more seasoned advisor.’ How is that one of the four?”

“It’s a variation of ‘I don’t believe you,’” said Sam. “In other words, ‘I don’t believe you’re qualified to do the job I’d want.’”

Neil asked, “How about ‘My money’s tied up in other accounts?’”

“On the surface, it sounds like a money issue. Or it might be a smokescreen.”

Neil asked, “What’s a smokescreen?”

“It’s when someone gives you an excuse or a fake objection to cover up the real one.”

Neil asked, “Why would someone do that?”

Sam responded, “He may not want to do business with you; he may not want to reveal something about himself or his situation. It could be a lot of things. So he gives a fake objection to get rid of you easily, without hurting your feelings or prolonging the conversation.”

Neil asked, “So how do I know if an objection is a smokescreen, and what do I do if it is?”

“You could ask, ‘So the only thing that’s preventing you from moving forward is...?’ Then you summarize their objection. If they say *yes*, you probably have the real objection. If they say *no*, you know it’s a smokescreen and there’s another objection. In either case, just ask more questions to find out what the unstated objection is. For example, you could ask, ‘What else might be preventing you from making a decision that ...,’ then reiterate their emotional needs.”

Neil asked, “So once I have the real objection, how do I deal with it?”

Sam continued, “Once you have the real objection, find a way to resolve it and do a conditional close. For example, ‘If I could show you a way to solve that issue, then it would be okay to move forward, wouldn’t it?’”

“How do I solve their issues?” Neil asked.

Sam responded, “You’re going to have to figure that out for each situation. But there are a couple of general things you can do. First, ask questions to find out their specific concern. For instance, suppose someone says, ‘Now just isn’t the right time for me.’ What would you say?”

Neil thought for a moment, then replied, “I suppose I’d ask, ‘How come it’s not the right time?’”

“Good. You could also ask, ‘What would let you know it’s the right time?’ Anyway, you keep asking questions until you determine their specific concerns.”

Neil said, “Some people have ridiculous objections. I remember this one guy didn’t want to buy life insurance because he thought it would be sending a message to his kids that they didn’t need to take care of themselves. I felt like saying, ‘You freakin’ idiot. If you care about them, buy insurance—it’s a no-brainer!’”

## ACKNOWLEDGE THE OBJECTION

Sam answered, “That brings up an important point: *Never make the other person wrong*. Once you know the objection, *acknowledge it*. A big part of selling the feeling is having the person feel heard. One of the best ways to do this is to use the word, *appreciate* or *respect*. For example, you could say, ‘I appreciate your concern,’ or ‘I appreciate your thinking,’ or ‘I respect your position.’ Don’t say ‘I understand.’ Some people find the word *understand* patronizing.”

## NO BUTS

“Oh, and one more thing,” said Sam. “No *buts*. Don’t say ‘I appreciate your concern, but ...’ The word *but* emotionally negates the person’s objection. You don’t want to negate it—that’s like writing the person’s concerns off. You want to acknowledge the objection, then create the possibility for helping them get what they want. Instead of *but*, use *and*. For example, ‘I appreciate your concern, *and* I have a solution that might work for you.’ *And* is a great way to bridge someone’s position or perspective with your solution.”

Neil asked, “So what do I do after I acknowledge their concern?”

“Once you’ve acknowledged the objection, you can then deal with it, not by refuting it, but by offering a possibility that works around or eliminates it. For example, if someone thinks the timing isn’t right because he owes a lot of money, you could say, ‘If I could show you how to create a financial plan that not only lets you pay off your debt but at the same time allows you to invest for your future, would that satisfy your concerns?’”

“That sounds like a conditional close,” said Neil.

“It is,” said Sam. “In this case, it creates a possibility that moves beyond the limitations of the buyer’s time and money objections.”

Sam continued, “If someone’s objection is *I don’t have enough time*, you could show them a way they could have the time, or that it would take less time than they think. The conditional close might be, ‘If I showed you a way you could have the time, is this something you’d be interested in?’”

Neil asked, “What about when people say they don’t have the money right now?”

“If the objection is *not enough money*, you could do a conditional close that offers to show how they could find the money or finance the purchase.”

Sam added, “Here’s something else to keep in mind. If the objection is time or money, your prospect may not have realized the value of your offer. You may not have adequately linked the value of your proposition to their needs. Go back and link using a conditional close like we talked about before.”

Neil asked, “What about the other objections?”

“If the objection is *it won’t work for me*, find out *why* they think it won’t work or what they’re unsure of. For example, the prospect might say ‘I tried this before and it didn’t work.’ You could say, ‘If I could show you a way it would work this time, would you be ready to move to the next step now?’ Or, ‘The only way you’ll know if it will work is ...’ Or, ‘How would you know if it *would* work for you?’”

Neil asked, “What about if the objection comes down to *I don’t believe you?*”

Sam said, “That could be several things. It may be that you didn’t create enough rapport. It might be that you didn’t establish the value of your service or adequately link. Maybe there’s some information missing or they didn’t fully understand your offer. Whatever it may be, continue matching and mirroring and ask questions to find out what’s missing.”

Neil said, “I’ve heard prospects ask, ‘How do I know that what you’re telling me is true and you can deliver on your promise?’”

Sam answered, “Once again, that’s *I don’t believe you*. Show them how what you’re offering has worked for others and will work for them. You may want to say, ‘That’s what Joe Blow said before he signed up, and here’s what we did for him.’ Give them a reference to call. Better still, offer to let them talk to one of your references, right then and there. You do have clients who’ve agreed to serve as references, don’t you?”

Neil blushed. “I’ll get on that right away, Sam.” He made a note to call a couple of his best clients.

Sam continued, “Once you’ve got the real objection, you’re in the home stretch.”

“I’ve got it!” said Neil. “When I get the real objection, I handle it, then re-link using a conditional close. Then I ask for the business, right?”

## THE FINAL CLOSE

“Right,” said Sam. “Once you’ve handled any objections, your prospect may even close himself. If he doesn’t, it’s time for you to do the final close. Remember *what* you’re closing: the next meeting, a detailed analysis, or the sale itself.”

Neil said, “Sam, there are so many different closing questions and techniques. I’ve read about the puppy dog close, the sharp angle close, the Ben Franklin close. These techniques are so ‘old-school.’”\*

Sam responded, “They may seem ‘old-school’ to you, but people have used them successfully for years. They’re classic, they work, and we owe a great debt to the people that created them and carried them on.”

Neil asked, “So how do I know which closing technique to use?”

“It depends on the situation,” said Sam. “If you have a prospect who’s ready to work with you, just ask for the sale. Remember Iggy Schwartz? He should have just asked Mary to the prom.”

Sam added, “Otherwise, you can use one of the classic closing techniques you just talked about, as appropriate.”\*

“Incidentally, another great technique is to use a closing question or statement that feeds back three or four of their most important emotional needs. For example, you could have said to the

\* To receive a summary of the classic closing techniques, see the bonus offer page at the beginning of this book.

doctor, ‘Let’s go ahead and finalize the agreement to create the financial plan that lets you maintain your current lifestyle through retirement, put your grandchildren through college, and gift your kids every year.’”

## OVERSELLING

Sam continued, “Salespeople have to be good talkers, but a lot of them don’t know when to stop. There are very few ironclad rules in selling, but here’s one: Once you ask a closing question or make a closing statement, SHUT UP! Don’t say anything until the prospect responds.”

Neil said, “I’ve heard that rule before. Why is that?”

“When you ask someone a closing question, you’re asking for their business. A lot of salespeople are fearful of this ‘moment of truth.’ They think, ‘What if the prospect says *no*?’ Instead of asking a closing question and letting the person respond, they keep on talking. They *oversell*.

“Let’s look at it from the buyer’s perspective. She may be thinking, ‘This sounds pretty good. I think I want to do business with this person.’ But, the salesperson keeps on talking. In the face of this overselling, the buyer picks up on the salesperson’s insecurity and begins to have second thoughts: *Why’s he pushing so hard? What’s he trying to cover up? Maybe I shouldn’t buy after all.*

“I’ve seen a lot of salespeople ‘buy it back’ as a result of talking too much. In other words, the prospect was ready to buy, but because the salesperson kept talking, he blew the deal. Figuratively speaking, the salesperson ‘bought the product back’ from the prospect. The moral is: Know when to close, ask a closing question, shut up, and wait for an answer.”

“Enough said, Sam. I get it!”

## POST-CLOSING LOGISTICS

Sam said, “Once you’ve closed and your offer has been accepted, *Know when to close, ask a closing question, shut up, and wait for an answer.* —————— you lay out the logistics of the sale or the next step. This includes how the client will pay, when to expect the next meeting or delivery—anything he or she needs to know about what happens next. Don’t forget to ask if they have any questions. By the way Neil, before we wrap up, do you have any questions?”

“Not now, Sam. I’m actually exhausted from thinking about all this.”

## MAKE A LIST OF OBJECTIONS

“Okay,” Sam said, “I have some homework that will support you in handling objections. Write down every objection you’ve ever heard, then write which of the four basic objections it could be, and how you’d respond. Spend some time thinking about this exercise and study your responses. If you spend a couple hours doing this, it will pay off in spades.” Sam paused, then added with a grin, “I think every salesperson that *isn’t* serious about making more money *shouldn’t* do this.”

Neil looked puzzled, then smiled once he understood what Sam meant. “I’ve taken lots of notes. I’ll definitely write up the objections and how to handle them when I get home. Are we done—is that the whole sales process?”

Sam responded. “Actually, there *is* one more thing.”

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*To receive your free quick reference summary of the six steps, see the bonus offer page at the beginning of this book.*

## C h a p t e r   1 7

## Step 6: Reassure

Sam had one more lesson to impart before he left for Hawaii. He asked Neil, “Ever heard of buyer’s remorse?” “Oh yeah. I’ve had a few clients who decided to buy insurance from me and before the final signing, they backed out.”

“How come?” asked Sam.

Neil answered, “They said they had second thoughts and wanted to investigate other options. They weren’t sure they were getting the best policy or the best price. Boy did that piss me off.”

Sam leaned forward and rested his chin on his hand. “I’ll bet you didn’t have them reassure themselves about the purchase once they accepted the offer.”

Instinctively, Neil leaned forward, matching Sam. “What do you mean?”

“Once they’ve bought something, most people need to reassure themselves about the purchase. Otherwise, they may feel incomplete or unsure. Master salespeople understand this and make sure their buyers have the reassurance they need once they accept the offer.”

Sam continued, “Sometimes, your clients will automatically reassure themselves. They might say something to themselves like, *That was a smart choice. I’m glad I did that.* Sometimes they’ll tell

someone else about their decision and get reassurance from them, like when your girlfriend or wife comes home with a new outfit and asks you what you think.”

“How do I know if someone needs reassurance?” Neil asked.

“You can usually tell when someone has the necessary reassurance. They may act excited or say they feel good about the decision. Without reassurance, some people will second-guess themselves or their decision. They may backtrack or change their mind, which is, as you know, a major pain for any business person. This may occur after you’re gone.

“The key is to have your buyers reassure themselves in your presence. It’s called *running their reassurance strategy*. A person’s reassurance strategy is what they do to feel good about their decision.”

Neil asked, “So what do I do—tell them they made a great decision and that they’re going to be happy with my program?”

“No,” said Sam, “it’s not about *you* reassuring them. You want your buyers to run *their own* reassurance strategy.”

“How do I do that?”

“Once they’ve made the buying decision, you congratulate them. Then you ask a question that prompts them to articulate their reassurance. Several questions would work, depending on the buyer and the situation. For example, after someone has made a decision, you could say, ‘I want to congratulate you on deciding to move forward. What are a couple things that stand out for you in the decision you made today?’

“Or, you might ask, ‘How does it feel knowing you’ve made a decision that will give you...?’ Then restate the top two or three emotional needs they told you earlier.

“Another good reassurance question is, ‘What impact will this decision have on your business, your life, your family?’—whatever context is appropriate in their case.

“Or, you could ask, ‘How do you feel about your new...?’ Then name the product or service. By answering your question, the buyer reassures himself, according to his own experience and in his own words.”

Sam continued, “The most important thing is that you ask a reassurance question so that the buyer reassures himself after the buying decision and while he’s still in your presence. It’s like putting the final stamp of approval on the decision.”

Neil asked, “So what do I do once they answer?”

“Nothing,” said Sam. “Just let them talk. You don’t need to respond. By answering you, they’re running their own reassurance strategy.”

“Makes perfect sense,” said Neil.

“Another way of getting someone to run their reassurance strategy is to do something called *future pacing*,” said Sam. “It’s having someone imagine what your product or service will do for them in the future—like trying it on. You point to how they’ll feel in the future by restating the emotional needs they’ve already told you. Make sure you use the words they gave you. For example, you could say, ‘Imagine in the months and years to come, the sense of security you’ll feel knowing you’ve provided for your family’s welfare and your children’s education.’”

Neil said, “That sounds great. I could even use future pacing when I’m linking, couldn’t I?”

Sam replied, “Yes, now you’re connecting the dots of how to sell the feeling.”

Neil smiled, “I learned from the best.”

Sam beamed and said, “By having your buyers run their reassurance strategy, you’ll cut down on withdrawn business and returns. It will leave them feeling good, not only about what they bought, but also about the experience of working with you. It will also increase your chances of getting referrals—that is, if you know how to sell the feeling when asking for referrals.”

“Wow,” exclaimed Neil, “that sounds intriguing! How do I use sell-the-feeling techniques to ask for referrals?”

Sam looked at his watch. It was 10:30 PM. “I’ve got to wrap this up. I don’t have time to teach you now. I promise I will sometime in the future. I need to finish packing. Will you give me a ride to the airport tomorrow morning at 8:30?”

“Sure.” Neil couldn’t believe it was over, just like that. He met this incredible guy who taught him a different way of selling—one that worked much better than anything else he’d ever tried. Sam had helped pull Neil out of his slump and had become a mentor and a friend. Now he was leaving for who-knows-how-long. Neil tried to express his gratitude. “Gosh, Sam, I don’t know how to begin to thank you for all you’ve taught me. You’ve been a great inspiration ...”

Uncomfortable being on the receiving end of such praise, Sam interrupted, “My pleasure. See you tomorrow morning. Oh, I almost forgot.” Sam walked to his desk and came back with the \$25,000 promissory note he and Neil signed when they agreed to work together.

“Congratulations on finishing the training,” he said, tearing up the note.

Neil had a thousand questions to ask about Sam, but he had agreed not to. He was dying to know about Sam’s history and where he learned about selling the feeling.

Though Sam was not one to wear his heart on his sleeve, inside he felt a mixture of pride, satisfaction, and accomplishment. He knew that not only had he helped Neil, but Neil had helped *him* in ways he had yet to reveal.

Sam felt a sudden twinge of sadness as he realized this period of mentoring and learning was ending. Sam would miss Neil and their meetings. But as soon as he felt sad, he stopped himself. As he closed the door behind Neil, he thought, *Good kid. He really came around. He's got a bright future ahead of him—I can just feel it.*

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*To receive your free quick reference summary of the six steps,  
see the bonus offer page at the beginning of this book.*



## C h a p t e r   1 8

# Sell **YOURSELF** **the Feeling**

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Neil picked Sam up the next morning. As they drove to the airport, Sam felt compelled to summarize what he had taught Neil. “Remember: people buy based on feelings. That’s the main thing. Find out what feelings motivate them to buy. Create those feelings. Be sure to create trust, confidence, and a feeling of being taken care of, so they’ll want to do business with *you*, again and again. Do the six steps: prepare, create rapport, ask questions, link their need to what you’re selling, then close and run their reassurance strategy. Just do this and you’ll do fine, maybe better than fine. I’m *sure* of it.”

“Thanks, Sam.” Neil was about to launch into waves of gratitude, but before he could, Sam interjected, “But doing fine, for what purpose?”

“What do you mean?” asked Neil.

“I mean what’s your purpose for working so hard to build your business and improve your sales? What’s your motivation?”

Neil rattled off a list of material things he wanted. He also talked about his desire to be successful and be perceived as a success by others.

Sam said, “That’s okay for awhile, but success for the sake of success gets old. What’s driving you? What do you want from this?”

“Money, a nice home, to get married someday—the usual stuff. Is that what you’re talking about?”

## THE BIG WHY

Sam began, “Most people don’t think about the purpose that motivates them—*why* they’re doing what they’re doing. I call it the *Big Why*.

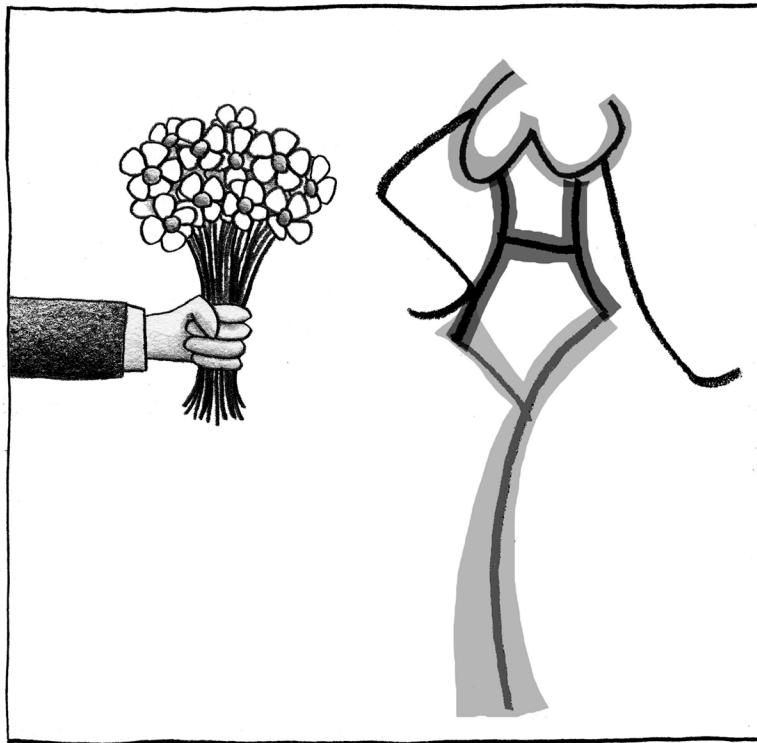
*Once you know and commit to your ultimate purpose in the work you do, your life will magically come together in ways you couldn’t have imagined. You’ll attract the people, situations, and opportunities that will allow you to become more successful in more ways.*

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“Many people do things by accident or circumstance—they rarely do things *on purpose*. Once you know and commit to your ultimate purpose in the work you do, your life will magically come together in ways you couldn’t have imagined. You’ll attract the people, situations, and opportunities that will allow you to become more successful in more ways.”

“You could have had any old job,” said Sam, “but you chose to create a business around sales, which requires discipline, people-savvy, a business mind, a desire to win, and tremendous effort. You could have remained an average salesperson, but you chose to work on it and improve

yourself. And, you sought *me* out—after I practically threw you out on your butt! Why are you doing this? What's your Big Why?"



*Your Big Why*

"I can think of a lot of things, but I'm not sure about my Big Why. What are you driving at, Sam?"

Sam responded, "No, that's the wrong question. What's driving *you*?"

"I'm not sure, Sam. Can you give me some examples?"

"Sure. Some people work to survive or feel secure, some are motivated by money or what they think it will bring them, some work because they feel they have to, some want to help others grow or get what they want, some want to prove themselves to others or be number one, some want to satisfy their egos or compensate for a

feeling of deficiency, some want to be good providers, some want to be valued, some want to do something constructive or creative, some want to leave a legacy, and some have never thought about it.

“Neil, what’s your purpose in being great at what you do? What excites you about the possibility? Just think about it.”

“I think I know, Sam. I want to live my life to the fullest and create financial freedom.”

Sam asked, “So that...?”

Neil thought for a moment and responded, “So that I have enough time, money, and energy to contribute to myself, my loved ones, and my community.” Neil surprised himself with his own answer. “Did I say that? I’ve never thought of my future that way. It feels right.”

“Excellent. Now, imagine what it feels like to be living your life to the fullest—to be contributing to yourself, your loved ones, and your community. And as you think of it, step into it. How do you feel?”

After a few moments of imagining, Neil said, “It’s magnificent. I feel excited.” He was grinning from ear to ear.

“I can see that,” said Sam. “Isn’t it great to know that you can have those feelings at will, independent of the ups and downs of your business or your daily circumstances? What would it do for you if you were to regularly focus on your purpose and how it feels to be living it?”

“I’d feel great. I wouldn’t get discouraged as much. I’d probably take more risks and sell my butt off.”

Sam laughed, “Then you’d have to do all your deals standing up.

“Seriously, Neil, feelings are the key to lots of things. They create and regulate energy. You’ve learned to create feelings in your prospects that motivate them to buy from you. Motivation is a kind of energy. The *ultimate power* is creating feelings in yourself to master your own

energy. If you were to consistently tap into the energy of your ultimate purpose, do you think you'd attract more of the kind of opportunities you want?"

"Absolutely," said Neil, practically salivating at the possibility. "How do I do that?"

"You sell the feeling *to yourself*!"

Neil was excited. "Tell me how!"

"That will have to wait until later."

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*The ultimate power  
is creating feelings in  
yourself to master  
your own energy.*

*Oh great—another teaser,* Neil thought. *Show me the mountain top, then leave me at the bottom without a map. Sam sure knows how to leave his audience wanting more.* By now, they had arrived at the passenger drop-off zone.

"You've come a long way, Neil," said Sam. "You're a different breed of salesperson than you were when you first showed up at my door. I'm proud of you, and you should be too. You've got the desire and the talent, but so do a lot of salespeople. The thing that separates you from the pack is your willingness to learn, change, and do the work. Never lose that. One last thing about all you've learned: use it or lose it!" Sam squeezed Neil's shoulder. As he got out of the car, he said, "Aloha, and good luck!"

"Bye, Sam. Thanks for *everything*."

Once Sam and his bags were on the curb, he gave Neil a huge grin and waved good-bye. As he walked through the door into the terminal, he thought, *Mentoring's good work—satisfies the soul. Everyone ought to have one, and be one, at some time.*



## C h a p t e r   1 9

## Use It or Lose It

**U***se it or lose it!* Sam's parting words echoed in Neil's head. He realized that without Sam around, he'd probably forget to apply what he'd learned, just like he did with all the other sales seminars, books, and CDs he'd been exposed to. Sam had given selflessly. To let it slide would be a colossal waste for Neil and an insult to Sam.

Neil was determined to stick with the process. To remind himself, he made three small *sell the feeling* signs: one for his desk, one for his car, and one for the inside of the notebook he used during sales calls. He even created a *sell the feeling* message for his screen-saver. Over the next several months, he continued selling the feeling and his sales exploded.

Every year, Neil's family had a big Thanksgiving celebration. All the uncles, aunts, and cousins ate, watched football, then ate some more. At this year's dinner, Neil sat next to his cousin Elaine, the CPA. When Elaine asked about business, Neil told her about selling the feeling and all the progress he'd made this year. He also said, "If you know anyone who might benefit from my services, please let me know."

Elaine called the next week. "Hi Neil. I've been thinking about our conversation. I have some clients who just inherited a small fortune. Before I saw you last week, I recommended a couple of senior

financial advisors for them to talk to. I was impressed with what you told me about your business and you seem a lot more energetic and confident than I've ever seen you. I decided I'd tell my clients to check you out as well. They're young, and I think they'll like your energy and enthusiasm. Their names are Sylvia and Martin Goodwin. I just got off the phone with them and told them to expect your call."

Neil said, "Thanks so much, Elaine. Just out of curiosity, who were the other advisors you recommended?"

"Annette Wilson and Brad Shawneky. Good luck."

Neil felt an attack of killer butterflies in his stomach. This might be the biggest case he'd ever had a crack at. The two advisors Elaine mentioned were well known for catering to influential and high-net-worth clients. Neil thought, *Oh great Elaine, throw a welterweight into the ring against the heavyweight champions.* He suddenly felt small and discouraged.

Then he remembered something Sam said, 'Success in sales is 25% mastering your prospects' psychology, and 75% mastering your own.' Sure, he would be up against stiff competition. He was not nearly as seasoned or reputable as the other advisors, but he was sure he could do just as good a job at managing the investments. But how could he compete for the business? Sam's words came back to him, 'When choosing whom to do business with, people decide based on feelings.' His only chance at landing the account was to *sell the feeling*, and do it better than anyone else.

## STEP 1: PREPARE

Remembering the first step of sell the feeling, *prepare*, Neil called Elaine and asked her to tell him all she could about the Goodwins. Neil asked lots of questions and took copious notes. It turned out Sylvia's father, who recently died, owned a patent on the theft control

technology used to prevent shoplifting. He sold his company a couple years ago for \$150 million and left most of it to Sylvia. Neil had never dealt with a case even close to that size. He felt intimidated for a moment. Then he remembered he could control his own state, and quickly recalled the feelings of confidence and relaxation.

Neil called the Goodwins later that day. He spoke to Martin and asked if there was a convenient time he could meet him and his wife at home. He figured they were joint decision makers, so he wanted to meet at their home, rather than the office, to ensure that he'd get in front of them both.

Before the meeting, Neil did his homework. In addition to what he learned from Elaine, he looked up Sylvia's father's company on the Web. He knew Martin was a partner in a local law firm, so he looked it up, as well. Elaine had told him that Sylvia was president of a charitable foundation, so he researched that too.

The day of the meeting with the Goodwins, he prepped himself. He knew exactly what to sell: a second meeting where he would propose some strategies for how he'd manage their money. Neil's objective for today's meeting was clear: find out about the Goodwins' needs and sell the next meeting.

Parked outside their house, he recalled the feelings of confidence and relaxation, focused on his outcomes for the meeting, and visualized them happening. Then he focused on the feelings he wanted to create with the Goodwins: trust, confidence, and a feeling of being taken care of. As he walked up the sidewalk, he felt confident, relaxed, and ready.

## STEP 2: CREATE RAPPORT

Martin greeted Neil at the door and showed him into the living room where Sylvia was waiting. Neil complimented them on their

house. While exchanging pleasantries, Neil immediately began matching and mirroring both Martin's and Sylvia's body language and key phrases.

He scanned the environment, looking for clues to create commonality. He saw they had a large salt water aquarium stocked with tropical fish. Neil was once an avid scuba diver, so he talked to the Goodwins about their fish. For the next few minutes their conversation segued into other subjects, including scuba diving, sailing, and tropical vacation spots. All the while, Neil continued to match and mirror, further establishing rapport with them.

### **STEP 3: ASK QUESTIONS**

Neil continued with rapport questions. He asked Martin about his law practice and Sylvia about her charitable activities. Because of his research, he was able to ask intelligent questions and make informed comments. After awhile, Neil noticed that as he changed his posture, Sylvia and Martin began to move with him. This told him that he had gone from pacing to leading, in creating rapport.

Neil began asking information questions about their financial situation and planning needs, while continuing to match and mirror them.

He then moved to emotional needs questions. "What's important to you in financial planning for the future?"

Sylvia said that her father had worked very hard to amass his fortune and she and Martin wanted to earn enough passive income off it to retire early, live comfortably, and travel the world. They wanted to preserve as much of the capital as possible, and leave it to their three children.

Neil wrote down *passive income, retire early, live comfortably, travel the world, preserve capital to leave to children.*

Neil asked what else was important. Martin said they wanted a plan that provided ‘protection and safety for the future.’

Neil wrote *a plan that provides protection and safety for the future.*

Neil asked, “Is there anything else?”

Sylvia looked at Martin before replying, “I think that’s about it.”

“Alright,” said Neil, showing them what he had written down. “I know all of these are important to you, but which stands out as being the most important—your top priority?”

Sylvia answered, “Taking care of the kids is the most important thing, so I’d say preserving capital. Don’t you think so, Honey?” Martin nodded in agreement.

“What’s the next most important thing?”

Martin answered, “Having enough passive income to retire early.”

“And what’s the next most important?”

Sylvia and Martin talked for a moment, and Martin answered, “A plan that provides protection and safety for the future.”

Neil numbered the list:

1.	capital preservation for kids
2.	passive income for early retirement
3.	a plan that provides protection and safety for the future

## FIRST CHOICE

Next, Neil asked if they had worked with any financial advisors in the past. Sylvia said they were working with someone now, but they weren't satisfied. That's why they were interviewing others. Neil asked why they weren't satisfied. Sylvia said their current advisor was a poor communicator. He didn't return their calls promptly and didn't explain his investment strategies in terms they could understand.

Then Neil asked, "What are you looking for in a financial advisor who would be your first choice?" As he said 'first choice,' he gestured toward himself with his fingertips, suggesting that he was the one.



*"What are you looking for in a financial advisor  
who would be your first choice?"*

Martin answered first. “We’d like to work with someone who could provide us with a financial roadmap for the second half of our lives and that we could trust to invest our money safely and keep us in the loop.”

Sylvia added, “We want someone we can trust and who can clearly explain different options so we can all partner in our investment decisions.”

Neil responded, “I appreciate what you’re saying. My commitment to you is to approach our working together as a partnership where *trust* is key. I’ll invest your money safely, keep you in the loop at all times, and explain our options in terms you can understand. By the way, I always return calls the same day.”

The Goodwins both smiled, and Sylvia said, “Sounds good.”

## STEP 4: LINK

It was time to link their needs to his services. Neil looked at his notes to remind himself of their top needs. He decided to use the future-pacing technique Sam had taught him. He put down his notebook and began.

“Imagine for a moment that we’ve created an investment plan that preserves capital for your children, creates enough passive income for you to retire early and travel, and keeps your money safe and protected. How do you feel knowing you have such a plan in place?”

Martin and Sylvia looked at each other and smiled and both said, “Great!” Sylvia added, “I think we’d feel secure enough to live life on our own terms and do what we want.”

Neil had been with the Goodwins for 45 minutes and had yet to discuss his program. He’d created rapport, uncovered their needs, and found out what was important to them in a first-choice advisor. He’d asked the link question and they had responded positively.

All that was left was to give them an overview of how he'd serve their needs, how his process worked, and close them on the next meeting. He spent the next 10 minutes talking about his services within the context of their needs.

## STEP 5: CLOSE

When he was done, he said, “I’ve enjoyed meeting with you tonight. I’d like to meet with you again to go over your financial information and discuss how we’ll partner in creating a financial roadmap for preserving capital and creating passive income so that you can live comfortably on your own terms.” Neil went for the alternate-choice close.\* “Let’s go ahead and meet next week. Would you prefer to meet at your home or my office?”

Silence. Neil knew that once he asked his closing question, he needed to shut up and wait for a response. A few moments later, Sylvia answered, “We’d like to think it over and get back to you.”

Neil was caught off guard. He had been sure they would want to meet with him. *Oh crap*, he thought, *if I walk out of here without another meeting, I’ll never hear from them again*. Then, he remembered what Sam said, ‘If a prospect says something that throws you off, don’t go into a negative state or second-guess yourself; just ask yourself what needs to happen next.’

Neil wondered what could possibly prevent them from wanting another meeting. He knew that *thinking it over* wasn’t an objection, but it could be covering up one. He remembered the four basic objections: *money, time, I don’t believe you, and it may work for others, but it won’t work for me*. Which one could it be? They had money and they certainly had time. They weren’t keen on their current advisor, but they knew they needed help and surely they didn’t think financial planning wouldn’t work for them.

\* To receive a summary of the classic closing techniques, see the bonus offer page at the beginning of this book.

The only objection left was that they didn't quite believe him. But what was there *not* to believe? He hadn't even discussed how he would handle their money. Maybe they didn't yet believe he was the right person for the job. He remembered what Sam said to do when someone said he'd like to think it over: offer to help them think it out, right then and there.

Neil regained his internal composure and said, "Of course you'd like to think it over. This is a very important decision. I'd like to support you in this process. What considerations do you have? Please feel free to tell me anything that's on your mind."

"Well," Sylvia said with some hesitation, "We're planning to meet with some other advisors. They've been in the business quite a while and are accustomed to handling large accounts. They come highly recommended. Elaine spoke very highly of you, but she said you haven't had as much experience at handling large accounts as the others. We certainly haven't ruled you out. We just need time to meet with the other advisors and think about which one will be the best fit for us."

Neil thought, *Thanks Elaine, throw me in the tank with the big fish, then tell 'em I'm a minnow.* Neil was right. The objection was they didn't believe him—yet. They weren't sure he was qualified to manage their money. He knew that if he left their house without an agreement to meet again, he'd probably lose out to one of the more senior advisors. He was determined to get that second meeting. Neil quickly got over his irritation with Elaine and asked himself, *What needs to happen next? Oh yeah, acknowledge them.*

"First of all, thanks for your candor," said Neil looking into their eyes. "I appreciate that you want to find an advisor that's the right fit for your needs. I encourage you to meet with as many advisors as you need to in order to be confident with your choice." Once again,

he gestured toward himself unobtrusively, sending out an unconscious suggestion that he was the one to choose.

Neil was about to add a *but* statement, then he remembered that Sam said the word *but* negates the prospect's concerns; he decided to use the word *and* instead of *but*.

*"And I also encourage you to meet with me again to discuss the strategies I'll put together for you. Then you can compare them with the other advisors' plans so you'll feel informed and confident in making your final decision."*

Sylvia and Martin looked at each other. "Okay," said Sylvia, "Let's meet again."

"Great," said Neil. "How about next Friday, 10 o'clock at my office?" The Goodwins agreed.

Neil left their house feeling great. He had achieved everything he wanted. He was proud of the way he unearthed and handled their objection and sold them on the next meeting. Once inside his car he shouted, "Way to freakin' *sell the feeling!*"

Neil had a lot of work to prepare for their next meeting. He had asked the Goodwins to fax over their statements and he needed to put together a killer proposal. He remembered what Sam said about every communication being an opportunity to sell the feeling. The next day, he sent the Goodwins a handwritten note:

Dear Sylvia and Martin,

I very much enjoyed meeting with you and hearing about how you'd like to approach financial planning for your family's future. I appreciate your openness and candor. I received your statements and am putting together a proposal that I believe will address all the needs you expressed. I'm looking forward to our meeting next week and the possibility of our working together.

Best regards,

Neil

The next week, Elaine called to tell Neil that the Goodwins were very impressed with him. They had met with a couple other advisors, but there was something they liked about Neil. They said he was straightforward, honest, and seemed to genuinely care about them.

When he met the Goodwins in his office, Neil described the financial planning strategies he'd put together for them.

During the conversation, Sylvia asked, "Once we put these plans in place, how often will we meet with you to review how we're doing?" Neil noticed that her question presupposed they were already working together. This was a definite buying signal.

Neil asked, "How often would you like to meet?" They asked to meet every six months, and Neil agreed.

Neil felt the Goodwins were at ease with him and their connection was strong. Their questions and comments indicated they were

choosing to work with him. Neil decided to finalize the close by asking a question that assumed the sale. “When would you like to begin?”

Sylvia smiled and Martin said, “Now. What’s the next step?”

Neil pulled out his service agreement for them to sign. “I’m excited about our partnership.” Then he explained the logistics of opening their accounts and transferring funds.

## STEP 6: REASSURE

Before concluding the meeting, Neil remembered what Sam had said about running the buyer’s reassurance strategy. He asked Sylvia and Martin, “What stands out for you in your decision to move forward?”

Sylvia answered, “All the advisors we met with were highly competent money managers. We felt you stood out as the one who was most interested in what *we* wanted and would take care of us the best.”

Martin added, “I totally agree. The strategies you showed us today make sense and I’m confident that you have our best interests in mind.”

Neil smiled and responded, “Thanks very much.” They discussed the next steps, chatted a bit, and Neil showed them out.

As soon as they left, Neil was so excited that he wrote Sam a letter, telling him what had happened with the Goodwins. He then called the local wine store and asked the owner to pick out a top Cabernet and have it delivered to Elaine along with a thank-you note.

Neil decided to take the rest of the day off and celebrate. He was filled with joy and exuberance. It wasn’t just because he landed the Goodwin account—he was also excited about the breakthroughs he made in his skills, career, and attitude. He no longer wasted time and energy bashing himself or being negative. He acknowledged his effort in changing his course. He felt like a new man.

Neil thought about the lessons he had learned from Sam. Nine months had passed since Sam introduced him to *Sell the Feeling*. Through the practice of the six steps, Neil was fast becoming ‘a natural’ at this new way of selling, all the while seeing his results steadily improve.

After closing the Goodwin deal, something clicked. Before today, Neil wasn’t completely convinced that he could play in ‘The Big League.’ Suddenly, he got it in his bones: *Sell the Feeling really works!* He could go after anyone’s business, anytime, and compete with the best of the best. Success in sales doesn’t come from being the most assertive, the most experienced, the smartest, or the most charismatic. It boils down to how well you connect with people and connect your product or service with their needs. The six-step system gave Neil everything he needed to do just that.

Neil felt like doing something completely different. He followed his instincts and drove to a nearby beach. He got out of his car, breathed in the pure fresh air, and began running toward the water. The sky was deep blue, unclouded, and expansive. Neil was filled with feelings of joy, freedom, and infinite possibilities. It was if he were a kid again. He leaped into the air with his arms outstretched and shouted at the top of his lungs, “YESSSSSSSSSS!”

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Elaine called Neil at home the next morning to thank him for the gift. “I don’t know what you did, but you *wowed* the Goodwins! They couldn’t say enough good things about you. They chose you over two of the heaviest hitters in town. It must have been a tough sell.”

Neil smiled and thought to himself, *not when you’re selling the right thing.*

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*To receive your free quick reference summary of the six steps,  
see the bonus offer page at the beginning of this book.*



## C h a p t e r   2 0

## The B&M Club, Revisited

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**N**eil missed the last several B&M Club meetings. As a result of working with Sam, his whole mindset about business and sales had changed. Something inside told him to stay away from his old group. He wanted to avoid the undercurrent of negativity.

Sam was still in Hawaii, and for some reason Neil felt tempted to go to this month's meeting. Maybe he wanted to show the old crowd what he'd done; maybe he wanted to remind himself how far he'd come. Maybe he wanted to share what he had learned with the others. When he arrived at Mario's, Jason called out, "Well, well, the prodigal son returns, just in time to throw your hat into the ring for loser of the month."

Neil wondered if he made a mistake by showing up. It was the old crowd and he knew that the customary bitching and moaning got him nowhere. He suspected that the whole loser-of-the-month tradition had been designed to make the 'non-losers' feel good about themselves, despite their generally mediocre performance.

They started right in. "How's biz?" asked Jason.

Neil responded, "Actually, it's good—very good!"

Frank chuckled, “So you got lucky for once, ‘eh?’”

Neil cringed. Then he thought about Sam and all he’d done for him. “Actually, I did get lucky. But it’s not what you’re thinking. Fortunately, I met someone who gave me a whole new perspective on business and working with people.”

“How so?” asked Jason.

Neil thought for a moment. He had learned so much. How could he explain it in a few words? Finally, he said, “People buy based on feelings. I learned how to tap into what people need to feel to do business with me.”

Ed, the self-improvement freak said, “Of course. You figure out what type of buyer you’re talking to. There are four types: director, social, motivator, and informational.”

Neil knew that Ed was spitting back something he’d read. “No, that’s not it.”

Frank, the brute-force prospector said, “You can say whatever you want to about feelings. I’ve heard every new ‘fancy-schmancy’ sales theory and technique. They’re all a bunch of nonsense. It comes down to hard work. I’ve been in this business for 17 years and it’s going to take a lot to convince me that success in sales is anything other than a numbers game.”

Winston, the financial advisor who was a technical expert, said, “Back off you guys. It’s good to see you Neil. I’m sure we’re all interested in what’s been going on since the last time we saw you. But first things first. It’s time to order the first round. Let’s go around the table and see who gets to pay. Who’s this month’s loser?”

As usual, each person reported their monthly sales volume. Neil went last. He beat everyone else by a long shot. His sales were four times higher than he had ever reported in a month. The others were

astonished. Frank, who believed sales was strictly a numbers game, had to pony up for the first round.

Neil remarked slyly, “Let the *numbers* speak for themselves, Frank. Maybe you need to work a little harder.”

For the next few minutes, the others asked Neil about what he'd learned and he told them about his experience with Sam. They listened politely for awhile, but only Jocelyn, the people person, seemed genuinely interested. She asked Neil if he would meet her to tell her more about selling the feeling. He agreed to get together with her and share what he'd learned. Neil was a little disappointed, but not surprised, at the lack of interest from the rest of the group.

After a short while, they ordered the second round of drinks and the customary bitching and moaning began. Neil sat back and observed. He listened to the others with new ears and saw them through new eyes. He realized what was missing in their approaches to sales.

Frank, who thought sales was strictly a numbers game and bragged that he made 150 sales prospecting calls a week, was brash and forceful. He didn't create rapport with the people at the table and it was a safe bet that he didn't create rapport with his prospects.

Ed, the life insurance agent who was a self-improvement junkie, knew all the latest sales tricks and techniques. But Ed was so into improving Ed, that he didn't focus on making other people feel cared for.

Though Winston was a technical expert in the financial market, he had a tendency to remain aloof in the ivory tower of his proprietary knowledge. He missed opportunities for creating rapport. Ed didn't get that he was in the people business. Neil remembered that Sam had once said, ‘You can always outsource technology, but you can never outsource building relationships.’

Jason, who sold timeshares and relied on his good looks and personality, was too glib. Neil imagined that Jason ‘oversold’ his properties and himself. Jason didn’t know when to shut up. His closing ratio was consistently low because he unknowingly ‘bought it back.’

Pat, the real estate agent, was a marketing maven. Neil wondered if she was so focused on marketing activities that she didn’t get that she was in the *people* business. He suspected her business would improve if she were as focused on creating rapport and meeting people’s needs as she was on getting her name ‘out there.’

Jocelyn, the other real estate agent who was a big networker and people person, was great at rapport, trust, and relationship-building, but she didn’t have a sales process that moved from creating rapport to closing the sale.

Neil thought they were all good people with valuable skills, but they didn’t see what was missing. How could they? Just like Neil before he met Sam, they were too close to their own situation to see themselves clearly and fully. That’s why they continued to produce the same relative results, month after month, year after year.

Without someone like Sam, a coach who could point out what they couldn’t see, it was unlikely they’d ever change. Neil remembered a quote from Albert Einstein. “Insanity: Doing the same thing over and over again and expecting different results.”

Neil knew that this would be his last B&M Club meeting. Like the other successful salespeople before him, he had outgrown the club. He’d decided to be at-cause about whom he spent his time with. He wanted to surround himself with likeminded people. The empty camaraderie of people bitching and moaning about their business problems had lost its appeal.

## C h a p t e r   2 1

## Sam's Story

Neil was almost giddy as he rang the doorbell. He could hardly wait to see his old friend. Sam had prolonged his stay in Hawaii. It had been nearly a year since they'd last met. Neil's business was booming. He thought about Sam a lot and practiced what he learned from him religiously.

Sam answered the door and gave Neil a huge smile. He was tan and trim. Neil stepped forward and gave Sam a big hug. Sam said, "I've missed you."

"I've missed you too, Sam. How are you?"

"I'm doing well," said Sam, adding "for a man who had a heart attack a year ago. I'm eating right, I've lost 20 pounds, and I'm exercising every day."

Neil said, "You look great. Come outside. There's something I want to show you."

Neil led Sam down the walkway, and there parked in front of Sam's house was a brand new sports car—the one they had looked at when they went car shopping a year ago. Neil pointed it out, beaming from ear to ear.

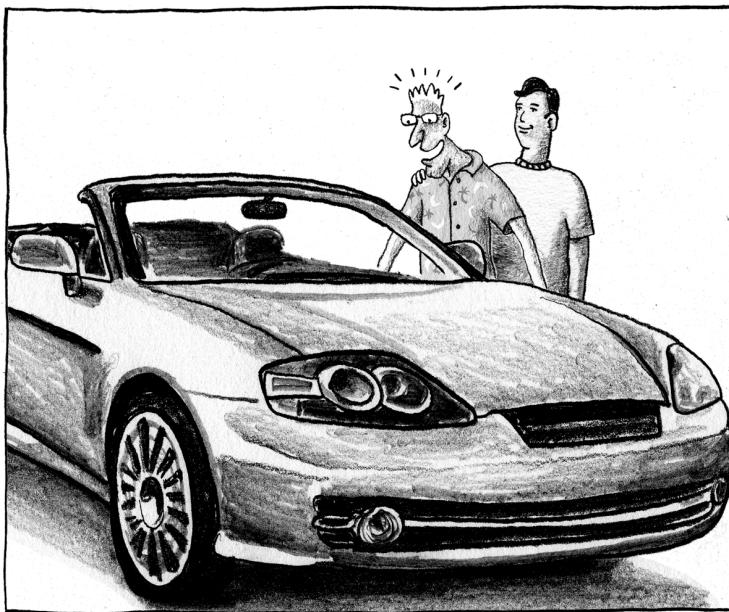
"Congratulations," said Sam. "Business must be great!"

“Yes it is, thanks to you. My business has literally quadrupled in the past nine months. I feel like I’m at a whole new level, not just in my results, but in how I approach my work and people. I don’t know how I’ll ever repay you. This is a small token of my appreciation.”

Caught off-guard, Sam asked, “What do you mean, Neil?”

“Sam, the car is *for you!*”

Sam’s jaw dropped, and he began to tear up. Neil put his arm around Sam’s shoulder. For a guy who talked about feelings so much, Neil had never seen Sam show his emotions like this.



*“Sam, the car is **for you!**”*

They took the car for a spin and Sam loved it. “Are you hungry? Dinner is on me,” said Sam.

At the restaurant, Neil told Sam, “Selling the feeling has changed my life. Not just my business, but the whole way I communicate with people and listen. I feel more present with people. I don’t obsess like I used to about myself, what people think of me, and what I want from them.

“By the way, I’ve met a wonderful lady named Jennifer. We’re thinking about getting married. I’d love you two to meet each other. Frankly, I don’t think I would have gotten this far with her if you hadn’t taught me how to focus on other people and make them feel cared for.”

Sam was beaming. “You’re full of good news, today. I’m very happy for you. Let’s order a bottle of champagne to celebrate.”

After a couple of glasses of champagne, Neil said, “Sam, I know I agreed not to ask about you, but I’m dying of curiosity. How’d you come up with *sell the feeling?*”

Sam sat back in his chair, took a sip of champagne, and began. “First of all, it’s not entirely my creation. As you’ll soon see, I’ve put together and synthesized a lot of what I’ve learned from people, books, and other sources.

“The story begins when I was in high school. I played football in both high school and college. I was first string quarterback, and I was even being scouted for a couple of NFL teams. As you might imagine, I was quite cocky. I knew what I wanted: money, fame, and glory. I planned to go pro and I was certain nothing could stop me. I thought I was God’s gift to football and girls. I was full of attitude, and myself.

“Then in my junior year of college, the last play of the last game of the season, I was tackled after making a pass that won us the game. It tore up my knee pretty badly. Back then, the surgery techniques were primitive by today’s standards, and that play ended my football career.

“That picture of the football player you saw in my office—that was me. I spent the next 10 months on crutches. I saw you looking at those in my office, too.”

Neil asked, “So what’s with the ribbon and bow you have tied around the crutches?”

“I’ll get to that,” said Sam. “After the injury and surgery, I was bitter and depressed for a long time. I had planned my life around playing football, and now I had no idea what to do with myself.

“Eventually, I had to do something. My father had a friend who said he could help me get a job selling life insurance. I wanted to make a lot of money, and I figured that since I was always one of the most popular guys in school, I could get into sales and easily make a killing. After all, how hard could it be?

“When I started selling insurance, I had a rude awakening. I had been the golden boy and was used to people eating out of my hand. I couldn’t understand why people wouldn’t give me their business. After a year and a half, I was fired for poor sales and insubordination with my manager.

“At first I was angry and resentful. I had been knocked off of my pedestal and didn’t have any idea of how to fend for myself in the work world. After awhile, I realized I didn’t know it all. So began a long process of learning and humility.

“I had a hard time finding another job. At that point in my life, I needed work just to stay alive. I would have taken almost anything. My goal was to pay my bills—in other words, survive.

“Finally, I answered a want-ad for an entry-level copywriter at a greeting card company. I got the job, which was to write the messages on greeting cards. My boss had a mantra she pounded into the writers over and over, ‘We’re in the feeling business—*sell the feeling!*’ Somehow the phrase, ‘sell the feeling,’ stuck with me. I started thinking about Burt, the salesman at my uncle’s car dealership. He made people feel good and they bought from him. I realized he was selling people on the good feelings of working with him.

“One day a guy called and tried to sell me life insurance. He talked and talked about his products and how I needed insurance. He was pushy and oblivious to me as an individual. At first, I

thought, *What a jerk*, then I realized he was a mirror image of me when I was selling insurance—kind of like you when we first met—I guess that's one of the reasons I got so irritated with you.

"I got curious about what qualities made people successful. I began to study people, particularly salespeople. I watched how they interacted with me and with other customers. I know this sounds weird, but on the weekends, one of my favorite things to do was go to stores and watch salespeople interact with customers. I noticed that most of the salespeople who did well had a few things in common: They had a way of engaging people personally and getting along with them. They asked questions. Most of all they seemed genuinely interested in their clients and customers.

"I wanted to make more money, so I decided to go back to sales. I went to work for a stereo shop. I imitated the best salespeople I had observed. I engaged people and asked them questions about their needs. At that time in my life, I had pushed beyond mere survival. I felt the return of some of my former confidence. I was in my mid-20s, and though I wasn't aware of it at the time, I had a fierce desire to prove myself. My way of doing it was to sell as much and make as much money as possible. Within a year, I became the number three salesperson in a national chain of stores. The next year, I was number one. I eventually became the national sales manager.

"Over the next few years, I got married and had a daughter. You probably saw the pictures of my wife and daughter on my desk. Anyway, my purpose changed—it was no longer about proving myself—it was to provide a comfortable living and a secure future for my family. I believed the money was in insurance and financial services, so I went back to the insurance industry.

"I decided to become the top salesperson in the company within three years. I started reading sales books and attending sales training workshops. I realized that sales was all about relating to

people. Whenever I could, I continued to observe business and sales people interacting with prospects and clients. During that period, I noticed a couple things that had a big impact on me.

“When my daughter, Lucy, was an infant, she and my wife would play for hours on end. They seemed connected, like they were on the exact same wavelength. Frankly, I was a little jealous for my wife’s attention. One day, I was sitting on the couch watching them. My wife and daughter seemed to be imitating each other. My wife talked and cooed and my daughter talked and cooed back. They made the same sounds and the same faces. My wife would stick out her tongue and Lucy did the same. It dawned on me that this imitation was part of their connection. Later I took several NLP programs where I learned how to connect with people using matching and mirroring.”

Neil asked, “What’s NLP?”

“*Neuro Linguistic Programming*. It’s a powerful system of communication tools and techniques you can use to influence other people and yourself. A lot of what I’ve taught you is based on NLP. I think anyone whose success depends on influencing other people ought to learn NLP. I highly recommend you take an NLP workshop. Look it up on the Web.”\*

Neil noticed that Sam was on his third glass of champagne. He had learned more about Sam in the last 20 minutes than he had in the last two years.

Sam continued, “Anyhow, back to my story. The other thing that impacted me was what I learned when I was in the market for my first house. The realtor was a great salesperson. Before she showed me any properties, she asked me a series of ‘what’s important’ questions. They’re what I now call emotional needs questions. ‘What’s important

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\* Go to [www.sellthe Feeling.com](http://www.sellthe Feeling.com) for information on our Sell the Feeling workshops, which include NLP training.

to you in a neighborhood?' 'What's important to you in a house you'd love coming home to?' 'How would I feel living in my dream home?' 'How would I feel raising my daughter in a safe neighborhood?' etc.

"When she showed me a house, she'd paint a picture of my family living in that house using the phrases and words I had given her earlier when she asked me all those questions. I didn't realize what she was doing at the time. All I knew was that I trusted her and I felt listened to and taken care of. Later, I realized that her style of selling operated on a feeling level where I was motivated to work with her and felt good afterward. Then I remembered my old supervisor at the greeting card company who said 'sell the feeling.'

"I read somewhere that people buy based on emotions. So I experimented with what I observed in other salespeople and learned through NLP. In time, *Sell the Feeling*, the six-step process I taught you, evolved.

"Anyway, over the next several years, I became highly successful. After 10 years of working in the insurance business, I'd achieved my financial goal and my personal goal of being number one in the company. I began to get restless. My family was well taken care of, I'd won all kinds of awards, and met a lot of interesting and influential people. You saw the awards and pictures in my office, right? What was there left to achieve? What else was out there for me? I thought about early retirement, but what would I do with myself all day?

"While on a backpacking trip in Colorado, I met a man named Carlos who became my mentor and teacher. We went on long hikes and talked about lofty matters, like my life's purpose and leaving a legacy. Carlos wasn't a spiritual guru, though he certainly helped me get in touch with some important aspects of my spirituality and my calling. He was just damned brilliant at asking questions—provocative questions that made me think about what was important and find my own answers.

“We talked every week on the phone for the next four years until Carlos passed away. I owe a tremendous debt to him. Before he died, he asked me to promise I would mentor someone. I agreed. He told me the person I could guide and make a positive difference with would show up in my life at some point. All I had to do was pay attention.

“With Carlos’ help, I also created a new purpose in my career: to take what I was good at—selling life insurance—and make a positive difference in the long-term future of as many families as possible. I believed in what I was doing and I felt revitalized.

“I wound up working at the same company for 10 more years. Nobody these days seems to stay with the same company that long. I guess I’m a bit of a relic. I considered myself blessed with a rich and rewarding career.

“Two years ago, I resigned my position to take care of my beloved wife Jill who had developed breast cancer. Sadly, she died about three months before I met you. When you showed up at my door, I was in a period of mourning and deep depression. I was retired and pretty much doing nothing. My wife was gone and my daughter was married and living in another state. I felt aimless.

“I had no idea, Sam. I’m sorry.”

Sam replied, “Thanks. I have to tell you, when we first met, I was feeling pretty sad and lonely. So, when you gave me that slick sales presentation without bothering to find out anything about me, it pushed all my buttons. Later, I felt badly that I was abrupt with you. After all, having been in sales for years, I know how it feels when someone shows you the door.

“Around the time we first met, I started thinking about my future. I realized that what was missing was that old feeling of making a difference. I wondered what I could do with the next phase of my life. I’d already achieved great financial success and provided for my family. Now there was just me and I didn’t need to do all that

again. How could I make a difference and add value to other people's lives? My run-in with you and other mediocre salespeople solidified in my mind the need to teach the principles I learned and developed in my sales career. I developed them for myself only—what if I could use them to benefit others?

"When you came back into my life, it was the perfect opportunity to try out what I knew—*on you!* You were the perfect guinea pig and you showed up at my door, ripe and ready for my experiment. You were the student that Carlos had predicted would show up in my life when I least expected it. I felt our meeting was a gift from the universe."

"Well it certainly was a gift for me," said Neil. "That's an incredible story, Sam. Thanks for finally sharing it with me. So what about the ribbon on the crutches?"

"Oh yeah. If I hadn't gotten injured in that football game, I'm sure my life would have turned out completely different. As I told you before, after the injury I felt bitter and ripped off. When my daughter was born, I realized my life was coming together in ways I could never have predicted. I tied the ribbon around my crutches as a symbol of the gift of the human spirit—to remind myself that no matter what we're faced with, no matter what happens, we can always create something wonderful and meaningful."

At this point, it was impossible for Neil to hold back the tears. As he recovered and brushed them away, he asked, "So Sam, what are you going to do now?"

*No matter what  
we're faced with, no  
matter what happens,  
we can always create  
something wonderful  
and meaningful.*

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“I’m about to tell you. After every one of our meetings, I wrote down what we talked about and what happened to you in the field. While I was in Hawaii, I wrote a book and developed a series of workshops about selling the feeling. I’m making plans to launch them. This whole thing’s got my juices flowing, and for the first time in a long while I feel I’ve got something to give back. I’ve got a new purpose—my *Big Why*.”

“Wow, Sam—that’s fantastic! I’d love to read your book. Congratulations!” Neil filled their glasses with more champagne and lifted his to propose a toast. “Here’s to a remarkable guy, a great system, a successful book, and millions of enlightened business and salespeople!”



*“Here’s to a remarkable guy, a great system, and millions of enlightened business and salespeople!”*

Sam was grinning from ear to ear. “I couldn’t have done it without *you*,” he said as their glasses clinked.

## \$\$\$\$\$\$\$\$

Sam and Neil talked long into the night. They had a lot of catching up to do. They talked excitedly about the future and the impact *Sell the Feeling* would have on business and sales people.

On his way home, Neil drove past Mario's and reflected on how far he had come. He felt a wave of gratitude. How lucky he was to have met Sam and his soon-to-be fiancée, Jennifer. He thought about *Sell the Feeling* and how much it had changed his thinking and behavior, both professionally and personally. He thought about the feelings people needed to be motivated to do business with someone: trust, confidence, and a feeling of being taken care of. He thought about the six steps needed to create those feelings: prepare, create rapport, ask questions, link, close, and reassure.

Neil was happy, confident, and looking forward to creating his future.

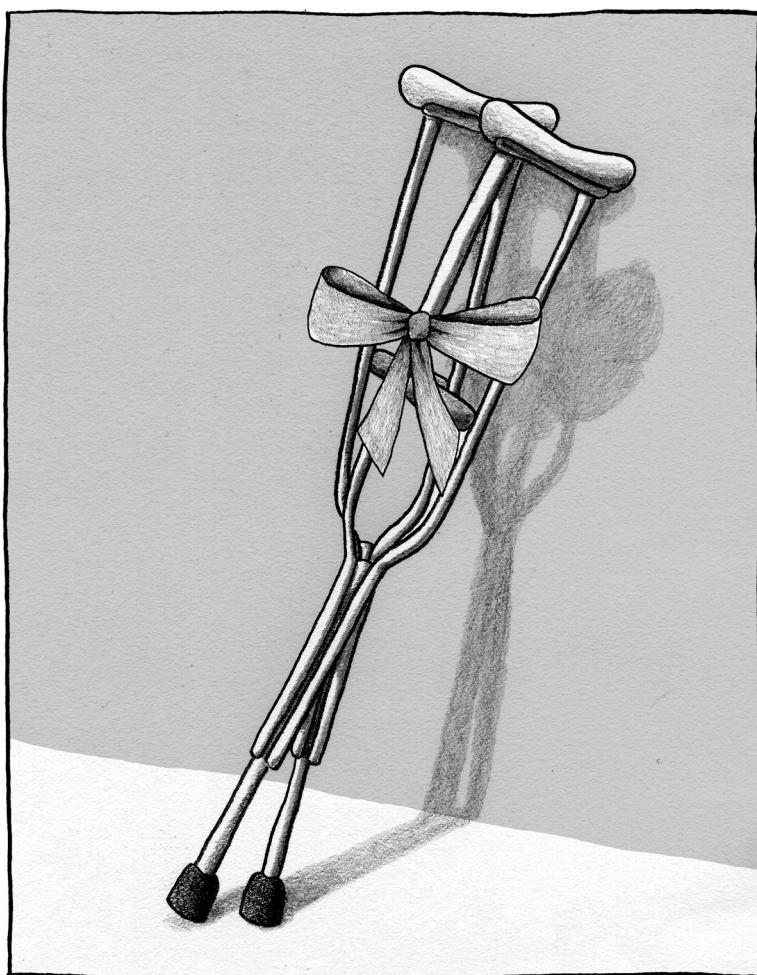
On the drive home, he recalled a quote he had seen on a piece of paper on Sam's desk:

**"Our chief want is finding someone that can make us do what we can."**

**—Ralph Waldo Emerson**

He resolved to pay his debt of gratitude to Sam by someday coaching someone else to *sell the feeling*.

SELL THE FEELING



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Finally, we want to give special thanks to our clients: We've learned as much from you as you have from us. Continue learning, teaching, and growing.

# About the Authors

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Larry Pinci and Phil Glosserman are top business and sales trainers and coaches who work with senior executives, business owners, and sales teams throughout North America. They have earned a solid reputation for leading companies to develop the strategies, actions, and mindset needed to fuel significant sales and business growth. Their Sell the Feeling sales training programs have been called 'the most eye-opening and effective' business seminars on the market today. Within in 12 months of attending these seminars, participants have seen their sales results improve up to 250%.

Larry Pinci is originally from Melbourne, Australia, and has been honing his unique brand of training and coaching for over 20 years. Certified as a Master Coach and Trainer of both NLP (Neuro Linguistic Programming) and Clinical Hypnotherapy, he is an accomplished mediator and a dynamic professional speaker. Larry, his wife, and three children live in Los Angeles, California.

Phil Glosserman has nearly a decade of experience as a business and sales performance coach. Before becoming a coach, he spent 14 years as a senior manager in the software industry and 10 years as a professional drummer. Phil is a certified Master Practitioner of NLP and a graduate of Corporate Coach University, International. He lives in Los Angeles with his wife and two children.

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# Ready for More? Drive More Business to Your Company and Yourself!

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We offer onsite training and coaching programs, custom-tailored for your company and industry. Our *Sell the Feeling* sales training programs have been called 'the most eye-opening and effective' business seminars on the market today. Within 12 months of attending these seminars, our participants have seen their sales results improve up to 250%. *Sell the Feeling* seminars I, II, and III are for anyone whose responsibility includes selling or influencing customers, clients, or prospects, as well as sales managers and directors.

**Sell the Feeling I** – In this intensive workshop you will learn and practice the steps necessary to get inside your prospects' heads and create the feelings that lead them to do business with you. Regardless of your current experience or success, you will leave this training with a whole new power to influence your prospects, clients, and customers, and sell more effectively than you ever have.

**Sell the Feeling II** – This workshop reinforces the six-step system and increases your ability to influence your prospects, clients, and customers using the latest advances in the science of suggestion. You will learn a powerful system that leverages the *Sell the Feeling* system to ask for and receive more referrals. Not only will you increase your referral business, you will sell the feeling more masterfully than ever.

**Sell the Feeling III** – This advanced workshop builds on *Sell the Feeling* I and II and shows you specific techniques to win more repeat business and create clients/customers for life.

**Sell the Feeling Coaches Training** – This training program teaches sales directors, managers, and assistant managers how to incorporate the *Sell the Feeling* system into their sales force and company culture. You will learn to identify the breakdowns and incorporate the needed enhancements in your team's selling game. You will learn how to coach your team and individuals to increase their sales performance significantly.

**Sell the Feeling Trainers Training** – We will train your corporate trainers to teach *Sell the Feeling* and install the system into your company culture. This training includes licensing our proprietary training systems and materials.

**Executive Coaching** – We provide one-on-one master-level coaching for senior executives and entrepreneurs who want to take their sales and company to the next level.

**Individual and Group Sales Coaching** – We will create a customized coaching program to address your or your organization's specific goals and challenges. In coaching, we focus on the strategies, actions, mindset, and discipline needed to create outstanding sales results. Our program combines practical skills with advanced selling skills, and addresses the “mental game” of staying consistently motivated and in action.

For further information about our training and coaching programs, go to:

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