



Oren Klaff: Hi, I'm Oren Klaff and you're in the Pitch Mastery training, and we are starting to work through the S.T.R.O.N.G. method. And the S in S.T.R.O.N.G. is Set the Frame. And of course S.T.R.O.N.G. is Set the Frame, Tell the Story, Reveal the Intrigue, Offer the Prize, Nail the Hook Point, and Get the Deal.

The first thing we have to do is really go deep into frames so we know how to set the frame. Setting the frame is the foundation for going into a pitch. It gives you lots and lots of ways to control and tools to get the results you want. You'll hear me say this many times over the course of the training that all social interactions are governed by frames. And of course business meetings or business calls—or even online interactions, e-mail or websites—are social interactions. Let's get some definition around frames to really understand them, right?

So, frames are a method the brain uses to keep control over the massive flow of information coming in from your senses. So we know we have five senses, everyone is familiar with those. We've all seen the movie "The Sixth Sense." We all probably have a sixth sense. What's not discussed is that there are another 15 senses in nerve endings and lots of biological senses. So we have a massive flow of information coming into our brains: visual, auditory, sensory. And getting control of these is the job of frames. It's how your mind gets control of the massive flow of information.

In the physical world, frames do two things that help you survive and definitely to get from the beginning of the day to the end of the day, alive and with business deals. So, when I say, you get to the end of the day alive, it because—remember, we are descendants of people who had just three emotions: angry, hungry, and horny. That's everything. So the way they interpreted their world was with frames. Our ancestors had to run around all day through the African savannah, looking for something to eat and someone to mate with, somewhere warm to sleep at night.

So frames give you the ability to focus on the most important things and the situations around you—and not anything else. Sometimes I'll go like this. You know you have seen painters doing that. They're framing the landscape. So frames give you the ability to focus on the most important situation around you and not on anything else. There's a lot more you need to know about frames, but this is a very good starting point.

Let's use this example so you can understand it in use. Let's say you walk into a restaurant—something we've all done—and the frame initially is the entire place. That means that you're absorbing information from everything that's happening around you. Waiters are bustling around. There's dozens of tables and diners and clanking of dishes and conversations. Kitchen doors are slamming open and shut. Husband and wife are arguing. There's table with three kids throwing food, and

50 simultaneous conversations are hitting your auditory tracts. There's a huge visual and auditory and sensory frame.

But you're just trying to find one person in all this movement and information—it's very hard. We've all experienced this. You're supposed to be meeting someone and you can't find them, even though they're sitting 10 or 15 feet in front of you and maybe sometimes waving their arm. So this is a good example of way too much information coming into your senses much too quickly.

You'll start to frame that. You'll start to hone in and ignore certain information so you know that your friend isn't at a table with three kids. That will get framed out. You know they're not a waiter, you know they don't have babies, you know they're not part of a big group, and you know they're not old, and you know they're not very young. Eventually, the frame will develop, and you'll be able to focus on the person you're there to meet.

So the single most important feature of frames—and we'll talk about them a great deal—once a frame is set, new information bounces off of it without bothering you. In fact all frames have a strength, and in every social interaction, the stronger frame overrides the weaker one and it wins. So let me talk about this frame strength in terms of the restaurant example.

Once you hone in on your friend you are supposed to meet, you start walking towards that table. There is no new information that is going to distract you. You are going to walk towards that table, you're going to meet your friend, and you're going to sit down. So there could be more babies and more couples fighting and more waiters and maybe waiters dropping dishes and crazy stuff going on. But it's not going to break the frame that you have set. Once the frame is set, it has meaning. New information does not break it.

Let's talk about meaning for a minute. Let's just say you are going to meet a casual friend, but all of a sudden you see out of the corner of your eye and you focus your attention somewhere else, it's a business associate you've been wanting to do a million-dollar deal with, right? So now that has stronger meaning, and that can reset your frame, and you'll focus on that guy. You'll go over. And now your friend says, "Hey, I thought we were going to meet." And you're there with the guy who can give you a million-dollar deal. The information of your friend calling you over will bounce off of your new frame, because it has stronger meaning. So frames have meaning. Once a meaning is strongly set, then almost no new information will break the frame.

There's a technical term for this. It's called belief perseverance. It means that after information is framed, that frame has meaning, it becomes very, very strong. It perseveres. An easy way to think about this is that initial judgments are hard to shake. First impressions are lasting. Initial judgments are hard to shake. So you

already know about frames because you know about this. First impressions are so important, you might have told yourself that or your friends or you act that way. So you know that frames have a lot of application in the real world. We are going to go deeper and teach you really very, very strong applications of framing. We'll get to that in a minute.

But you know already, for example, that projects have time frames, and pictures have time frames around them. And houses are framed up, so framing refers to how things are constrained and how things are packaged. For example, a red frame on a painting calls attention to the red in it. So, framing calls attention to things and makes other things not in focus.

Let's define frames more precisely, and I would say it this way. Frames are mental views that you use to simplify complex issues. Frames are mental views that you use to simplify complex issues. Frames contain some information and purposely exclude other information. That's what creates a viewpoint. A frame is a way that an argument or an issue or a set of facts is presented, because there's no more clear definition around frames. I'll give that again: a frame is a way that an argument, an issue, or a set of facts is presented.

So frames make information accessible, right? But they have very powerful control over meetings, both business and personal. All meetings, in my perspective, and if you've read the material you know this, are social encounters. All meetings are social encounters. So when two people come together in a business meeting, it's social. When two people come together, they both bring a frame. The frame, as we've talked about, is their point of view. It's their perspective. It's all of the information they have about their side of the deal.

So, if I go to meet you and I bring my frame on the thing I'm trying to sell you, my point of view is that it's worth five million dollars because I know everything about it. That's the frame I'm bringing to the situation. The frame you're bringing is that you may or may not need it and you're not ready to buy it. You're not even sure you want it, and your frame it's worth a million dollars. So when frames come together, they are incompatible, right?

Two dominant points of view or perspectives cannot be in the same place at the same time. It cannot be that my point of view is that it's worth five million and your point of view is that it's worth a million. Those perspectives cannot be in the same business meeting at the same time. One frame has got to become the dominant frame.

So frames come together. They crash into each other, they collide, and they crumple each other like a slow-moving car accident, and they bend and morph, and they battle for dominance. Eventually, one frame breaks the other to pieces and absorbs the frame. So, stronger frames absorb weaker ones and become the

dominant perspective. But it has to be this way. You cannot have two dominant perspectives in the same business deals, in the same meetings.

Meetings are social encounters. Each person brings their own frame. Frames come together, they collide, they have crumple zones, eventually one frame breaks the other and becomes the dominant. The other becomes the supplicant. The dominant frame absorbs the weaker and becomes the point of view for the social interaction. All meetings work this way. You'll begin to observe this and start to look for it.

Let me give you the tools so that when you're seeing people come together, you can see this happening. After a while, you'll visualize, "Here it comes. And here comes the other one. Oooh, I just saw them collide, that was painful. Here we go, that one is breaking the other one. Now it's absorbing it. Oh, I just saw that guy get frame control. That was cool and amazing." You have a way of experiencing the world that you didn't have previously. It's a very fun way to begin to look at social and business interactions.

So there are five frames that you need to know, and these are ones I use every single day. The prize frame, which we talked a little bit about in the introduction material. I'll go through it now. So the prize frame happens in every business meeting. One person views themselves as the prize. So if I am the buyer, I view myself as the prize because I have money. If you are the seller, right, you typically view yourself as the supplicant, as the performer trying to win the prize. So, it's very important to know who is the prize in a social interaction, in a business meeting, and to try to become the prize. We all want to be the prize that other people are trying to win. We'll go into that in real depth, but that's the basics of it.

So, the other frame that I use every single day, and you will as well, is the time frame, because time frames drive decision-making. I'll say this over and over. Amtrak. The train leaves at 3:03, it doesn't leave at 3:04. You have to decide whether you are going to be on it. The train leaves the station at 3:03. If you're on it, you get to go where the train is going. If you're not, you get to stay where you are and not participate. So we use time frames to drive decision-making, so it's very important to learn how to set time constraints, and we go deep into that. So these frames you'll soon be using with greater control than maybe you've used them today.

Cool thing is, you already know and use prize frames and time frames. I'll give you a quick example. We know as humans things that we try and get training for. So, for example, people go to karate and go to defense training and they learn lots of moves. But I went to a training program last weekend in Las Vegas, and they showed us a great video, which was two street-gang guys fighting in the street. They were hitting each other, punching each other, grappling on the ground.

Nobody's really winning, and they're switching back and forth, not really doing damage but they're just fighting. And it's interesting. Then, all of a sudden, out of the frame, comes a large, overweight, out-of-condition woman. She kicks one of the guys right in the head. And he flies off, he's completely incapacitated. The instructor made the point: she has no training whatsoever. And she just did a better job in that fight than any of the participants.

So we know how to do things as humans without much training. And in the same way that she ended that fight in a second with no martial arts or military or police training, because she knew the natural thing to do. We know how to use prize frames, we know how to use time frames. We are just going to learn here how to deploy the things we already know how to do in very high-stakes, social and business circumstances.

The power frame is a little bit different. It's not so much that you're going to use it. It's that you're going to recognize it. Once you recognize it, you'll know how to combat it. The power frame we've all experienced. You walk in the room or get on the phone, and the other guy has the money. And he has decision-making power. And he uses that power to try and get economic concession from us. The power frame is what people will use to try and get you to do stuff to lower your price or to give free samples or to spend your time for them without giving you economic benefit. So, the power frame has to be combated. We are going to go deep into how to do that and more definition with the power frame.

When you walk into a room, very simply, the guy is leaning back and saying, "Show me what you have so I can make a decision with all my money if I'm going to buy it or give you a purchase order or work with you." And you have just walked into the power frame, and it's time to get to work and take it away. Because the longer you leave a power frame in existence, the more it's going to demand economic concession from you. We'll go into to exactly what that means.

Another one is the analyst frame. So, you're not going to use this because it's mean, it sucks. The more you use it, the less people are going to like you. The analyst frame is when you get very, very detailed questions from the other side. It's when the other side wants information from you that is void of social relationship. You've heard this before. "Just give us the information. Don't worry about explaining anything at the meeting. Send over the information, give us the information, and we'll decide over on our side."

That's the analyst frame. It's very disruptive. When you see information requests that are moving faster than the development of the relationship, you are losing frame control and you are losing the ability to frame and provide meaning to the information that you are giving. And so I'll say it again: when you are getting information requests that are moving faster than the development of the relationship, you are losing frame control.

Now, I'm going to give you a chart that charts out the typical development of a business relationship or a deal. And you are going to be able to chart how much information requests are coming at you and see if it's out of phase with the typical deal. So you'll know when the analyst frame is coming at you and then what to do with it. But again, if you feel that the information request is out of phase with where the relationship is, then you've got an analyst frame. You have to do something about it.

These are frames you'll learn to recognize and deal with. If you don't recognize them and you don't deal with them, you'll reduce your chances of selling your product and getting the deal. Or if you do, in fact, get the deal, you will get a lower price. The power frame and the analyst frame have got to be dealt with or you will pay for it.

Why do you think I spent 10,000 hours dealing with this stuff. There's much more fun things to do. Surfing. I live by the beach, I could be a great surfer. I could be a great soccer player—maybe not great but good. Or a stamp collector or something fun. But I invested my time to do this because this is how you lose money and lose control of deals. Power frames and analyst frames make you lose control of deals and get less price for what you want to sell.

So I said there were five frames. So we had the prize frame and the time frame, and you are going to learn how to use those how to get frame control. Then, there's the power frame and the analyst frame. You are going to look for those coming at you so you can defend against it, defend your price, get the deal done.

But there's a fifth frame that's a little bit different. It's the needy frame, the needy frame. Unlike the power frame and the analyst frame, which you will learn to recognize in others, the needy frame you will learn to recognize in yourself. I'll say it again: the needy frame you will learn to recognize in yourself. And then you get the tools to deal with it and eradicate neediness.

Neediness destroys deals. Try it. Go in your next deal and say, "Mr. Buyer, Mr. Investor, Mr. JV Partner, I need this deal. Seriously, I need it, I want it. It's not that I want it, I need it, otherwise I'll have real problems on my side. So I want you to give it to me because I need it." If you try that—please don't—but if you do try that, you're going to see that they're going to run away and the deal is over.

Neediness destroys deals. You are going to eradicate neediness inside yourself. I'm not saying replace it with bravado or aggression or alpha behavior. What I'm saying is, you need to be response-independent and not needy. I'm going to show you how to do that. So these are frames you need to know and learn how to use, learn how to recognize, and soon you will.

Soon you are going to be using frames like the time frame. So if somebody says to you, “Well, I only have 30 minutes to meet.” You will say, “Really? Because I only have 25 minutes. We better start right now.” And if they say, “Well, then I only have 20 minutes.” You going to say, “Then I have 19.” So these are some of the games you are going to play—fun games, not silly games, but fun games—when you are using frames in live-action fire. So if somebody says to me, “Hey I’m only going to give you 60 minutes to present,” I’m going to say to them, “I present in 20 minutes, so for the other 40 minutes then I’m going to allow you to present to me.” You are going to use time frames in live action fire.

You also need to know how to set frames firmly in place. Using frames, they also need to be set. They can’t be easily moved or changed. When you set a frame properly, you have a strong foundation to present from. I’m going to do that for you right now, so you can see it in example, exactly the way I would do it. So I’m going to set three frames: the prize frame, the time frame, and the big idea frame. We haven’t talked a lot about it yet, but we will be using it. So watch as I set the prize frame, the time frame, and the big idea frame. Alright? So, watch how it is being set and you’ll know exactly what to do for yourself.

First, I’m going to set the big idea. Hear me out. If you walk into a building or a house or apartment while talking on your cell phone, you will get signal disruption. The signal will degrade. That’s the way it works—you’ve experienced it. But in your life, once the signal goes out, you go to a landline. You pull up Skype, right? But if you could build a semiconductor the way that we are working on that doesn’t get signal disruption, then one billion people who do not have landlines will want your product. And then you could build a billion-dollar company in two or three years.

That’s the big idea. Minimize signal disruption through a better semiconductor and sell it to a billion people. The big idea. Now you’ve seen a frame get set very, very firmly.

Next I’ll set the prize frame. Because, we have a working prototype of this semiconductor and we also have advanced orders from France Telecom, AT&T and Verizon, we are not seeking out investors. Oh, we’re going to take investment. We are interviewing investors. We are going to find the right ones that we like and we’ll allow them to come into our deal and be our partner. That’s the prize frame being set very, very firmly.

Next, I’ll set the time frame. In the next 30 days, we will have selected the investor who we think adds the most value to our deal, and then we’ll go forward with that partner together. So please prepare yourself for a different process maybe than you’re used to. Prepare yourself to explain your value-add beyond just your money. Explain what value you bring to us, so that will help us select you as the investor that we are going to allow to give us money.

Now you just saw three frames being set very, very firmly. Hopefully, you had a sense that they are almost immovable, the way that I've set them. So you are going to use frames in dynamic situations to gain control of social environments. Going into meetings, you are also going to use frames to set the context and set what you are willing to do and what you are not willing to do and what the time constraint is. Time frames drive decision-making, prize frames drive who is reacting to who. And the big idea frame sets exactly what the stakes are. You'll be using those.

When you frame correctly, you are looking for certain results. I said it was fun, and we do this for fun, and it's great when people are reacting to it. The way you know that you've set frames correctly—you are looking for certain results to happen. Again, in this martial arts training we learned, this defense training, when you hit somebody properly, you don't have to guess. You are looking for a certain reaction from them. So when they bend over and throw their arms out, you know that you can kick them in the nuts, as well as you can kick to cause damage because you see this—it's exactly what humans do when they get kicked there.

So I want describe the results you're looking for, the equivalent, so you know that you're getting frame control and deal control. The first result you're looking for is very easy to recognize. It's just the feeling that people are paying attention to you. You know what this feels like—that they're interested in the next thing that you're going to say. That sense of, some people call it flow. Dynamically that you're going in the right direction. The things you say are being paid attention to, and you'll feel that. Definitely you won't see people looking at their phones or writing distractedly or talking to each other. If you see those signs, you definitely do not have frame control.

The second thing is, people are reacting to you. Here's a good way to look at it. If you say something mildly humorous as a casual joke, and people chuckle and laugh and give you a sense that they enjoy the humor that you are giving, they are reacting to you and you know that you are getting frame control and you are seeing the reaction that you want. The contrary, if they tell a joke and you feel obligated to laugh at it, even if it's not that funny, then they have frame control and you're reacting to them. So who is reacting to who? When you see people reacting to you, to things that you say and do, you know that this is the result that you want.

Number three. There's authentic participation at some level. They are not just listening; they are participating. They are adding some kind of small value to the conversation. They are giving and taking. When you see authentic participation, not informational questions, but participation, then you see the result that you are looking for. You've got frame control.

I see a problem with this when I see people asking questions, getting answers, asking questions, getting answers. It's very common, but it's not participation. It's just question, answer, question, answer, question, answer. So when you have that, there's no frame control in that situation. You're not getting what you want. Authentic participation is what you want.

The fourth thing is the buyer or the audience or the guy you are trying to sell your ideas to is starting to give some value to you. He's saying, "Hey, I know Donald Trump's group. I know Steve Wynn. I know Bill Gates—or whoever is relevant in your business. I should connect you to them, because this could be valuable to them too. Or I'd like to get their ideas on this product or idea and bring them into the conversation." So when they are providing value and contributing and making this a situation where both people are providing value, then you have frame control and it's working very well.

So, the other thing you see is a very healthy tension in the social dynamic. It's not just information, question, question, information, as I've said before. There's some kidding, there's some, "Hey I don't believe that. Why don't you explain that a different way?" Or, some of this prizing behavior which we talked about. "I'm trying to think of a good reason why I would let you be my customer." That's a healthy tension in social dynamic, and you are going to look for some of this jostling back and forth.

Maybe if your buyer says, "Well, I kind of like your product, but I probably need to look at 10 or 15 other people who sell this kind of thing and see if they're as good as you." If he says that, in a shrill, bitter, mean way, that's not a healthy tension. But if he says that with a smile on his face, and he doesn't really mean it, he's just teasing you, that's a healthy social dynamic. That's what you're looking for so you know you have frame control.

This is my favorite, and this is how I know I'm doing an amazing job. There are just weird reactions from people. You know you're doing a great job when they spill their coffee and they tell inappropriate stories. They are trying to prove themselves to you socially. If this happens, you are doing a really great job. Many times I will give a pitch, and I will include in it the story. So we're in S of S.T.R.O.N.G., Setting the Frame, and T is Tell the Story, which is next.

But when I tell a great story and give people a chance to tell their own story, what will happen is, they'll try to do it as well as I do, and they get frazzled and they'll say weird and inappropriate things because they don't know how to do it. They try to mimic what you're doing, but they don't know what you're doing. The second they say something weird or inappropriate, they spill their coffee. Then they try to mop it up and they try to come back from that. You should just lean back and say when this happens, "I have frame control." So you already know how to set and use frames. Now I'm just expanding your application of the things

that you know how to do. Next we are going to move into the specifics on time frames.

I have said many times, framing is one of the most powerful things you will ever learn that you can use in business to get deals done, sell stuff, raise your pitch-to-close ratio, because that means more revenue. That's what we all want. That's why we care so much about this stuff. We want to—every time we pitch, we want to close. So if we pitch 10 times and today we close five, then next month we want to close six times and the following month seven times. So this is all about raising your pitch-to-close ratio, just doing better.

Let's go into some practical applications. Prizing, how to prize. Two, how to recognize the analyst frame and what to do when you recognize it. And third, how to deal with the power frame and get control of it—get it under control so it doesn't cost you money.

Let's start with prizing. We said before, there's ways to recognize when you're doing it well. One way that I believe in is that you will see and measure your own reaction to people when they say something negative about your deal. If you hear anything negative or experience some power framing on yourself or somebody trying to commoditize what you have or any reference to your deal as being weak, not important. Whenever I get that, I close distance and shut it down. It's an instant and immediate reaction from me.

Let me explain what I mean by these two things. The Navy Seals that I work with, they use this term “close distance” when they see a threat, like during an operation, and they see a threat that they recognize and know what it is. A guy with a gun, a guy with a bomb, whatever. A guy driving a truck with bad stuff in it. During an operation when they see that and they know what it is, they don't evaluate the threat. They don't check satellite data and do little red circles. And they don't call people in Washington and say, “Hey, what do you think we should do?” When they see a threat that they're familiar with, they close distance and shut it down. And shutting it down is exactly what it sounds like. Terminate.

So when you hear something about yourself or your deal that indicates you're not the prize, you need to close distance and aggressively shut it down. I'll give you some very specific examples. If I hear, “What you have is kind of interesting,” I immediately react. It's not kind of interesting, it's very interesting. We didn't travel all this distance to show you something “kind of interesting.” And you didn't set this meeting and spend hours to come here because it's “kind of interesting.” This stuff is amazing.

If you hear something like, “This is a lot like ...” whatever, whatever, then you're going to immediately close distance on that and shut it down. Say, “No, it's not like anything. What we have is unique. Very well differentiated. That's why you

came here and that's why you're interested in it. And anyway, I'm not like anybody else you've ever met. I know this stuff better than anybody else in this business. This is very, very well differentiated. You're going to love it, or otherwise you wouldn't be here."

If you hear something like, "It's amazing that you built a product in this niche," then you're going to close distance and shut it down. "Really? Divorce is not a niche. There's a hundred million people either in divorce or thinking about it, having problems with their marriage. It's not a niche. It's a great product in a big sector, an emerging market, very exciting. No niche around here and what you're looking at."

I'll walk you through it. If you hear something like this: "Um, your product is something we're evaluating." Then of course you're going to close distance and shut it down. And you're going to say, "There's some confusion here. Actually, we're evaluating you, you're not evaluating us." And you're going to move on from there.

Especially if you hear something like this: "Well, you have to talk to our Purchasing Department, and I'm warning you, they are tough, ..." And you're going to say, "Well, I think you should call them up and warn them that we're tough. That would probably be a better use of your time. We're tough. Warn them, warn those bast---s."

So when you hear something that tries to reframe you as not-the-prize or indicate any kind of weakness or softness—whoosh, close distance, shut it down. These are very different from what I call no-fit statements. You cannot attack someone, you cannot close distance and shut down when they don't have a need for what you have. When somebody says, "We just bought one. We have no money left. We don't have a budget. It's beyond our reach. It's too big. It's too small. It's too pretty, it's too ugly." You can't argue that. That's not prizing, so you can't attack that or reframe it. If it's not for them, it's not for them.

There's other ways to deal with that in the grand architecture. It's mainly not to be in front of those people. But if somebody says, "It's too ugly. We don't buy this kind of ugly things." It might be the Four Seasons and you're selling polyester lawn chairs, you can see it's just not a fit. It's too ugly, they're not going to buy it. Once you find that out, there's no amount of framing that's going to make the Four Seasons buy polyester lawn chairs. But when you do hear somebody indicate weakness, get on top of that and don't let it continue. And we'll give you all of these in the workbooks so you can see them written down, one by one.

We asked before, how do you know when you're successfully prizing. Here's an example. You hear people say something like this: "Oh, we might select you if

you give a good presentation.” And then immediately within yourself you know that’s wrong, and you reply, “I think you should worry less about selecting us and more about proving to us that we would want to work with you.” When you immediately know to say that—I’ll repeat it. “Guys, I think you should worry less about selecting us and more about proving to us that we would want to work with you.”

Now you’re prizing and you’ve got it. That’s should rise up within you. Anytime somebody says, “Demonstrate your worth to us,” you should immediately know, “Wait a second. I’m the prize. You guys need to demonstrate your worth to me.” You can’t say it enough.

Prizing—it’s not puffery. You’re not blowing up your chest and you’re not peacocking. And it’s not some kind of internal motivation. It’s you acknowledging your own value to yourself first. Then you can do it to other people. It’s not motivational, it’s not getting pumped up for the big fight—“I’m going to kill that guy...” It’s not about internal motivation. It’s really understanding your value and then making your value the prize other people have to win.

Here’s how you build and strengthen your prize frame. Build it. This is in the work book but we’ll do it now. You’re going to take out a piece of paper. You can do it on the fly if you don’t have the materials with you. Three columns. Column One: What do I have? Column Two: What do they need? That’s all good and well, sounds like basic sales planning. But for prizing, you need a third column: Where am I dominant? What do I have, what do they need, and where am I dominant?

So I’ll give you an example that you can all relate to. Let’s say I sell blue plastic frogs. So what do I have? I’ve got blue plastic frogs. They have three gigawatts of insect-zapping power. I myself have five years of training in insect destruction, and I know this industry very well. I have lots of industry knowledge and white papers, and I know all the players, and I’m very familiar with the industry. And the other thing I have is, my frogs are expensive. I have fast delivery time, but they are expensive. I mean, that’s what I have. So what I have is not what do I think other people want? It’s what do I really have? Both my pros and my cons. What do I have?

So what do they need? What does the customer need to hear? They need dead insects. They need a really, really high quality sales person. They need protection from buying bad products because there’s lots of weird blue plastic frogs on the market. If you don’t buy it properly, then you’re going to lose a lot of money. They need protection from bad buying. They need market insight because this stuff, you really have to understand how to use it and get it right. And they need good pricing. That’s what they want, that’s what they need.

So where am I dominant? I don't have everything they need. I don't have good pricing. So where am I dominant in all this? For me, my integrity is one of the greatest things I have, and the other sales people in the industry aren't as integral as I am. I have more industry knowledge than the next guy. And we have very fast delivery, and we just happened to have very high-power zapping. That's what we have. So in my presentation of, say, Mr. Buyer, I'm here to sell you these blue plastic frogs, and here's how the market is changing, and I'm the prize and you're the supplicant. You have to earn yourself into my deal. And we do all these kinds of things, and I get rid of the power frame, and I bump their analysts out of the room, and I do everything right. I'm still going to hear stuff.

I'm still going to hear from them, "Well, we're thinking about the price. You know, your price is not that good." Then my prize frame is going to kick in. I say, "Hey, that's good. If pricing is the most important to you, go get it somewhere else. Because if all you care about is pricing among these things where we're dominant, then we aren't right for each other. Price, price is not how you successfully get dead insects. It's just how you save money. It's not. In other businesses, price works good. You know, you buy rice by price, go ahead. But in this business we need results, dead insects. You can't do it by price. If price was the key determinant of success, we would do it that way. We would make this stuff cheaper. You can't win with cheap blue plastic frogs.

The right way, the right way to win in this market is to get somebody like me who knows what they're doing, who makes price irrelevant. You pay to get me because I help you buy this stuff correctly. These things are complicated. If you don't buy them through somebody with experience that you can trust, you get bad results, you don't get dead insects. During the farming season, you get lots of supply that you don't need. You get control units that don't work. So if you want to focus on price, you have to go somewhere else because we have great delivery, which is what you need to succeed in this market. And we have myself, and I know everything about this stuff, and you can trust me. Those are dimensions that you should care about. That's how you get results."

So when you hear yourself saying things like that, when somebody questions you on price or points to some weakness, you are going to immediately prize yourself in those dimensions where you're dominant.

Now we are going to do something that I love, which is dealing with the analyst frame because it was one of the most difficult things for me to solve. You're sitting there, making a presentation or on the phone, and an analyst comes on, starts asking you all these very specific and difficult questions. And every time they ask you something, you stop giving your presentation and are answering factual questions, and it's very disruptive. For years I could not figure out (a) how to recognize it early enough and (b) how to deal with it. So that's what we're

going to do right now, is learn how to recognize it, and learn how to effectively deal with it.

The analyst frame is recognized when you see the buyer or the buyer's team doing deep due diligence, asking for lots of information, getting factual polls before there are three things in place. Before there is wanting—if they are asking for lots and lots of information before they've exhibited that they want what you have. "We want it. We're willing to work to get it." The analyst frame you see coming at you is when there's more and more information requests before they have wanting.

Number two. Before there's a healthy, collaborative, and working relationship with you and the other side, if you are getting lots of information requests where there is a healthy, collaborative, working relationship, then you know you are dealing with the analyst frame, and it has got to be put down.

Three. If you are getting lots and lots of information requests before there are basic deal terms in place, before they are exhibiting wanting but also before they know roughly what the price is, roughly what the delivery timelines are, roughly what they are going to get. If they're asking for lots and lots of stuff—information, reports, spreadsheets, data, contracts, all the "stuff." Customer reviews, access into the website, seeing the code. These are all information polls. If the basic deal terms haven't been discussed and they're asking for all that information, you know the analyst frame is coming at you.

Let me give you the most basic example of the analyst frame taking place, right? You hear this: "This looks interesting. Why don't you send us a proposal for us to review." That is the analyst frame in full effect, and of course you want to de-frame it and reframe it as quickly as possible. When somebody asks me for a proposal, my temperature goes from one to ten immediately. It's the biggest waste of time. "I'm not going to send you a proposal, spend hours writing something out, e-mail it to you for you to read over there, when it's not even clear that you want it, when we don't have a working relationship. What sense is that?"

So you know the analyst frame is coming at you when the information requests you're getting are out of phase with the buying process. The information requests you're getting are out of phase with the buying process. Let's go into that, make it very specific. So in the worksheet—and we'll put it up for you. What a typical buying process is, at least in my business. Yours will be a slight adjustment from this, but it will be similar.

In Phase I, you are going to introduce your product and your ideas to the customer. Phase I.

In Phase II, you are going to establish buying timelines and basic terms and pricing bookends. Phase II. Terms, timelines, rough pricing.

Phase III, you are going to explore options, product options and how you might work together. Now there's some real work happening. You are going to discuss competitive offerings. They're going to say "Hey, we're thinking about buying a John Deere, and yours is made in China." How do you guys deal with that?

You are going to overcome these basic objections, and you are going to establish compatibility between you and them. If it's a larger sale where there's a company-to-company, you are going to get connectivity between the two organizations. Your CFO is going to talk to their CFO. Your engineers are going to be talking to their engineers. Your salespeople are going to be talking to their buyers. Your CEO is going to be talking to their CEO. There's—compatible people in your organization are going to connect to the compatible people in their organization. It's called establishing counterparts.

And in this phase, there is going to be momentum. It's going to feel like the wheels of progress are grinding. Everything's not going perfectly, but it's moving forward. Two steps forward, one step back. Three steps forward, two steps back. And then hopefully three steps forward, and just that's it, three steps forward. There's momentum.

In Phase IV, now we go into information polls. There's testing and deep analytics on your product. They want spreadsheets, or they want test data, or they want customer reviews, or they want the white paper, or they want more and more detail. It's kind of okay here. You're in Phase IV. You're almost closed. Here, you should be seeing the high quality due diligence. They want to review contracts that they have. They want to visit your factory or test the product, field testing. See some real due diligence here.

In Phase V, the closing timeline is established. Everybody knows when they are going to pay and when they're going to get delivery. People have each other's cell phone numbers. E-mails are going back and forth late at night. It just feels like the closing is real and it's going to happen.

So those are the five phases of a deal happening. Might be faster in your business, might be slower, but it's going to be something similar.

When the amount of due diligence and information requests and document polls or questions that you are getting are out of phase with these five progressive steps, these five phases—when they're out of phase with this sequence, you have an analyst frame on your hands. And there are many fixes to this, and you will want to fix it.

So the basic frames to use to fix the analyst frame, to get control over it—one is a time frame. You could say, just like this, “Guys, all this information requesting, all this stuff that you want, this is going to chew up time. What we haven’t gotten accomplished are the basic milestones for this phase of the deal.” Just like that, you’re going to call it what it is. “This is going to chew up time. We haven’t gotten more important things done.” Who can argue with that, right?

You might say it exactly like this: “Guys, why waste our time going through specifications, looking at code, looking at contracts, doing in-field tests when we don’t even know if we want to or can do business together.” That’s exactly—so you use a time frame. This is wasting time.

You may pull a power frame of your own to deal with the analyst frame. I might say it like this: “I’m getting lots of information requests too early in the process.” I might say, “Hey, look, until you prove to me that you’re a good customer—by a good customer, I mean you don’t break the equipment, you reorder parts when you’re supposed to. Until that happens, I’m paying to be your supplier, right? I’m paying to be your supplier. I have to spend money to earn you as a customer and support you until I get break-even. So if you want my money, I’m going to need you to do a couple of things. First of all, throw this analyst out of here, he’s wasting my time.”

You might not say it as aggressively as that, but that’s the structure that you’re going to want to use. “You’re using my money. I’m investing in this process as much as you are. Yeah, you might be the customer, but I’m putting money to work here too. I’m not going to waste my time with analytical questions until we know more about whether you’re going to be a good customer.” Right? So you’re going to do that. This is very useful, this next thing, the value frame.

So when you see the analyst frame coming at you and you are getting all these information requests, I think you can say very credibly, “We’d like to have the analysts here with us today, on my side as well and on your side. Add value to the deal. Add value to the deal. Because this kind of due diligence that you guys are asking for, this information that you’re asking for, can be done in breakout sessions. We don’t need myself and yourself, management teams here, our teams. This could really be done in breakout sessions or by e-mail. We didn’t fly here to do stuff, meet with you, discuss terms. We didn’t spend all this time flying here to do stuff that could have been done on Skype.”

So what you’re doing here is you’re saying, “Hey this analyst that you brought? Besides chewing up our time with out-of-phase questions, what value can he add?”

Now, this is interesting. When I do deals, I bring a team. So there’s myself, there’s my partner. We will have an analyst. And they will bring a team, they’ll

have a couple of analysts, a couple partners. So there's lots of people. But you guys might be facing person-to-person selling where they don't have a team. It's just you and them. But they still will be asking all these analytical questions, and you are going to treat those questions like the analyst. You're going to do the same thing. "Hey, all these questions that you're bringing, they can be done in a breakout session, or we can do that later on Skype or by e-mail. Let's focus together, you and I, on the time we have on getting a relationship. Making sure you want this product. Making sure we would work good together. Making sure I want to invest in getting you as a customer." So it doesn't just require teams. You can do it person to person.

I've said that you already know how to use this stuff and probably use it daily. I'm going to give you some examples of time frames that you do use and that you do know. So, watch. If you have to have a meeting with someone and you are a little unsure about the outcome of the value of it, you're going to say, "Look, I have 9:00 to 9:30 free, so let's do a quick call." That's setting a time frame. Right? You're getting control over that situation. They are going to have to move fast, explain what they have quickly, and in many ways supplicate to you and try to win your attention because it's a very short period of time. That communicates through the time frame that you are the prize in many situations.

I'll give you another one. If you say to someone, "Let's do lunch and then go to my office to look at paperwork." That's a very, very different kind of time frame. That's probably two-and-a-half hours and maybe too much time. In that situation, you're the supplicant, you are trying to spend as much time with them as possible. Very different time frame. Could be the same person, and you may on a whim say to that person, "Ah, I don't know, let's do 9:00 to 9:30." Or you may say to the same person, "Hey, let's do lunch and then go to my office and look at paperwork." But those two time frames will have very different outcomes, and they are different social communication.

I'll give you another one that I'm sure you've used. A meeting is going on that was set for an hour. You'd be happy to stay there for two hours, but you just have something else to do. Another meeting that you have to go to with your manager or the CEO or customers. So you say, because you have to say it: "Guys, we have 10 minutes left, so let's try to put a fine point on today's discussion." You have to say that. And that is a time frame, and it makes everybody scramble to summarize and make their points clear to you.

So you've used time frames. I'm going to push you to use the same kinds of time frames when there are not natural constraints. The examples I've given you are natural. You only have a certain amount of time. Or you have a lot of time, you only have 10 minutes. Those are naturally occurring.

I'm going to help you push time frames to use the same kinds of time frames when there are not natural constraints. The examples I've given you are natural. You only have a certain amount of time or you have a lot of time. You only have 10 minutes. Those are naturally occurring. But I'm going to help you push time frames when there are not natural time constraints.

You're going to build and manufacture time constraints, and it's going to feel a little unnatural. If you say to someone—I see it all the time—“You have to decide by Friday.” And if it's not real, the other person will know it, that they can wait until Monday, and it doesn't make a difference. I'm going to help you manufacture real time constraints that are authentic and that you'll stick to but that drive decision-making from the other person.

Now look, this has nothing to do with car sales. So they say to you, “This price is only good by the end of the day.” That is a false time constraint, and if it's not false, it's aggressive. That is a deadline, and we don't use deadlines. We use constraints. So if I meet you, and I say, “You've got to decide by the end of the day or you can't get this deal,” that's a time deadline. And it may be true, but it's way too aggressive for my taste.

What I would be more likely to say is, “I have today to work with you, and the next couple days we need to work together to decide if this is for you or not. But definitely by next Monday we need to reach a decision because it can't go beyond Tuesday.” That's my constraint. So I'm going to teach you how to manufacture these time constraints that feel real and authentic and are usable.

Next, the prize frame. At one time or another, you had something that other people wanted, and you were the prize. You had a property where there was a bidding war. Everybody wanted it, and you got to choose who you were going to let buy it. Sometimes it wasn't even the highest price. You just wanted a family to have it because you liked them more or because you thought they would take better care of what you built. Or maybe you had a sports talent that different teams wanted, so they were vying to get you on the team.

I'll give you a quick little story that's fun. My sister is an excellent Ultimate Frisbee player, like she can throw this thing—amazing. And there's a rule in her league that all teams have to have one female, have to have one girl on their team. And there's not a lot of good Ultimate Frisbee players, so it's really a giveaway position. And so they get a girl to play, they don't expect that girl to be able to contribute much. Just the way this sport works.

But because my sister is a great Ultimate player, everybody wants her on the team because they don't have to throw away the position. She has 10 different teams vying to get her on it, and it's awesome for her. In that situation, what is she? She's the prize. And at some point, you may have had companies trying to recruit

you all at the same time. And then you weren't worried about what was going to happen, and you weren't supplicating. You were the prize. You felt you had lots of control, you had frame control. Or maybe you had different banks trying to give you a loan, and at that time you felt like, "Hey, I'm the prize, I control the situation, I have frame control."

In those situations, you were the prize and you did not worry about saying "please" and "thank you" or walking on egg shells. You just did whatever you wanted and said, "Hey, if you don't like this deal, walk. Because I have five other people who want it." You were the prize, so you've felt this before. We have to show you how to manufacture that, where you may not have all those people wanting you so aggressively, but you still have to be the prize. You thought I was going to say, you still have to be the frog! But you have to be the prize.

So there is a way you will learn to use frames, and you'll do it the same way that I did it. You will, number one, use the basic Aristotelian Greek method of learning. And that goes, "What do I know? What does it mean? And what should I do?" Too frequently we want to move from learning something and deciding what we should do to take an action, so we move to action with insufficient thought. I believe we need a little perspiration in thinking to mix in with the inspiration and excitement of going to do something.

Frames are a very provocative subject. We hear about them one time and then we want to rush out and use them. What I think, if you take the things that we are talking about here and immediately deploy them, there's a risk of you getting arrested or thrown out of a meeting or blowing up deals. And I know that risk is there because I've blown up deals rushing into frame control too quickly.

So I recommend an approach now of perceiving. Perceiving, and then going to understanding, and then taking action. Perceiving, understanding, then taking action. In perceiving, we're immersing ourselves in the material to gain awareness of it and develop a knowledge base. Then we move to this interim phase of understanding, where we identify with the material and connect with it. We grasp it with some scope and some depth. Then we apply the knowledge.

So, it's not going to take long but we'll spend some time now in the perceiving model. The purpose of spending time in perceiving is to let your mind confront the ambiguity, right? I'm telling you to create time frames where you might otherwise might not. To become the prize when you don't have the natural power to do it. So you need to confront the ambiguity of what I'm talking about. You need to process the complexity that we're discussing here and see a path through it. I'm going to help you down that path, but your mind has to get control of it as well.

So those who crave action can allow their impatience to dominate their thinking and miss important learning and immersion in the material. If you move too impatiently to action, you will miss the learning that we're doing now. So keep going with this.

The second way that you're going to learn this material is very simple. There's worksheets. With any new material, do the worksheets.

The third way is, in the worksheets, there are scripts. These are Mad Libs, these are things that you can say exactly. They are taken from things I say and do every day. And they're as sophisticated as I am and as good as I am in using time frames, using the prize frame, the power frame, breaking the analyst frame. I can both break the power frame and use it. As good as I am at all those things, I still use these very, very basic scripts. Even though I may be years ahead of you, I still use the scripts that you will be using yourself.

Fill in the blank scripts for the prize frame, the time frame, the power frame, the analyst frame, and the needy frame. And you'll use them exactly as written to practice presenting what you have to sell or to show people your idea. But use them with friendly people that you know and get accustomed to it.

So fourth thing you'll do to learn how to use frames is, you'll get into the game in live-action fire with real people and real deals, but you'll only start with the prize frame. It's the easiest to do, it's the most natural, and people will not respond negatively to it.

In addition to prizing, you'll be observing and looking for the power and the analyst frames. You'll just be observing and looking for them. Once you become good at identifying them, you'll start to work on counteracting them. You'll see a power frame, and you'll just say, "I saw the power frame." And next time you see it, you'll say, "I saw the power frame, and I thought to myself, 'I should do this'." And eventually you'll build up the strength that when you see the power frame and you know what you're supposed to do, you'll take that power frame away. We're going to learn how to do that here, but it's important to know the process where you're going to learn this stuff and use it.

Number five—and in some ways this is the most important—you'll introduce this material to someone else, a friend or someone you work with closely, so you can have lots of conversations in the language of frames. You'll say to someone, "Yeah, I definitely have to get the prize frame early. I have to set the big idea because they throw analyst frames very quickly. And that whole darn company is a power frame. We have to get in there and crack that nut immediately." Right?

You'll talk in the language of frames, and your friend or your business associate will know what you mean by all that. That is how I got good at it: long walks,

long lunches, workouts where we're just talking about framing and frame control in this language. It's fun. Nobody goes on a long hike or out to coffee for hours talking about calculus—not nobody, but nobody I know—about economics and about algebra. But frames people do, because it's a very, very interesting and fun and social subject.

Now we are going to take you into a Q&A discussion that I had with a small audience where they asked some very good questions. And these are the questions that are likely in your own mind right now. I think you're really going to become immersed in the subject of frames in the next segment when you hear other people asking questions and seeing very complete descriptions of how to use frames and some more definitions.

So let's go into the next segment about frames.

Question: How do you out-frame an expert in your field?

Oren: Oooh. I love it. So, the hardest questions I've got to get first! This is great. I run into this all the time because, as an investment banker, I pitch deals that I'm familiar with from a financial standpoint. I know their income statement and balance sheet and statement of cash flows and their revenue pipeline and their upside and downside protection and what their customer contracts look like. But usually I don't know the technology very specifically.

So someone will say to me if I'm pitching a deal, someone from the investor side or the buyer side will say to me, "Hmm, well, we just don't think those semiconductors can process at a 1,000 micro-unit pace, and that can't be manufactured at an 80 percent gross margin. We just don't believe in these technical details you're telling us about. Can you give us proof points?"

So they challenge you. They bring their experts to challenge you on something you don't know. That's the analyst frame, the expert frame, and you have to find a way to deal with it. Here's what I do in a very practical way. So that comes at me, and I say, "Guys, listen, we have one hour here. An hour-and-a-half maybe, if I give you a little extra time. All these details are in this black binder right here. All the technical specs. And it takes hours to pore through them, but I don't think we should waste our time together going through the minutiae, the technical details. We would not be here with a \$200 million deal, with hundreds of investors who've already put money in, with customers, if these technical specifications were not accurate.

"So at the right time, you bring your analyst and we'll bring our scientists, and they'll all sit down in a room and they'll go through the binder, and we'll show you exactly that the specifications are accurate. And look, if you want to blow out in due diligence, alright? You find something that's not true or doesn't work,

then you blow out in due diligence. There's nothing we can do to stop you. But let's not waste our time here going through the technical details. (A) we don't have enough time, (b) we don't even know if we like each other yet, and we don't have terms.

"So let's not blow the deal up on details, technical details, before we even know that the deal can exist. We would not be here lying to you or somehow miscommunicating the product. We wouldn't have gotten this far in the world if that is the way we did things. The black binder we're all going to go through in due diligence. And again, if you want to blow out, then blow out. But I don't know if I like you yet. Let's figure that out first."

So that's how we're going to answer that question. Okay, who's next?

Question: Yes. How do you set the frame at a pitch fest or similar cattle call?

Oren: Yeah, yeah, yeah. Another hard question at the beginning of the questions. That's a good one.

Many times, you have to pitch into a process—a job interview, a pitch fest, or a bake-off for an advertising agency. Where there's a process, you don't have control over the process, right? In essence, the buyer is interviewing you in little vignettes. And to me, it's like a credit card application. This will be my example.

If you're filling out a credit card application, you can't write an essay. You can't attach a USB chip and mail it in and say, "Look at my video." You can't say, "Check out my YouTube that I made on why I should get this credit card." You have to fill in the little forms. And you leave out your birthday or your Social Security number or the last two places that you've at, and they just chuck it. There's a process. You cannot blow up the process.

But what you can do is make sure that if you're there with your time, and you've left your work or you've left doing something to be in an interview or a pitch process, you can make sure that you're getting attention. And if there's any sense—because if they put you in a process, then they owe you attention. So if they're glancing at their watch or checking their phone, then because you've agreed to a process, you can turn the axis of power 180 degrees and say, "This is a process. If you can't run your own process properly, then what am I doing here?"

So when there is a process, you are going to require—if you're going to have to live in the process, you're going to require the other people to live in the process. We had a question earlier. Someone says, "Hey, I'm in an interview process. It's supposed to be just 15 minutes long, and they're looking at their phone and sending a text. What do I do?" You don't allow it. You say, "Excuse me? I left doing something important to come here and help you out. And we're going to

spend this time getting to know each other. And not only are you looking at me, but I'm considering you. I have lots of choices."

And as I'm considering you, I'm thinking, wow, she only has to pay attention for 15 minutes. She can't seem to do it. And I'm starting to question myself why I would ever want to work with someone like that. "So, look, I'm getting off a little bit on the wrong foot. Let's shake the Etch-A-Sketch upside-down and start over. I'm going to go back two minutes, and you may have missed that part, and let's go through this process together—you giving me the attention I deserve for having such a, bringing you the chance to look at my experience or my product or whatever it is. And by the same token, I'll do my best job to add value and teach you about something you might already know. And that way, we will have a good relationship. You checking your phone—what the f---?" Horrible, okay.

So that's a way we can address that, and that will be effective for you. Okay, what do we have next?

Question: What are the basic framing steps in a deal?

Oren: Okay, basic framing steps. So, we've talked about lots of things, and in my world, my world, it's usually a phone call or stepping into a room. So the steps are this. Prizing, number one, prizing. Two, getting a time constraint, so using the time frame. Prizing, getting the time frame. Number three is setting the overall frame by introducing the big idea. And number four is letting people know that at some point they are going to have to qualify themselves to you. That's part of prizing, it's a specific step. They're going to have to explain why you would choose them. And a fifth step, beyond letting people know they're going to have to qualify back, is raising your status. Raising your status. And you will do that by providing value, insight. You have to be providing value the whole time. Value has to come that way.

Let me say this in this way. I mean, this is really important. Say you're right here. When you get together with someone else, either on the phone, on the Internet, or in person, imagine—oh, I don't know—I tube appears before you guys, and value flows between that tube. Value flows between it. And if you want something from somebody else, you've got to add more value than you take. That's why I hate questions. I don't think I've asked a single question today. I hate questions, because they take value. Questions take value.

So you want to add value, so through this imaginary tube you're pushing value, like, "This is what our competitors are doing, and you should call them if you want to get it this way," and "There was recently a thing on "60 Minutes" about our industry, and we will show you our manufacturing costs so you can understand that you're really paying for what you get." "Oh, and there's a white paper that Gartner put out, and there was an article in The Wall Street Journal,

and we'll give you a tour of the factory. And we'll give you a free blue plastic frog for your backyard."

Try it out, just add value, and eventually the other side will go, "Whew, I got so much value. I'm going to start giving some back." So that's really that step, is to add more value than you're taking. That will raise your status. I mean, it just makes sense. You add value, and your status goes way up, right?

And then the last step is, once your status and your momentum and the intrigue about you is at the highest and the time frame is counting down, at that point you're going to apply that counter-pressure and say, "This is everything that I have, and it's about to go away. And now you're going to apply to be my customer in the next few minutes."

Now some people have asked, "Oh, my God, like, that's very strong, and it's aggressive." And I may not even do it like this. It's very easy for me to talk to you right here, right? *[laughs]* I'm not actually selling you an airport or a semiconductor company or a genetics company. I'm not actually selling you, so I can talk big, right? Wave my arms around and point my fingers at you and sound like a big man. It's easy for me to do here.

But do I do it in person? The answer is yes. Most of the time I do. But I've been doing it for a long time. You don't have to do it with this level of aggression, but you do have to do the structure. So whatever those five things I just said to do—we'll put them up on the screen—you've got to do those things. And you may not do it with such emphatic tone, might not swear as much as I do, might not pound the desk or point or color it with reds and blacks and purples. Your colors might be a lighter shade of the pantone, the easier side of the palette. You may be softer-talking and you're probably, definitely smoother-talking than I am. But you have to do these things structurally with whatever kind of tonality you choose.

But I can tell you, it's a rough world out there, deal-making. And your tonality will get more serious and more aggressive and more compact and forceful, the longer you do it, because deal-making and selling stuff is hard. And you want to be as hard on buyers as they are on you.

Then it all kind of ties back together. Remember, this is not a financial transaction. The financial transaction happens during due diligence, which will happen. This is the social transaction. So, yes, you're going to be tough and serious and forceful and get frame control. But you're also going to be having fun. I think, again—I'll look here and really, maybe this is the biggest point. If you are not having fun, I don't care if you have frame control or not. Get out of there. What are you doing? This is about having fun. If you are not having fun, something is wrong. And if you're not having fun, people will sense it, and all these kinds of pressures you want to put at them—if you're not doing it in a

social, fun, interesting, light way, with some humanity and some humility, then it will feel bitter.

So in some ways, I'm saying, be the prize and tell people that they have to earn their way into your deal. And then I'm saying, having some humility. Yes, you're going to do that to give some contrast, you're not going to be over-serious. You're not going to walk in and say, first thing, "Anybody who doesn't do business my way and jump when I say jump and sit when I say sit, I'm not going to do business with them." They're the buyer. It's not going to work.

Move through frame control as a process. We talked about introducing the big idea, introducing the big idea. Then focusing on the problem, then focusing on a generic solution, and then your solution. Right? That's a process. The same way framing yourself up as a prize is a process. You're going to get to your strongest point where you have the most amount of time constraint. Again, I'm going to just repeat the last step. The most amount of time constraint. The highest status. The most amount of prizing. And you're reaching the end of your presentation and the most amount of intrigue about you and your product and your company and what you offer.

And at that point, when you have maximum power, you're going to make them qualify themselves back to you, explain why they should be allowed to be your customer. Now you've really experienced the process of getting true frame control in a deal.

Okay, we'll go to the next question.

Question: Oren, how do you apply this to a one-way medium, such as a video sales letter or a webinar?

Oren: Yeah. This is a great question. So social dynamics when you can't be social with two people raises the bar. So what I think, to me, the tools you have in frame control and prizing in a sales letter, in a one-way medium, is status. Status and novelty, status and novelty and intrigue and time constraint in a different way. You've got to let people know how much of their time you're going to take and do as much as possible in that period of time.

So when you're in a one-way communication—and you see this today, right? "In the next five minutes," so people know that they're not going to be trapped in a 45-minute or hour-long or 20-minute long process. Then you're going to add value, real value. I keep telling Internet marketers—don't say, "I have all this value back here, and if you sign up for something, I'll show you a little bit of it. And if you sign up for something else, I'll show you a little bit more. And then, once I have you trapped in this whole big engagement process, I'm going to give you some real value." Give value. That will raise your status.

And then eventually, when you feel like you've got a time constraint, you've raised your status, you've added value, then you can ask them to do something that's fair. So in a one-way process, I think you're looking for that moment of fairness where I've given you a lot, and it's real. And I've done it in a credible way.

I mean, for me, I'm getting tired of these red circles and giant squeeze pages and headlines with exclamation points, and I know many people listening to this video may do a lot of that. But that lowers your status. It's screaming. People are smart. Give them real value in a novel but credible way and raise your status. See, on the Internet I see too many people going for control before their status is high enough. Raise your status, give value under time constraint, and then when it's fair, ask them to earn their way in a little bit further. You've got to do all those things.

So let's go to another question.

Question: Yeah, Oren, once you've set the frame successfully, what's the best way to inoculate people in a meeting still resistant to it?

Oren: Ohm, such a good question! So, I gave a presentation to a board a couple of weeks ago, and everybody in the room literally went, I mean, these—you know, I'm not there to entertain, just to help them understand a different way they could sell their deal. And I finished about a 20-minute presentation. And the board clapped. Never had this happen before. Clapped. And I'm not an entertainer, right? Amazing! So I must have done some good stuff.

But then one guy was watching on Skype. Bill, right? And Bill pipes in from Skype and says, "Guys, this is wonderful and everything, but I don't get it. What is Oren here doing? Why would we do things any different from how we've been doing them?" So you will always have someone who is kind of not drinking the Kool-Ade. This stuff is very powerful one-on-one or one-on-two, but when you get a broader audience, it gets harder. You're not going to capture the attention of everyone, right?

So the answer is, when they give you that negative feedback, you don't feed into it, right? So I said, "Bill, I don't know what to tell you. You want me to leave right now? I'll leave. You guys can continue what you've been doing. I'm happy to do it, right? Just say, 'Oren, your head is full of dead insects. I need you to leave right now.' I'll do it, no problem."

So you can't validate that, or you can't seek validation from that one person. And think about it, if you have buy-in from a room of five, six, eight, ten people, and two guys—I don't care who they are—two guys don't believe what you're saying

or don't like it, but you have the support validation of eight people—go with the eight! Leave those two bas-----s alone. Just don't need their validation, is the answer.

So the way you deal with this is, you go with the approval that you're getting and the relationships that you have. Those people will come along or not, but don't seek, don't need validation from them, and don't go seeking it out. Go with your strengths, not with your weaknesses when you're in a room.

Question: Oren, so what if you're in an interview where there's a specific process to follow, meaning the interview itself is not freeform.

Oren: Yeah, yeah. This is similar to the other question of what if you're in a pitch process, but interviews many times are not freeform. They have some questions for you. There's an application process. So I kind of think in these situations you have to think of it as Gulliver's Travels, maybe. I think of that because they just had that commercial on, the big guy. When they trap Gulliver, they do it with these tiny little strands. They don't do it with one big chain or rope.

When you have a process to follow, you follow the process. You can't disrupt other people's processes. They will eject you. But you're going to do this framework in little pieces during the process, and it will accumulate. So let's talk about it.

If they say, if they say we have 30 minutes for the process of the interview, you say, "Really? That's funny because I only have 29." Get a little thread down to try and get Gulliver tied down. So that's getting some control over the time frame. You might say something like, "I'm glad I was able to come here to help you guys have a successful process." Another little strand, right?

Think you can say something like, "When you've finished your process, I want to tell you something really interesting I want to tell you about your company that I've learned by just being here." So there's an intrigue frame you set in place. That's going to make them want to leave some extra time outside of the process. When somebody has a process, that's definitely a power frame, definitely a power frame. And so one way you can take away a power frame is to say, "You know, money means nothing to me. I have plenty of it." You might only have \$1,000, but that might be plenty of money. And you might have millions.

You say, "I have plenty of money. What I'm really interested in is to work with good people that are having fun and doing the Lord's work," or whatever it is. So people who are doing good stuff, contributing to society—so now you're applying another thin strand of the morality frame. You don't care about the money, right? Means nothing to you. What you care about is good people doing good stuff,

helping other people, caring, being authentic, transparent, all these things. So raise the bar.

When you do that, they're going to blow up their own process a little bit proving themselves back to you. I'm trying to think, when you're in a process, some other little strands, so you understand. You're not going to blow their process up, but you're going to kind of set these frames. And they will start to, their own process will start to erode as they want to come into your process because it's better. It's better, right?

Talking about intrigue and relationships and doing good stuff and money doesn't matter and who's the prize and who's the commodity. I mean, these are existential things, and they're probably focused on the veneer and some questions, and you're focused on things that are lasting and ephemeral and fundamental to human relationships. And when you do it that way, they're going to come over into the way you do things.

So that's how you deal with a process. I know I can break, except for a credit card application, can't do anything with that. But I know I can break anybody's process. I challenge. Anybody, come on, I can break their process, because their process is going to be based on information, and information is never, never going to be more important than the thin line that goes to the middle of the human heart, that rides between good and evil, right? And right and wrong. And when you can bring these things into a discussion, it's always going to come your way because information is nothing. It needs to be framed.

In some ways, I think about a building, right? A building is nothing without the people who will in it or rent offices or buy retail products or use it as a hospital. I mean, a building is nothing without people. A lot of times, people will say, "Well, I'm going to tell my story." I say, "That's not a God darn story you're telling. It's not a story because it has no characters. It's not what happens, the story is who it happens to."

So when you're in a process and you make the "who" things are happening to more important than the "what" of their questions, they will abandon their process and come over to the way you do things, which are better. That's going to be how you deal with a process.

Question: So I said a swear word, and a customer seemed shocked. I felt like I really lost the frame.

Oren: Yeah, yeah, alright. You were talking to someone, you got excited, right, and you said "sh--" or "damn it" or—I don't know what we can say here. And they got mad at you and they said, "Hey, this is a business environment. Can't swear like that. We're upset." You say to them, "Have you lost your mind right now? We

are talking about starting a company. We're dealing with millions of dollars. Customers are not going to pay their bills. Employees are going to steal from us, right? Our CFO is going to leave at the last minute before we file for our IPO registration. Our building is going to leak water across, and all of our expensive computer equipment and our backups are going to take two weeks to bring online, and we're going to have to solve this. Do you know all the hard work we're going to have to do together? Can you imagine, I'm going to be staying up late nights and weekends and working with people I may not even like for a while? Do you know how hard and what a harsh environment that's going to be? And you're upset over a single swear word during my passionate exuberance talking about this business? I'm not sure you're ready for this business and how much we're going to be doing together."

That's how you get frame control over somebody who is going to call you out for being an authentic, passionate, feeling human being. Make sense to you?

Okay. Where do we go?

Question: How do you get the frame back when the frame's been broken?

Oren: Ah, yes. So, this is really, this is a great question. Again, I can tell you guys about all these things and all these great things I've done, but I have lost dozens of deals, and I've made really terrible mistakes in boardrooms. And my one claim to infamy is, I lost a billion-dollar deal that we otherwise would have gotten, but I screwed it up. It's funny, a film crew was doing a little documentary on me, and they wanted to talk to some of the people from my past. And I introduced them to the good people and also the bad people, people who don't have great things to say about me. And the bad people, they all say, "Yeah, that bas---- Oren, he blew up a billion-dollar deal. We were going to make a lot of money on it."

But even the good people who love me said, "That bas---- Oren, he blew up that billion-dollar deal." So you can lose a frame and you can do wrong things. But what I have learned when you really need the frame back, what you need to do is perpetrate a denial or a defiance, a denial or a defiance. And I give the example in the book, but let's review it here in person.

I almost always leave something big, something big and gnarly and physical and multidimensional there on the desk near the person we're presenting to. And it's bait. So I have their name on it. You say, "Submarine plans for Jeff." Jeff will not live another day without knowing the information in this book, something that we know they're going to reach for. And that moment we look for it, when they reach for it, we go, "Oww, I'll tell you when you can look at this because this is my meeting. We're on my agenda, we start when I say start, and we stop when I say stop. And when it's time and I say so, then I'm going to show this to you, and you're sure to love it because this has some really cool stuff that we've prepared

for you. But it's not time yet. Let's go on to the next thing we have planned for you."

So that's one very, very meaningful way so we can get the frame back when it's taken away from us. Now a second way that we can do this is a two-step process. One, you have to identify what's happening before you react. Try and figure out, is this a power frame? What just happened? Did they use the morality frame on me? How did my frame get broken? What is it?

Give these things names. Once you name things, then you can figure out how to deal with them, alright? So, for example, one way somebody can break your frame is, they can say, "I'm very sorry. I know you're in the middle of your presentation. I have to take a call. It's an emergency. It's my wife, dog, cat, rabbit, secretary, car, whatever." And you're maybe at the crescendo of your pitch. It would be very hard to build up all that momentum again.

Boom. Frame broken. They don't even wait for you to approve, and they leave the room. They come back 15 minutes later and go, "Where were we? Maybe we should kind of start from the beginning. I got a little distracted." So that's as broken as the frame can get.

So for me, now I've got to start working hard. I don't just go, "Well, okay, I'll start from the beginning, and do this little song and dance again, and stand on my hands, and light my feet on fire, and dance around for you." I might check in and say, "Bob, is everything settled? Can we—what I'd like you to do is say to me, 'Oren, I like you and I like the basics of this deal, and I want to continue.'" And he'll go, "Yeah, of course, we're totally into it. Let's keep going."

I go, "No. I want you to say to me, 'Oren, I like you.' It's important for me to hear that. 'I'm very interested in this deal and I want to continue.'" We have talked a lot about the power frame, right? And this is probably one that you are most familiar with. We all encounter it. Walk in a room, any room, any business, trying to sell something. Boom, you're faced with a power frame because they have the money.

Where does the power frame really come from? What are the roots of it, what's the source? It comes from other people's status. Status, and status comes from money, celebrity, and influence. It's not my personal insight, while I agree with it. Cognitive psychologists hook people up to these functional magnetic resonance machines, fMRIs, and they show people these things. Money, and they show celebrities, and they show people with great influence, and they see how the brain lights up, in what areas. And they know what status comes from.

And status comes from money, celebrity, it comes from influence. A high-status guy that I've done business with, Ivan Alexander. He has more than a billion

dollars. He has a lot of money. That's where his status comes from, it comes from his money. Give you another example. Morgan Freeman has celebrity, Morgan Freeman from all those movies where aliens invade and he's the black president telling people what to do, run for their lives. Anyway, Morgan Freeman has celebrity. That's where his status comes from.

David Petraeus is the director of the CIA, the Central Intelligence Agency. And he has influence, lots of influence. Money, celebrity, influence. That's where status comes from. And power is driven by status. Just like Scarface. If you've seen that, you know how it works. The power frame, why is it so—why do you have to combat it? Why do you care about it? Because those who exhibit the power frame want economic value from you. They want concessions from you in exchange for things that cost them nothing.

Let's pause on this for a minute. I want to say it again. The power frame wants economic value from you. He wants you to lower your price or give more, or suffer economically in exchange for nothing. It is not a value exchange. They're using power to extract value from you. That's why we have to deal with it. That's why we have to close distance and put it down when we encounter it. But unlike the way we do it in the prize frame, it's not so easy. So, what do they want value for? Sometimes, just their name. "Hey, you're doing business with Donald Trump." Therefore, you can tell everybody you did a deal with Donald Trump, so give Donald a lower price. So for Donald's name, or for doing business with Walmart, they want a lower price. That's the power frame, and you've got to take it away, because you don't want to pay for their name, it's not economic value. You may rationalize that it is, but it's not usually. Don't pay people for their name.

Some people will say, "Hey, we'll let you up to our field of play. You can tell people you're doing deals with Donald Trump. You're doing deals with Target. You're doing deals with General Electric. You're on that field of play now, you've got to earn your way to that field of play."

"Oh great? How do I earn my way in? Oh, by lowering my price." I don't want to do that, so I have to crush your power frame. Sometimes these guys will use the power frame in this way, and say, "We have the ability to order large volumes of your product, so come to us and lower your price because we have the ability to order large volumes." It's not a contract, it's not a promise, it's just the ability. So when somebody tries to power frame you like that, close distance, close it down. Alright?

How do you do that? How do you deal with these power frames? As we said in the book Pitch Anything and we'll say it again here—with small denials and defiances. A small denial and a small defiance. But they must be social in nature.

You can't just defy people in a way that's shrill or bitter or cruel. You do it in a fun way. You smile and it's social.

Let's talk about doing that right now and give an example. Maybe the easiest way to exhibit a defiance is to take control of the agenda away. So maybe you're in a meeting with people and you're both kind of deciding on the agenda, and it's kind of rolling. But if you take the agenda away and make it yours, that's a nice defiance. How do you do this? So, guys who have the power frame, they always make social missteps. They're clumsy, they always are. Think about it. It's king-like behavior. They always make social missteps. "Oh, take the peasants' land away." Right? You see these king-like behaviors, and they will always do something weird and make a misstep.

Here's an example you hear all the time. The power frame will say, "Forget telling us your background, just give me the price." Right? Well, that's rude, and it's asocial, and when somebody does that, it's okay to call them out. You say, "Stop, stop, come on. You know how this works. We give you our background, you hear about our product and you ask us about price, and there's a way these things work. Looks like I have to take over the agenda to make this run properly. This is now my meeting, and it's running on my agenda. And here's how we're going to go. I'm going to give myself some time to present the background. I'm going to tell you all about the product, and then I'm going to give you some time to ask questions about price. And then, we're going to keep going on my agenda for the next hour. This is my meeting. I say when it starts, and I say when it stops, and when the bathroom break comes, I'll let you know when you can have one."

But you've got to say that with a smile. You're never going to turn to anybody in the business world—you might not turn to a billionaire and with a frown on your face say, "You sit there until I tell you, and when it's time for a bathroom break, I'll tell you when to go." Right? They're going to call security and throw you out.

But if you say it in the way I say it, "This is my meeting, we're on my agenda, I'll let you guys know when it's time for a bathroom break." You pause and smile and do it in a social way, it could be fun. But at least you've got the agenda. You've created that denial.

So, we have in the past talked about shorter time constraints. Shorter time constraints. And that's another way to get control and to come up against the power frame. So you'll hear a lot, "Hey guys, I'm running a little fast today," the power frame will say. "I'm running a little fast today, and things are backing up, so I only have about 45 minutes for this meeting." And you'll say, "45 minutes? Man, you guys waste a lot of time. We had only planned 35 minutes to do this." So, you'll say you only have 35 minutes, even though you have 45. "Seems like you guys are running slow." So you do a shorter time constraint. You take the power frame away a little bit.

Definitely you want to take away money as a source of power. So if a guy is grinding you on price with a power frame, you say, “Whoa, whoa, stop, stop. Listen, money is not that important to us. We have all the money in the world. We are well financed, we do great with our product. What’s important to us is good partners and having fun. And all this grinding on price? It’s not fun.” So you’re going to take money away as a source of power.

Sometimes, many times in the business I’m in, you’ll see the power frame talk about all these accoutrements of power, all these things they have, right? A plane, the access to nice restaurants, big conference rooms, different things like that. And you’re going to take away the accoutrements of power and rely on basic, high-quality business principles. The fortune-cookie wisdom of business. I work hard. I don’t waste money. We get rest at the end of the day. We build quality products. We choose good customers. We don’t rush into things we don’t know about. We focus on what we are good at.

So you’re going to reframe all the fancy things a power frame has, say “I don’t care about that because we go by good business principles.” Here’s how that’s done. I hear all the time, “Hey, ride with us on our plane.” Well, I know what that is. They want to show off how much power they have and how much money so that they get a concession from me.

So I’ll say, “No, our policy is to travel coach. We put our money into our products so that we can give better value to our customer. We don’t fly around in first-class or private planes.” The truth is, we do have a plane, but we use it for utility, not to show off to people. You can’t get to three cities in one day without a plane. It’s very difficult.

So if somebody says, “Hey, come ride in our plane.” And they are trying to show off and get price concessions from you, you’re going to say, “No, we’re happy to travel coach. We want to put our money into our product.” When people invite you to a very high-end restaurant, you can say, as I do, “You know, we’d rather stay in a working environment. Why don’t we order a couple sandwiches from Subway. I’ll let you pay for those though, because I appreciate your generosity. Let’s stay in a working environment and focus on getting stuff done.” That’s fortune-cookie wisdom over showing off, and that’s how you disrupt these power frame behaviors.

Many times they will want to talk about their grand history. “Oh, we’ve been around since the 80’s when we bought a \$100-million business, and then in the 90’s we became the number one firm to blah-blah. In 2000, we became even better than the number one, the number point-five. *[laughs]* We just became greater than amazing. And then in 2007, when everybody else was suffering,” they’ll say, “We thought amazing was great, but we became intergalactic stellar

universal rulers of everything that moves. So we know this better than everybody. And if you work with us, you'll be able to access this grand history that we have, this amazing awesomeness that we are."

When they say that to you, give you their whole history, the billions that they've done and all these great things, you say, "You know, that's awesome, and I'm glad to hear about those things. But I think it's better to focus on the present time and current events, because what we're doing isn't based in the past. It's based in right now. Let's focus on the present time and current events. The stuff that you've done, it's just not a predictor of future performance. As you know, any stock offering says that. Past performance is not a prediction of future performance, and I feel the same way. I think it's best if we all just focus on current events." So you'll say something like that when they give you their grand history.

What you will always experience from the power frame is the game of "fetch me another rock." So you'll make your presentation, your proposal, you'll do a great job of pitching, you'll get them wanting it. And they'll say it like this: "We love what you have, and we are ready to buy it, if only you could bring me a blue rock. I love everything you've got" And you go, "Oh, that's all you need is a blue rock?" And then you run away and you find one and you bring it back and you go, "Here's a blue rock. And they go, "That's awesome. Thank you. I love this blue rock. We want to buy it even more now. The only thing we need, though, is a green rock with polka dots on it." You go, "Oh, that's all you need? And they go, "Yeah, we're done. Bring it to us and we're done."

So you run off, and you do whatever it takes, and you come back and you go, "Okay, Mr. Power Frame Billionaire, buyer, company, person with all the power, I have brought you what you seek. A green rock with polka dots on it." And they look at it and say, "This is the best green rock with polka dots on it that I've ever seen in my life, and we thank you so much for bringing it. And we are ready now to close. All we need is a red rock."

Now, most people will feel like they're so close and now they are used to fetching another rock, and they know where to go to get red rocks, so they'll go get it. But when you encounter that, you're going to say, "Stop, stop. Rock fetching is over. I will, in fact, if you want to close, go get you the red rock that you require. But it's now time for you to fetch me a rock. You are going to issue a letter of intent, a memorandum of understanding, a purchase and sale agreement, a sample contract. You're going to issue a purchase order, a draft purchase order. You are going to pay for that red rock by advancing in the deal."

And that is how you deal with the fetch me another rock. At some point you stop doing it, and you say, "I will fetch you this rock you require, but you are going to also fetch me a rock." And it's very important that you learn to do this.

You are going to hear promises of, “We could introduce you to Donald Trump, and Warren Buffet, and the CEO of Target, and Mick Jagger. Is Mick Jagger still alive? He is. Okay. *[laughs]* Introduce you to Mick Jagger and all these great people. We could do this for you, if you only give us these concessions we’re asking for.”

And obviously the response to that—you know by now—“Hey guys, we are very focused on our current plan. All that stuff sounds wonderful, and let’s get into that someday because we would love to meet Warren Buffet and do business with him and sell our stuff into Target. We’d love to go to the moon with you, as you suggested we do, but for the moment we’re focused on our current plan, so let’s just do that.”

You’ll hear from the power frame, “Oh, we made such-and-such company that we also gave an order to a success. And so if you work with us, if you sell to us, we’ll make you a success too, just by doing business with us. Or we can order more from you in the future as we’ve said before.”

And obviously you’re just going to say then, “Yes, yes, you know, that’s great and everything.” You tell the power frame, “Yes, but those were fortunate and unique circumstances, and quite a lot has changed in the world. So there’s no way of knowing what’s going to happen in the future. Let’s just focus on the deal we have on the table without these external situations. Let’s just focus on what we have. We don’t need you to make us a success. We’re already a success. Let’s do a value exchange.”

So again, from the power frame you are always going to hear, “We get better pricing because of who we are, our name, and what we can do for you.” And you’re just going to say, “It’s better to focus on value. What we have is not a discount product. If you want a discount product, there are cheaper products and there are cheaper services and there are cheaper deals. There’s cheaper than us. And look, if you want a cheaper deal, then you should go get it. I’ll refer you to the cheap one. But that’s not the right way. What we have is value, we’re charging for value. So if you want cheap, you want to buy it at a discount warehouse, we’ll tell you where to go find that. But for us, we are priced to value. So let me know which way do you want to go—you want value or you want cheap?”

So that’s how you are going to deal with that. There are lots and lots of ways to deal with the power frame. We are going to list them all out for you and give you scripts so you can do this step by step.

There’s one other thing you have to remember. Whenever you are facing power, real power and status, money, influence, celebrity, your natural reaction is to act

needy or to be star-struck. What I'm going to instruct you to do here is to never be needy and be nonreactive. When they continue to pull these kinds of power moves, you're just not going to react.

So if they say, "Let's go to a nice restaurant," you can say, "You know, we'd rather stay here and focus on the work. Let's order in from Subway." Or "Let's go to a nice restaurant and then I'll take you on the plane." "You know, that sounds nice, but, really, if we have to go anywhere, we just fly coach and we put all of our money into the product."

"Well, let's go to a restaurant, I'll take you on the plane, I'll drive you around in my Bentley, and we'll promise to give you a big order, and we'll introduce you to Warren Buffet, and then we'll walk you over to the Target Purchasing Department, and then, later in the day, we'll take you to the dark side of the moon, which no human has ever stepped foot on. And it will be so amazing, you'll lose your mind."

And you, in light of all these promises and these fancy things, will say, "Eh, you know, let's just focus on what we have. We are interested in doing this deal. It's a good starting point, and then we'll move on from there and hopefully grow the relationship."

You are not needy to these things and you are nonreactive. When you are nonreactive, this disrupts the power frame. They don't see the response that they're used to getting. That's how it disrupts it. When they offer a restaurant, and the giant conference room and free Mac laptops and to take you to the dark side of the moon where no human has ever set foot and to take you back in time to the Renaissance period, and you can marry ten wives and watch beautiful paintings happen and real jousting. And they offer to use that time machine to take you into the future so you can see how the world has evolved 100 years from now, and Steve Jobs is there reincarnated from his DNA. You get to meet him, a hundred years from now.

When they offer you that, you are going to disrupt it because they are going to expect you to supplicate and fall into that. And they will try harder and offer you more and more. Try to offer you more and more. They will continue to apply the power frame to the point that it becomes awkward. What else can they offer besides taking you into the future to meet Steve Jobs a hundred years from now? Right? Meet President Bush a thousand years from now? What else can they continue to offer? Crazy stuff, right? And that's when you'll know, when it becomes awkward and they are trying to use more and more power, that you have frame control. You have disrupted the power frame. You have frame control. Your nonreactive frame and your fortune cookie-business wisdom and your non-neediness and all the things we talked about here have come together, and you have frame control.

This is fun stuff, right? I love it. But just wait. In the S.T.R.O.N.G. method, you're only at S. The next steps for you—you know, you're going to go through the companion material here in the Framing section. You are going to go through the workbooks, you are going to go through the scripts like we talked about. You are going to go through the additional videos, and it's definitely worth to reread Chapter 2 in Pitch Anything. Then, when you're fully immersed in technology of frames and framing and you feel like when you hear somebody say something negative about your prize frame, you close distance and shut it down and you have the skills to do that, and you know how to deal with the power frame, you know how to recognize an analyst frame, and you know what to do when you see it. Then you are ready for the next module.

The next module in S.T.R.O.N.G. is T, Telling the Story. And this is awesome. When you bring your framing skills and you combine them with your ability to tell a great business story or a narrative, your pitch-to-close ratio will start going up and you're just at T in S.T.R.O.N.G. And already your pitch-to-close ratio will start going up. And that's what we're here to do together.