

Sales Success Novel Claude "The Mentor" Diamond

Claude Diamond's

The Mentor Teaches the G.U.T.S. Selling Method_®

Sales is Now Fun, Profitable and within your Control.

Sales is the Million Dollar Skill if You have a G.U.T.S.© Selling Method

Dedication

This book is dedicated to a memory. It was the 1970's and a couple of young, totally fearless fellows (we didn't know better) used to drive a pickup truck (a beat-up Ford F-100). It was never designed for the loads we hauled in order to sell tools off the back of its bed, but we did it anyway! These New Jersey dudes had more G.U.T.S. in sales than any people I ever knew or have known since. One was the author and the other was my long time friend Phil Kahn (champion Parsippany golfer) who used to ride with me all day on country roads from New Jersey to Virginia. We would knock on doors, walk into factories, companies and gas stations and ask if anyone would like to buy a bunch of stuff for a good price off the back of the truck. We were brave, unrelenting, totally nuts and we made money every day. We also stopped in all kinds of weird places to chow down. Man we had fun and I learned some of the best ideas ever developed about selling smart. Thank you, Phil Kahn!

Additional and special thanks to CJ for all of her patience and remarkable editing skills that make my book readable!

Thanks also goes to Nolan Smith of Kremmling, Colorado who so gladly let me use his excellent name when I needed one!

And finally, thank you Bob Johnson, for his suggested acronym for G.U.T.S.TM

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This instructional business novel is fictional and the characters within it bear no resemblance to any known person either alive or dead.

INTRODUCTION

"When I was a kid, I remember people would tell me to SHUT UP! Now, they pay a lot of money to listen to me! Go figure?" Claude

Sleazy, Liar, Big Mouth, Annoying, Nuisance, Loud, Obnoxious, Exaggerator are all words describing salespeople, actually sounds like the beginning of the story of Snow White and the Decrepit Dwarfs! Some other descriptive favorites are Manipulative, Cheap Polyester Suits and the Infamous, Willie Loman from Arthur Miller's Death of a Salesman. These are all terms that are conjured up when we mention the words 'sales, salesmen and salespeople'. Think about it, what proud father or mother, in their right mind, would exclaim on the birth of their offspring:

"Here is my son/daughter, the future salesperson!"

Yep, you're right. It just ain't going to happen. Having said all this I had many sales jobs, from running the blue light special at K-Mart® to selling hot-dogs in the South Bronx (da Bronx) for Swift Premium®. The training in sales ranged from nil to sophisticated and included expensive seminars. I was good, but I was not making the money I envisioned and I grew to dislike the way many prospects were treating me. They would keep me waiting in their offices while I was reading their old boring trade magazines even though I had a firm appointment. Eventually, they

The Mentor Teaches The G.U.T.S. Selling Method© would grant me an audience. (Heck, the Pope would be easier to meet.) Sometimes I would get an order, sometimes a BS session, other times disrespect, after all I was only a salesman. I found myself making excuses not to go out and make presentations. I became a slacker because I just wasn't feeling fulfilled. I mean how the heck do you motivate yourself everyday when you get up in the morning? 'Oh boy', he said to himself, 'today I get to go out and have some prospective buyer crap all over me again, what fun!'

In light of the above, I did meet salespeople who loved what they were doing, had their own business and best of all, they were making unbelievable money while having control and FUN with their lives. I was envious and I wanted what they had; security, self-esteem and big bucks.

Note: For those of you who disdain making money and just want to make the world a better place, read no further!

I had attended all of the modern sales seminars, read all of the classic books and recent best sellers. What I found, for the most part, was that these guys were all saying the same thing, but in different ways about presentations, closings and the usual dog and pony shows blended with tons of hype and motivation. This stuff was older than Methuselah (old guy in the Bible). I wanted to learn, but these methods just didn't seem to work for me on a long term basis. I thought that I needed a Sales Mentor/Coach if I was ever going to get out of my sales rut, some-

The Mentor Teaches The G.U.T.S. Selling Method© one who had achieved the success that I wanted and who had the right to teach me because he was doing it correctly, all the way to the bank.

I went out to find the best salesman in the world who would teach me his Method of Success. Eventually my search was over because I found the person who gave me the sales tools, the concepts and methods to make as much money as I wanted. I called this the G.U.T.S. Sales Method© because it made me confident. It allowed me to work smart and have a blank check in front of me for the rest of my life!

This novel is based on that Mentoring relationship, the lessons learned and how my life was never the same again. When I wrote my first book, The Mentor, A Story Of Success©, I introduced gregarious Max, the Mentor in a readable, motivating and hopefully memorable parable. Based on your favorable response (you have bought a heck of a lot of my books, thank you) I have written The Mentor Teaches The G.U.T.S. Selling Method© in the same style, hopefully with the same results. Remember, Sales is the Million Dollar Skill!

What is the G.U.T.S.® Selling Method ?

G=Great U=Unconventional T=Techniques of S=Selling

I entitled my Selling Method by the most logical name of G.U.T.S. because that's exactly what it takes to succeed in the world's highest paying profession and man is it worth it!

Most people are trained to sell by giving long boring useless presentations, dog and pony shows and silly, obvious and annoying closing techniques. When these methods don't work and the prospect becomes reluctant and wishes to avoid the manipulation, the endless stalls and objections begin. The defense mechanism of the buyer kicks in. The salesman, lacking courage, tries to close again and again until the buyer either gives up from exhaustion, ends the conversation or feigns a new rebuttal like the infamous "I have to think about it" or who can forget "I need to discuss this matter with...." (usually a spouse or boss which is most likely a lie to end this game).

What if the so called 'professional' salesperson had a Method where, if utilized consistently, would enable his sales to increase dramatically, allow her to stay in control, end the drudgery of sales and be a helluva lot more fun and profitable. That is what the G.U.T.S. Method is all about.

I always thought that it took G.U.T.S. to be a great salesperson, chutzpah or unmitigated gaul to make stuff happen. (Hey, I grew up in NYC:-). The Bible says that "the meek will inherit the earth", but in sales, the person who has the courage, confidence, self-esteem and all these qualities together is a perfect description of G.U.T.S. G.U.T.S., however, is not enough by itself. You need to work SMART and use a Method that combines a step-by-step approach merging with the character qualities above. Having said all of this, there was a time in my life when I had no G.U.T.S. or a Method. I was one of the 'silent majority' as President Nixon called us. I went along with conventional wisdom, failed to stand out or express my thoughts. I wanted to comply. Yes, I was one of the sheep and I was flat out miserable!

What was funny was that I always loved sales. I loved the high when I could thoroughly convince the prospect to hand over a check or give me a purchase order. It is still one of the greatest feelings in the world! The Method is about how to feel good about yourself, staying in control and not tolerating others wasting your time, knowledge and energy in the sales process. G.U.T.S. is all about working smart within a Method, feeling good about yourself and making as much money as you feel you are worth.

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Prologue

It's Monday morning and Leo is sitting in the last row of the sales meeting room trying to stay awake for another very boring meeting held by the company's sales manager. Leo feels that he is the world's worst salesman and with good reason. He is constantly rejected by his prospects or he gets the run around all the time. He is treated with disrespect by his customers and his peers and frankly he is living from paycheck to paycheck earning very few commissions. His credit cards are maxed out and he is always behind in his bills. He is unmotivated and lacks any self-esteem. He hates getting up for work because he knows that each day gets worse. Leo knows that there are a few fellow workers who love their jobs and are always on the top of their sales, who make great money, drive nice cars and win all the awards at the company annual conventions. Then one day something wonderful happened and his life made a dramatic change for the better.

The Monday Morning Sales Meeting

Oh Gawd, Leo exclaimed, how the hell am I going to stay awake for another one of these boring things? He decided that rather than fight the feeling of sleepiness, he would give in, place his head on his arms and try to catch a few winks; after all, he was in the back of the large meeting room and who would notice?

It's 9:00 AM on Monday and as is the company's custom, the usual sales meeting is called to order by 5 foot 2 inch Johnny T. Greed, the National Sales Manager for Excelsior, Ltd. He is also known unofficially as the <u>tormentor</u>. Leo Silver, the northeast territory salesman has been attending the same useless rah rah sessions for 3 years and the meetings are always the same. Treat the top sellers like they were royalty and then crap all over the rest of the sales staff.

Johnny marched into the room shaking hands like the President entering Congress to give the State of the Union Address. He was dressed in his expensive custom made Italian silk suit, Gucci shoes and wearing his Cartier watch. He began the sales meeting with the usual perfunctory comments about changes in pricing and shipping schedules. Then he began his same boring sales spiel. He always picked a new subject to brief the "troops" as he liked to call the salespeople.

We have had some great individual record sales thanks to Nolan Smith, but we missed the mark on our quota because a few people around here aren't taking their sales very seriously. How many of you have really gone out there and given presentations, met your quota and asked for the orders? He gave the room of salespeople his typical sinister scan and then spotted a very tired Leo in the last row with his head cradled in his arms.

Leo had dozed off during Johnny Greed's monotonous monologue and started to dream of the recent sales presentations he had given; all he could remember was the embarrassment, rejection and fear he encountered when he went on sales calls. He really hated the way some of the prospects treated him. He still shuddered when he thought about his most recent sales call; one with the head buyer of the Sussex-

Morris Company particularly stood out in his mind. Leo had called the office of the head buyer several times and finally finagled himself a meeting after several months. He was on time for his appointment, but was kept waiting for 2 hours in a small waiting room with very old magazines until he was summoned.

Mr. Sloan will see you now Mr. Silver, the assistant had announced. Leo remembers entering the cavernous office with the large golf bag leaning in the corner against the wall. Behind the oversized desk sat Dick Sloan head buyer. Hey Silver, been waiting long? You know how it is around here always busy-busy. So what are you peddling?

Leo was foolish enough to expect a decent apology because of the long wait, but he never heard it from this rude dude. Leo began with the usual trivial comments about the weather and then tried to engage the buyer about some local golf event that made the news, but Sloan wouldn't hear about it.

So tell me about your widgets and what they will cost us, he interrupted Leo.

Leo began his sales presentation just as he was taught in the company's sales school. He told the buyer all about how they used the finest materials to make their widgets and how they had just won an award in Canada for manufacturing quality. He brought out all kinds of slick color literature which he placed on Sloan's desk. He was no more than five minutes into the presentation when Sloan interrupted him. *Ok*, *Ok I've heard it all before*. *What's your best price for a gross?*

Leo told him that they cost \$500 per widget.

Sloan responded that \$500 was too much, but he would think about it. Besides he was only shopping around for widgets since he already had a supplier and he wanted to know what the competition was offering. Hey, thanks Silver for dropping by, he said as he stood up and shook Leo's hand indicating that the meeting was over after only 9 minutes.

Leo had been up half the night preparing for this presentation, but all he had to show for all his efforts was an entry to write on his sales report. He felt used and abused by this buyer and hoped it would be a long time before he returned. Sales always made him feel like a second class citizen.

Leo recalled another recent painful sales call where the prospective buyer told him that he would give him his highest consideration and that he should give him a call on Monday basically to confirm the order. He left the office feeling that "he got one", but in reality it was just another lie. Leo remembers calling all day Monday, then Tuesday and Wednesday. He left messages with the secretary, the voice mail, he sent faxes, but no response. Finally the prospect took his call and told Leo that he had given the order to a competitor. Leo was dying to ask him what he meant by his "giving him the highest consideration comment" that he had made last week, but he decided to just let it go.

He sat thinking about the 'sure thing' sale he had last week. The client called Leo to come on down to the office, that he was very interested in his product line and couldn't wait to hear all about it. Leo made his appointment for the next day, put on his best suit, collected all the necessary sales tools; brochures, slides and business cards. He arrived and was greeted like a long lost brother. He gave a million dollar presentation. The buyer suggested lunch which Leo paid for, but really couldn't afford so he charged it on his credit card which he knew was close to being maxed out. They returned to the office and Leo finally did what all salesmen are taught to do, he asked for the order.

The buyer, who had spent the last 4 hours with Leo looked him in the eye and exclaimed how much he loved the product line and told Leo that he was the best salesman he had seen in a long time. He then said the words that really made Leo cringe. Leo you know if it was up to me, we would buy your complete product line, but money is tight right now and I won't be authorized to make a purchase for at least another 6 months or until the budget comes up for review.

Leo was astounded at the gaul of the buyer who knew well in advance that he wouldn't buy anything today or for that matter for months, but who made Leo give

him tons of product information and pricing, take him to lunch and waste half the day. Leo was furious, but knew that he would not vent his anger because maybe someday he would get a sale from this guy. He wished he could have told this guy what a jerk he really thought he was.

Leo jumped from his seat when his fantasy was interrupted by the shrill voice of Johnny T. Greed. Well I see our Mr. Silver is not finding our little meeting very interesting today. Johnny walked within a foot of Leo and in his most sarcastic voice asked, Mr. Silver do you need some No-Doz© tablets in order to join the rest of us in the land of the living?

Leo reacted in a way that even surprised him. He looked at the tormentor and exclaimed, *Hey Johnny*, *if you have some I sure could use 'em, but I would rather have a double espresso instead of this crappie cheap coffee you guys serve*. Leo relished the opportunity to reverse the tables, but he knew that playing games with Johnny was basic hari-kari or suicide as the Japanese would say. One did not reply in jest to Mr. Johnny T. Greed.

Johnny's face turned cherry red as the entire room burst into uproarious laughter at Leo's remark. He never exhibited a sense of humor unless he was the one telling the joke and it was usually at someone's expense. He felt angered by Leo's lack of respect for him, a management superior. Well Johnny thought, I will show him. It's time to kick some butt, Leo Silver butt. *Mr. Silver, let's have a look at your sales over the last quarter*.

Oh, oh, Leo thought to himself, he was in for it now.

Mr. Silver, I recall you had the lowest sales in the company the last time except for Ms. Johnson who is out on maternity leave. Have you considered having a baby Mr. Silver? Johnny questioned sarcastically. Have you reached your quota for the last quarter?

No, Leo replied quickly in a quiet voice.

Well then Sir, what gives you the right to take a nocturnal slumber during a sales meeting where you <u>might</u> learn something? Why can't you be more like Nolan Smith? Now **he** is a "real" salesman Mr. Silver, unlike yourself.

Leo was ready to say something to Johnny and escalate the verbal battle, but another voice suddenly spoke up. Hey, Greed are you running a sales meeting here or one of your peewee soccer camps. Let's get down to business or I am leaving. I have clients to see and real work to do.

Johnny turned around ready to do battle with another confrontational rebellious salesman, but he recognized that this was no ordinary salesperson; this was Nolan Smith. Nolan was standing in his usual perfectly custom tailored English Saville Row business suit with matching Italian silk shirt and tie. Nolan waved Johnny to return to the podium.

In militaristic fashion, Johnny strode to the front of the room and resumed the meeting. He didn't want to start a fight with the company's number one top producer. When Nolan Smith spoke it commanded respect from everyone in the room. He was in a league of his own. He was awarded so much stock in the company by winning every sales contest that he had a seat on the Board of Directors. His counsel was always sought by the CEO, Mr. Ahrens.

Johnny knew that Nolan was often offered key management positions, but stead-fastly refused. He loved being a salesman too much. It was rumored that one day he would force a takeover of Excelsior and run the company his way. He could even be Johnny's boss someday.

Leo was still fuming, but there was nothing he could do about the cutting remarks made by Greed. The meeting was called to order and business resumed. A small part of him even agreed with what Greed said; why <u>couldn't</u> he be more like Nolan Smith? Leo decided that he had to do something soon before it was too late; before he lost all self respect. He had experienced the last humiliation he would ever tolerate from the likes of Greed.

He had to find a way out of this quagmire of failure, but how? Money was tight, he couldn't quit because he needed every bit of his \$32,400 base pay. He was in an endless downward spiral of sales failure. He didn't even have a personal life. It had been months since he had the courage to ask any desirable girl out on a date. Saturday night was just another night in front of the TV; he needed a way out. He needed help, but from where? When was he going to get a break in life?

The meeting finally concluded and Leo waited until the room cleared out a bit so he could leave without getting anymore unnecessary humiliating attention. Leo quietly slipped into his small cubicle to read some of the latest sales literature on widgets. A few minutes went by and someone tapped him on the shoulder, startling him from his reading. It was Nolan Smith, the star salesman of Excelsior, Ltd.

Hi there Leo, I was wondering if I might speak with you for a moment?

Leo nodded a surprised acknowledgment. Nolan had never spoken to him before except for a quick 'good morning' when they passed each other in the hallway at the company.

I just wanted to let you know that I thought Greed's behavior was way out of line. He is a dinosaur and I have told him as much. He thinks that he can increase sales in the company by intimidation, long senseless sales meetings, wasteful paperwork and berating and humiliating the sales staff like he did to you today.

It's no big deal, Nolan. I have heard it all before, besides I brought it on myself. Greed was in no mood for my humor today. If I was a go-getter salesperson like you, management types like Johnny would treat me a heck of a lot better.

That's just my point Leo, Nolan replied. You're like a lot of the sales staff here; you want to succeed, but no one has ever given you the proper tools, much less a Method of Success. It's like giving a commercial jet mechanic a kitchen spatula and telling him to tune up the jet engines. Leo, you remind me of me when I first started in sales.

What do you mean Nolan? I am the worst salesman in the company and you are the best.

Listen my friend, things were not always the way you see them now. There was a time, not that long ago when I was the one getting yelled at. My sales manager from another company was yelling at me for my poor sales and attitude. I still remember the shame I felt when the whole sales staff was staring at me during a particularly cruel lecture from the sales manager. I was always broke, I had no self-esteem and sales were pure torture for me. When I heard Greed berate you today during the meeting, it made my blood boil and it brought back a lot of unpleasant memories of my own experiences.

I made a spontaneous decision when I heard you give it to Mr. Greed during the meeting. I LIKED THAT! You have spunk kid and more importantly, you haven't given up. I knew that you were the chosen one for me; the one I have been looking for, the right Mentee. Leo, did you ever consider how your life could be different with the right teacher?

Leo was in a fog and wasn't sure how to reply. What was Nolan talking about? This stuff about Mentee, Mentor, commitment, teacher. Leo was confused and a bit nervous by this display of interest and passion by the company's golden haired boy. Leo replied, *I never gave it much thought*, *Nolan*.

Nolan had his hand on his chin while rolling his eyes towards the ceiling in seemingly deep thought. Leo, I have a commitment that I made a long time ago. I made a promise to my Mentor which I haven't yet fulfilled and perhaps you can help me or better said we can help each other. Leo, let's get out of here, have some lunch and I will explain everything.

Leo was wondering how he would pay for lunch, as he only had \$5.00 in his wallet. Nolan, possibly sensing Leo's anxiety added, *lunch is on me*, *Protégé*.

Why did you just call me Protégé, Nolan?

Be patient Leo, all of your questions will be answered in due time, but first let's eat and get better acquainted. I'm starving.

They went outside and made their way to Nolan's car, a new loaded Lexus. Leo sat down in the rich soft leather seats. Leo sat admiring the array of toys, satellite radio tuner, MP3 player, state of the art Bose stereo speakers and power buttons for all of the gadgets. He melted into the heated/massaging power cushioned seats. All Leo could think about was the old clunker he was using to get around in that broke down each time he paid off the last repair.

Noticing how his car was being admired Nolan commented, you like the car, Leo?

You bet Nolan, I always wanted to drive a show wagon like this.

Leo, what would you think if I told you that in 30 days you could be driving any car your heart desires, you would be so confident about your income, so in control of your life that anything was possible. Life could be a dream, my friend with the right knowledge.

Frankly Nolan, I find that very hard to believe.

Nolan took his eyes off the road for a second and gave Leo an intense look, *just* you wait and see Protégé, he answered. Then he smiled coyly and pulled up in front of DZ Akins, Nolan's favorite San Diego deli restaurant. The valet greeted Nolan with a big, Hello Mr. Smith, good to see you again, Sir. Nolan was a regular and his car was taken to a private VIP parking area. Upon entering the restaurant, Leo spied a very long line of people he presumed were waiting for their tables.

Above the loud decibel level of the restaurant and all the activity of waiters and waitresses carrying multiple dishes of food on their arms an even louder bellow was heard:

NOLAN SMITH !!!!!!!!

A very large woman came up to Nolan, give him a bear hug and slathered lipstick all over his cheek from her numerous kisses. *Bubbala*, she exclaimed, *where have you been lately? We've missed you! Why are you such a stranger?*

Hello Bertie, how are you? He asked, holding her hand.

Oh, you know, busy, busy. It's so good to see you again.

Bertie, I want you to meet a coworker and friend of mine, Leo Silver. Bertie is the owner of DZs.

Any friend of Nolan Smith is always a friend of mine and she gave Leo a more restrained hug. Nolan, we have your favorite table and Sarah will take you to it. Enjoy your food boys and try the seven layer cake, I just made it.

They were taken inside by the hostess and were immediately escorted to a quiet corner booth. Leo noticed pictures on the wall of all sorts of VIPs; politicians, famous actors and news anchors. On the table were giant tubs of pickles and green tomatoes which Nolan proceeded to dive into. *Try these Leo, they're great and they make them right on the premises*.

The waiter gave them the largest laminated and most complex menu Leo had ever seen and then poured 2 large glasses of freshly made iced tea. When the waiter returned for the order, Leo didn't have a clue what to get.

Leo, if it's all right, as you are my guest, let me order for you. Nolan looked up at the waiter and requested 'the usual please'.

Nolan began. Leo as you know, I am the top salesman in the entire company for Excelsior and that includes our international and national sales divisions. I make more money than any of them. I could tell Excelsior and Johnny to shove it any time I wanted because I am a free man. They need me more than I will ever need them. What you may not know is that less than 6 years ago, I was the worst sales-

man in the world; I couldn't even give away twenty dollar bills on the street corner.

Leo interrupted, I find that hard to believe Nolan.

Well, it's true my friend, Nolan countered.

I learned from my Mentor that Sales is NOT about giving away information, making showy presentations, memorizing sales scripts and presenting fancy charts. Sales is about WORKING SMART, HAVING FUN and ACHIEVING FINANCIAL FREEDOM which can all be done with the G.U.T.S.© Sales Method.

Leo, I used to hate sales because I had no control over the sales process. I had a low self image due to that lack of control and the abuse that was heaped upon me daily. The worst of all was that I wasn't making MONEY. The waiter interrupted their conversation by bringing two enormous plates with the largest sandwiches Leo had ever seen. I hope you like my favorite sandwich Leo, it's corned beef, pastrami, tongue and chopped chicken liver on fresh rye bread. It's not exactly health food, but I find an occasional indulgence on special occasions is just fine.

It looks good Nolan, Leo said as he picked up half the sandwich and realized how hungry he was. Infact, it was delicious, but most of the meat fell out of the bread and onto the plate. Nolan laughed out loud. The same thing happened to me when my Mentor brought me here. Eating it takes a little practice, but it's well worth it.

Nolan, tell me the truth. Why are you here with me? What is going on? Who is this Mentor you keep talking about?

Great questions Leo and as a matter of fact, asking questions is part of the Method rather than giving away free product ideas and prices all day like most sales folk. When we finish our lunch, I want to take you to meet a good friend of mine. He is the man who changed my life and gave me the knowledge to enable me to have the success, unlimited wealth and the freedom I always wanted.

If The Mentor agrees with me that you are worthy and you are willing to make <u>The Commitment</u> you will learn the wonderful G.U.T.S.© Sales Method and your life will never be the same.

The Commitment

Delicious freshly brewed coffee and a hugh slice of seven layer chocolate cake arrived for Leo and Nolan. The waiter discreetly left the check with Nolan who immediately handed over his special, limited edition black American Express credit card.

Leo, let's get down to brass tacks if you don't mind and let me ask you a question right up front. If we give you the Secrets of Success in Sales, all the necessary steps you need to be able to make all the money you ever wanted or needed in life, would you agree to make a commitment?

Leo looked questioningly at Nolan and asked, what is this commitment?

Well, Leo answered, it is a vow of sorts that was created by the Society of Mentors. It's an ancient and secret organization of select individuals who hand down information from one generation to another. They have been around for a long time and value their privacy. Let's leave this restaurant, take a walk and I will tell you more.

They left through an enormous crowd of patrons waiting in line for their tables. Nolan suggested that they take a short walk through the adjacent Japanese garden. They entered the botanical display with its floral beauty and waterfall. It was a peaceful surrounding, designed for solitude, contemplation and spirituality. It was here that Nolan began to speak. Leo, if you want to make a difference in your life, a change for the better then we need to proceed with the commitment first. Are you ready?

Not understanding what Nolan was talking about, Leo responded, I'm not exactly sure what I am getting into, but I do know that if I am not willing to change, then my life will never be different. Let's go for it. I'm ready.

Leo, I need you to raise your right hand and repeat this solemn oath after me. "I will never reveal this organization of Mentors to the masses or the media. I will

never misuse the knowledge I am about to learn, to harm or hurt another. I will always maintain myself as a person of unquestionable character and integrity. I will agree to Mentor a worthy individual someday". Leo Silver, do you vow to abide by this commitment and all its passages?

I do, *Nolan*, Leo dutifully responded.

Congratulations, Leo. Today's your lucky day as you're going to meet the Mentor.

But I thought that you were going to be my Mentor, Nolan.

Since we know each other, I will be working with you as an adjunct Mentor, however, I want you to meet and spend some time with a truly unique man who is my Mentor and he will be yours, too.

What's his name?

His name is Max and I have requested that he spend some time with you. I have made arrangements for us to meet Max at his home in Colorado.

Colorado! Leo exclaimed. I thought you said he lives on Long Island in New York.

Max chooses to live in many places. One of his favorite places is a huge log cabin retreat high up in the Rocky Mountains of Colorado.

How the heck are we going to get there today, fly?

You got it Leo. We are meeting Max's private jet in 1 hour so we had better get moving!

This is all going a little too fast for me Nolan, I don't even have any clothes packed.

Not to worry my friend, all arrangements have been made. You will find fresh clothes on the plane and all the necessary wardrobe and personal needs when we arrive. Look alive my friend, you're going to fly to Kremmling National Airport in Kremmling, Colorado, population 1100, not counting cattle and sheep.

They got into Nolan's luxury car and made their way to Montgomery Field, a private airport in San Diego where they were escorted to a private jet. After a cursory greeting from the captain and instructions on safety procedures from the flight attendant they relaxed in the luxurious cabin which came complete with a full kitchen, bar, private office and bedroom. The twin turbine jet engines began their whining sound and the plane taxied down the runway. Before Leo knew it, they were cruising at 22,000 feet.

Leo, I suggest that you get some sleep before we land, as tomorrow is going to be a full day, to say the least.

They were served some light refreshments and Leo began to doze off in the extra large reclining leather seats. As sleep engulfed him, he wondered what lay in store for him. What would Max, the Mentor be like?

Meeting Max the Mentor

They arrived in Colorado in the early evening to a brilliant sunset or 'alpen glow' as the locals call it. It's a solar phenomenon that occurs when the sun's rays hit the snow capped mountain peaks in just the right way creating a bright orangy-pink glow for a brief time. Leo and Nolan departed the plane as a large four wheel drive Eddie Bauer Expedition pulled up to take them to their destination. They were greeted by someone who seemed to know Nolan very well and who gave him the car keys. It appeared as though everything had been prearranged.

Nolan got behind the wheel while Leo sat on the passenger side and they began their journey down a dark country road. Leo couldn't help but notice that his ears were popping as they climbed higher and higher. Soon snow began to appear on the side of the road and eventually the road was completely covered in white. Nolan deftly maneuvered the behemoth SUV around hairpin turns as they continued to climb. Fifty-five minutes later they turned off the road and pulled into a long tree lined driveway with beautiful decorative lighting which gave a special glow as the snow fell.

The entrance finally ended into a giant horseshoe in front of an enormous 3 level custom designed log home. It was the largest home Leo had ever seen. It had gigantic glass windows with a wraparound deck. The base of the log home contained smooth polished river stones to give it an earthy effect. Around the home were copper and bronze statues of wildlife native to Colorado. Two huge wooden doors with stained glass embedded into the panels stood in wait as Nolan knocked. An older man with bright silver hair and a curious glint in his eyes greeted them. He was wearing silk pajamas partly covered by a silk bathrobe which had a giant monogramed "M" on the right shoulder. Welcome, boys, welcome! It's late and I was beginning to worry a bit what with the snow and all. Nolan, how are you?

Fine, Max, fine, he replied clasping the older man's hand in a hearty handshake. This, as you know, is my new friend Leo Silver.

Leo, this is my friend Max, who I have the honor of calling my Mentor.

He... he... hello, Mr. Max, Leo stuttered.

Hello young man, I have heard a great deal about you. Gentlemen, come on in to my humble abode and make yourself at home, mi casa es su casa.

They entered a cavernous wooden great room covered by old western pictures, Remington statues and southwestern motif. There was a gigantic brick fireplace that gave off wonderful heat. Old Mexican blankets with a multitude of bright colors hung from the ceilings.

They followed the old man to the kitchen. You gentleman must be famished after such a long flight. I am sorry cook has the night off, but I had a small meal made in preparation of your arrival.

The kitchen was huge and included a stainless steel refrigerator and stove. In the center was a beautiful laminated wooden table. On it was a variety of wonderful Mexican foods that Leo recognized from his trip to Mexico years ago, succulent foods like enchiladas, chile relleños, rice, guacamole, beans and warm tortillas. Leo started to salivate when he realized how hungry he was despite the monster sandwich he had had for lunch. Have some nachos and the fresh made guacamole boys and be sure to wash it down with these wonderful fresh lime margaritas. They are made with my favorite pure blue agave tequila "Patron".

Leo sat quietly as he ate and listened to the conversation between Nolan and the mysterious man Nolan called, with affection, 'Mentor'.

The food was delicious and hot and the margaritas were the best Leo had ever tasted. After all the appetites were satisfied, Max suggested that they get a good night's sleep because tomorrow was going to be a serious workday. They were escorted by a young woman who worked for Max to their richly appointed bedrooms which were decorated in the same southwestern style.

Leo showered in the modern spotless bathroom. On the bed were some of the same silk pajamas that Max was wearing except these were embroidered with the name "Leo" on them. He put on the soft Japanese garments and found himself peacefully asleep seconds after his head hit the pillow.

Working Smart

Leo awoke early the next morning, totally refreshed, to the wonderful smell of bacon and eggs frying, bread baking and freshly brewed coffee wafting into his room. Being the clean type, Leo showered again and returned to see that new clothes were neatly laid out for him on the bed. Of course, they weren't just any old clothes, these were top of the line name brands that Leo could only admire in the windows of those expensive clothing stores. He wondered how they even knew his underwear size. Oh well, he muttered to himself, one step at a time.

He still really didn't know what lay in store for him on this new day high in the Colorado mountains. He had a slight altitude headache since he was over 10,000 feet up. He found a small bottle of aspirin and some Evian bottled water in the small fridge by the TV in his room.

Leo walked down the hand carved wooden staircase and was greeted in the breakfast nook off the kitchen by a sitting Nolan and Max who gave the appearance that they had been up for several hours already. He made a mental note to get up earlier the next morning and to copy the habits of these successful men.

He walked over to the buffet table where another feast greeted him. This one was managed by the kitchen staff, a senior man and woman who gave the appearance that they were married. He grabbed a plate and loaded it with scrambled eggs, bacon, spicy seasoned home fries and a large serving of fresh strawberries. He sat down with Nolan and Max and was immediately served a cup of rich hot coffee. He wolfed down the tasty and filling breakfast and then Max began to speak. Well my boy, ready to get down to business? Leo, I hear that sales has been a little disappointing for you.

That's an understatement Mr. Max, Leo responded. Sales, for me is just another word for misery. I find myself dealing with emotions like fear and rejection all the time. I feel like someone who is either begging for an order or I act totally submissive and allow others to treat me with disrespect. Most days I feel like a broken re-

cord giving a repetitious presentation until I am emotionally drained at the end of the day. There are even days when the telephone is like a cactus and I can't pick it up or make a call to a prospect.

The worst part is the money or better said, lack of it. Max, I want better things in my life. I want to help other people, but I even have trouble paying my own rent on time. I am always worried about my finances. I can't even understand why I am still in sales. Some guys like Nolan are natural born salesman, but I am not one of them.

Max smiled to himself while placing his hand on his chin and then he began to speak. Leo, suppose I were to tell you that 6 years ago there was another young man I met who was in exactly the same predicament as you, except much worse. Yes, this particular Mentee thought Sales was a numbers game, an adventure of chance. He figured that if he gave enough flamboyant presentations, eventually someone might say 'yes' and actually buy something.

When the sales didn't happen as expected and the rejection became too painful and personal he did less and less work; as a result his sales became fewer and fewer. Then the excuses began. He always figured it was someone else's fault; the sales manager, the product line, the pricing or the customers. You name it Leo and this fellow had an excuse for everything. He assumed that a change in employment was the answer so he would change employers ever year or so. You know, the old grass is greener effect. He was quite the challenge for this old Mentor.

So what happened to him, Max? Leo's curiosity was really piqued.

Well, once he learned the same G.U.T.S. Method that my Mentor taught me many years ago, practiced it and put it into continual use, he discovered a whole new world. Sales could now be fun, totally within his control and unbelievably profitable. He was a changed man and looked forward to going to work everyday. He especially enjoyed the satisfaction and self-esteem that it gave him. He became the top salesman in his company and genuinely prospered both financially and person-

ally in ways he never thought were possible. Life was good and he learned to enjoy and appreciate every day.

Who is this Mentee, Max? Leo queried.

I believe you know him, Leo. He is sitting next to you, Max smiled.

Leo looked to his right even though he knew Nolan was sitting next to him and responded immediately. I find all of this hard to believe, Max. Nolan is the best darn salesman in the company. He acts as though he was always this way. I figured him to be a natural born salesman!

Nolan began to laugh heartily. It took him a few moments to regain his composure as he wiped a tear from his eye. *Excuse me for interrupting Max, but let me have a word*.

Believe it, Leo because it's all true. If it wasn't for Max and what he taught me I would be sleeping in the back of the room with you during the sales meetings! The worst part about my situation was that I, too was broke all the time and had little self-esteem. When I began with Excelsior I decided to stop the chain of failure and finally buckle down. I studied their sales materials and attended some of the conventional seminars that the company sent us on. It was the same old uninspiring stuff. Find a prospect, give a long winded presentation, ask for the order, overcome stalls and objections, ask for the order, then ask again and again. The prospect would usually dismiss me, tell me that he would think about it, ask for more literature or a proposal or tell me to call back later. Every once in a while I'd get an order, but it usually felt more like luck than skill. I was playing the old 'numbers game' method of sales.

I remember a particular sales call where I had made an appointment with the buyer. I had to drive 3 hours in traffic to get to his office and when I arrived I gave him the world's greatest presentation on Excelsior's Widget line that you ever heard. After 90 minutes the buyer told me that he loved the product line and if his company wasn't so strapped for money he would love to give me an order right

then. He stood up, shook my hand and dismissed me! I wasted another day of my life as a salesman. The worst part was that it took 5 hours to get back to the office.

There was one benefit! While I was driving I did some heavy thinking. Leo, this was the longest, hardest, cruelest drive of my life, but then something happened. I started to think about how I had just wasted an entire day, had given away tons of product and price information and had nothing to show for it. I was a pro bono consultant. I knew that something had to change and fast or I was doomed to being a failure.

I was supposed to give a predetermined number of presentations per day and it didn't really matter how much time I wasted. I didn't feel useful, but more like a robot giving the same canned speech to anyone who would listen. It was a senseless numbers game that anyone could do, but few can put up with on a long term basis. I knew that there was an answer out there, a solution and then it came to me. I needed a Mentor. Someone who has a better way of doing things, someone who had a Sales Success Method. It was then that I found my Mentor, I found Max or rather Max found me through my friend Ralph*.

Ralph introduced me to Max and I made the commitment the same as you did, Leo. I learned that sales could utilize a better understanding of human behavior and reaction. I could now make as many sales and as much money as I wanted to. Max made me treat sales like a profession and gave me the skills to do it with.

Leo, did you ever ask yourself why my sales are always the highest in the company? Why I make more money than Johnny or for that matter, most of the company's useless executives?

* Read *The Mentor, A Story of Success*

Well, Leo replied, I just figured that you were working harder than the rest of us or were some kinda natural born super salesman.

Wrong! I work less hours than the average salesperson at the company. The only difference between me and the rest of the sales force is that I work smarter! I use Max's Sales Method, a G.U.T.S.© Sales Method!

What do you mean by this sales Method you and Max keep talking about, Nolan?

Well, let's just think this through and discuss a couple of examples and maybe then you will get the idea of why we place such an emphasis on a Method.

Let's take the McDonald's hamburger franchise. The genius of Ray Kroc was that he recognized a duplicatable Method of Success. He sold milkshake machines and then one monumental day when he visited the McDonald brothers restaurant in California he saw a 'work smarter' method. He witnessed lines of people waiting for a simple hamburger, french fries and a shake. The entire order, cooking and distribution process was systematized resulting in a quality product that could be made consistently at a competitive price and served to customers in seconds. He knew that if that Method could be duplicated he could expect the same results over and over again.

Here's another example of a work smart method. I am sure you are familiar with Henry Ford and his innovative ideas and implementation of the assembly line right?

Sure Nolan, who hasn't?

Think about it Leo, cars were first built one at a time and it took a team of 12 men over 24 hours to build just one car. Ford modified the assembly line where every worker was designated a specific function. Once the assembly line was utilized the time of assembling an auto was substantially reduced. The assembly line was a structured method that reduced production time, increased quality and consistency and gave a tremendous increase in profits. All that from one Success Method.

A Method is just an organized way of doing something repetitively with substantial, obvious and predicable benefits and results. Why not apply a method to sales if the

results allow for consistent closings, quick qualifications and unbelievable profits? Just imagine, Leo that you had an A-B-C type sales method so that you knew what you had to do in every sales call. You would not move from A until you completed B and then on to C. This Method would allow you to qualify the prospect in order to make sure that you had a reasonable potential to close a sale step-by-step rather than just winging it and wasting time. If you can't get from A to B, then it's over and it makes no sense to move to C. It's all about understanding the value of time, knowledge, energy and working smart. Max taught me this remarkable method of sales and my life has never been the same. Today I have control of my career, my income and my life thanks to Max.

Leo stood up from the table. So what is this Method you and Max keep talking about?

Max raised his hand to silence both of his protégés and then spoke. Nolan, why don't you take care of that special project we discussed earlier and we can meet later for cocktails.

Got it boss, Nolan dutifully replied.

Max turned to Leo, let's begin and learn the G.U.T.S.© Selling Method.

The G.U.T.S. Philosophy

Look Leo, before we get into the specifics or tools of the G.U.T.S. System I wanted to discuss the philosophy behind the idea of smart selling. G.U.T.S. is more than a technique for increasing sales, it's also a philosophy, an attitude, a way of life.

Wow, Max, this sounds like it's going to get deep!

You can't even begin to imagine my boy. This stuff will rock your world. You have to understand that selling is not for everyone, only for the relatively few who combine the science and understanding of human behavior and who have the skill of a thespian. When combined, the results are astounding. I want you to reinvent yourself when you are selling. You are no longer just Leo, but you are a very skilled and an in demand specialist whose time, knowledge and energy is sought by many because it is considered to be of high value. The initial premise of the G.U.T.S. philosophy is to be the best by acting as though you already are.

But Max, how can I pretend I am a heavy hitter when I don't have two nickels to rub together?

You are going to the esteemed University of <u>Fake it 'Til you Make it!</u> Max smiled. You are going to take on the attitude of a winner; you will become one of the best salespeople in the world. You will become one of the top wage earners in your sales profession by acting that way. You see Leo, people love to work with a winner and don't really tolerate or respect a loser.

In studies by The Ancient Mentors, it was discovered that sales is a combination of specific scientific skills as well as an attitude or aura of success, that of very high self-esteem and confidence. Now this may not be in your nature right now, but that will change if you want to see different results. I am going to ask you to change many things about the way you feel about yourself, the way you sell and it may not

be easy. My methods will probably make you very uncomfortable at first. Are you alright with that?

Sure Max, I can handle it, but tell me more about the G.U.T.S. philosophy stuff.

Leo, successful sales is about having the G.U.T.S., the moxie, the sheer unmitigated gaul or as my New York friends say 'chutzpah' to ask the questions that others are too timid to consider. The meek may inherit the earth, but they will never become a master G.U.T.S. salesman. In order to be able to accomplish the things you want, you have to lose the typical subservient salesman attitude.

Excuse me for interrupting Max, but are you talking about me?

No offense meant Leo, but yes I am!

That kinda hurts Mentor, but I guess there is some truth to it. There have been times when I should have spoken up when the prospect treated me with less than reasonable courtesy.

If the customer perceives you as someone who doesn't respect himself, why should they treat you any differently? Would they treat someone they respected, such as a doctor, when they were ill or an attorney who was representing them with the same regard as a widget salesman? Ask yourself honestly Leo, was there ever an occasion or time when a prospect missed an appointment, kept you waiting too long or treated you in a way that was less than respectful?

Too many times Max, but what other recourse is there?

Leo, you have to stop acting as though you are a little boy asking Mommy if it's Ok to take a cookie from the jar. You must realize that all your problems with your prospects are your fault!

Why my fault, Max?

It's your fault because you tolerate it and the prospect knows it. The prospect will treat you with the same regard that you have for yourself. If they sense that you are weak, complacent or a beggar then they will take full advantage of it. A G.U.T.S. salesman is special and has no time for a prospect unless they have a mutual respect. Act as though you have just won the top cash award in the lottery; honestly Leo, would you let them continue to dump on you?

Heck no Max, when you have money you don't have to act so desperate all the time. What about all this rapport, bonding, relational and consultative selling that I keep hearing about, Max?

If you need a friend, then get a dog, Leo! Sales is about you, your success and prosperity. It's about you feeling so good about yourself and your product or service that everything else falls into place. I want you to embrace my special "LSDS" rule.

What do those initials stand for Max?

"Leo's stuff doesn't stink"! I don't want you to become egalitarian, officious or full of yourself, but I do want to see an attitude, a 7 figure attitude. I know all the books and seminars espouse the win-win thinking that the customer is always right. I want you to win first and all the rest will fall into place. This may sound a little self-centered, but when Leo Silver is on the phone or has a face-to-face meeting I want the prospect to feel like they have an audience with someone of importance and substance.

You have to become a specialist, a professional. You are a problem solver and as a professional you have to understand your place in the sales process. You will undertake the attitude of a skilled doctor or attorney. You are dealing with patients or clients who need what you can provide. You will determine this by your examination, diagnosis, discovery or whatever you want to call your line of questioning. G.U.T.S. is about making money and feeling great about yourself all the time. This results in truly being free, having a blank check that can bounce the bank.

Most salesman do not realize that the only thing they have working for them is what they know. So what do they do with their hard earned knowledge and experience? They give it away without any consideration or compensation and immediately diminish its value and even worse, lose all respect in the eyes of the prospect.

Wait a second Max, you make it sound like I shouldn't share any information about my product or service to the prospect.

Correct, don't give away anything until you find out if he or she can pay for it. The old fashioned way of sales, which is still practiced by the majority of sales persons is to view the prospect as an adversary, someone to conquer, to be tricked, someone who needs to be convinced, overwhelmed with facts and information. The salesman has been taught to give presentations and hopes to make such an impression with his knowledge base, that he will make a sale.

He will get in front of a prospect, dispense information, talk in an obvious sales type language in an attempt to overcome objections, stalls and repeatedly ask for the order. In some cases, he will use closing and manipulative techniques that are obvious which the prospect has heard before and resents. Techniques like "we only have a few left, better act quickly" or "I've been authorized to make you this half price offer if you act now". These are transparent, old fashioned and cheesy sales moves. By acting this way, the salesman becomes subservient to the prospect rather than an equal or superior. He is the beggar rather than the professional that he wants to be. He has no control of the sales process and is relegated to being a professional gambler, a crapshooter who has no idea whether or not he will prosper. He has diminished himself as less than an equal.

The prospect, realizing that most salespeople operate under the preprogrammed old fashioned sales system, take advantage of this known behavior to his benefit. They get free information, prices, proposals, literature, even hands on assistance in their business without any commitment given. The salesman usually gives everything that is asked without receiving anything in return. Salespeople need to be trained to have high self-esteem, **The G.U.T.S.** to ask the key questions first, before they give any answers.

The prospect lies, manipulates and evades any commitment. In many cases, they treat the salesperson with disdain and very little, if any, respect and the salesman accepts that as the price of his so called 'profession'. This is just the way things are, but not the way they have to be. Eventually the salesman becomes a real life Willy Loman from Arthur Miller's <u>Death of a Salesman</u>. He blames everyone; the prospect, his company, the economy, the government. Yes, he blames everyone except himself, the real culprit for his lack of success and humiliation. He becomes despondent from the continual rejection and lack of prosperity. Is it any wonder Leo, that the turnover rate for salespeople is the highest of any profession? Who wants to go out into the world and be rejected all the time, day after day? Sales has to be more than a simple numbers game, it has to be developed to embrace skills and a specific G.U.T.S. philosophy.

Jeez, Max when you put it that way, it's no wonder I feel the way I do sometimes.

You see Leo, there has to be a complete paradigm shift. There has to be a behavior change if the modern salesperson is going to work smart and profit. Questions are the answer, not the jabbering, senseless presentations or infinite unproductive door knocking. This is the G.U.T.S. Philosophy, Leo! It's not about the prospect, but about you.

Life is just too short to drink cheap wine and drive a Yugo, my boy!

The G.U.T.S. Questions

The art and science of asking the correct Questions with Finesse.

Imagine what it would be like if you got all of the nonqualified prospects out of the way in just a few minutes with expert finesse questioning. Common sense tells you that now you will have more time for the higher priority prospects; those who you can close. You will spend your time, knowledge and energy on the people who are worthy of it. You will be working smarter and making the big bucks. I want you to learn how to work smart and not be afraid to eliminate a prospect that does not meet the profile you are looking for.

Remember, we are here to listen well and glean enough information through questioning in order to make a determination if we <u>can</u> do business. We are not out to socialize, bond, develop a rapport, make friends or act like we're running a free library or information resource.

Unlike other sales techniques, we don't believe that sales is initially about relationships as much as it is about getting to the bottom line quickly.

Leo, questioning is the means to get to your success; they are the key to working smart, profitably and having tons of fun with sales. Let's discuss how questions are the force to propel you up the staircase of sales success. Let's break it down into 3 different parts: the **Why, When and What.**

Think about it for a moment.

Why do we ask questions?

When should we ask questions?

What type or kind of questions should we ask?

Leo, have you ever heard of Socrates, the great philosopher?

Sure Max!

Essentially, Socrates felt that the best way to teach was not by telling or giving endless presentations and lectures, but rather by questioning his students and allowing them the pleasure of deriving their own answers and conclusions by thinking logically. The G.U.T.S.© Sales Method uses a similar method for allowing the salesman to control the sale covertly, obtain the necessary and pertinent information in order to work smart and profit more often. Leo, I want you to become Socratic in your approach and ask questions of your prospects; smart, provoking and discovery questions. Let the prospect get involved in the sales process and do some of the work by answering your selective interrogatories. How many times Leo, has the prospect asked you question after question, you worked your butt off giving all the answers only to result in no commitment, a delay, an objection and no sale?

Way too many times Max, Leo answered very quickly.

Dispensing free information like a library is not profitable in business. Your job in sales is to be in control, profit and have fun with the process. If you understand how the prospect reacts and behaves to specific questions then you are the one who can lead them in the correct direction without exhausting yourself. You can do all this and much more if you are willing to learn as Socrates did, that all the answers are in the questions and the way in which you ask them.

Let's move on Leo, we have much to cover. Have you ever wondered:

Why do we ask questions?

Sure Max, because we need to qualify the prospect; we need information. I usually try to ask a couple of questions during a presentation. This is a basic principle taught in Salesman 101. What is different about your method?

The basis of G.U.T.S. is to derive enough information to qualify your prospect and determine if you should or can do business. This is beneficial not only to us, but to the prospect because we then have enough information to work smart and decide whether the sales process is going to be profitable for both of us or a waste because there is nothing there for either of us.

We ask questions for three specific reasons:

- 1. Discovery-we need pertinent information ASAP!
- 2. Control-the person asking the questions with finesse can direct or lead the discovery and work smart to get to the bottom line fast.
- 3. Motivation-it can be discovered or created. Prospects need to get involved and excited in order to give you the order today. We need to change a passive prospect to someone ready to take action today!

Questions for you, Mr. Silver, are the force that will propel you to ascend our staircase and get the sale or for you to decide to make a quick exit. We ask questions because they allow the prospect to become involved in the sales process and to do more talking than we do. This is usually not the case in modern sales where the salesman never shuts up. There is another perk to asking questions, it allows us to make the critical decisions in the sales process. We get to decide whether to spend time or end the conversation.

Hold on Max, you just lost me. Why on earth do you want to end the conversation? All the books, seminars and trainers always emphasize that you should go for the 'yes'. Close-close-close and spend as much time as you can or need with the prospect. What am I missing here?

Let me ask <u>you</u> a tough question, Leo. Can you sell everyone? Can you close 100% of the people you speak with?

Of course not, Max.

Correct. So why take on the attitude that you can? Sales is an intellectual, strategic and specific process, not a numbers game. Think about how much time you waste on prospects who will never buy from you because they don't have the need, money or are incapable of making any decisions or commitments.

Ask yourself this Leo,

When should we ask questions?

No particular time Max, I just ask questions when I feel like it. My priority is to give my presentation as soon as possible. I was always taught to get in front of the prospect and give my product/service presentation as soon as possible. Questions or qualifying is Ok, but not the priority. Dazzle them with my footwork, you know what I mean?

Exactly, but where did it get you?

Not anywhere close to the sales and dollars that I need.

Exactly, my boy. Here is a new rule for you: No specific information is given by you until you have determined that there is a profitable reason for doing it.

Wow, Max, what will I have to talk about if I can't do my spiel about my product line?

That's your mistake Mentee, but it's not uncommon. Most salespeople usually just wing it and ask questions when they feel the need, nothing planned. In the G.U.T.S.© Method you do everything for a purpose, at a specific time, for a specific reason. This is surgery with a laser scalpel. Your sales are now being transformed to an exact science with some finesse. Leo, the only thing you have of value for your prospect is your product knowledge, so don't give it away. Secondly, the same speech all day to people who are willing to occasionally listen, but have not been

qualified, is a waste of time. I consider it emotionally draining, redundant and unbelievably boring.

I want you to first understand that all of your qualifying questions should be asked in the very beginning of any sales discussion.

You ask your questions from the very onset of your conversation and get your answers in a step-by-step method. You will need to think about what information you need, what is the inclination of the prospect, their level of motivation and their ability to purchase, finance and follow through with their commitment. You will qualify for need, money, time, commitment, whatever you need and make a sale or make an exit.

What kind of questions should we ask, Max?

There are many types of questions and different ways to ask them. Here are a few: open and close ended, negative and positive, opposite re-direction with finesse, I don't know questions and many more.

I never heard of these. I didn't realize that there were multiple types of questions, Max.

Let me demonstrate a few and how you use different questions at different times for different results. Let's begin with the simple close ended questions. This type of question usually calls for a 'Yes' or 'No' response. Let me ask and then you respond. Leo are you happy with your existing supplier of widgets?

Yes, Max!

You responded in the manner I planned with just a one word answer. If you require a more complete answer then use **open ended questions**. This will be the type of response where you get the prospect more involved and elicit information from the answer other than a 'yes' or 'no'. Leo, let's try an open ended question. What is the turnover for your inventory on a monthly basis?

Well Max, we need at least 10,000 widgets a month in order to keep our distributors properly supplied.

As you can see Leo, you gave me a fuller answer with greater detail which might be useful in our qualification and motivation process. The goal is to get the prospect more involved and more open with the information that can help both of you. As you know, it's rare for a sales person to ask questions and listen.

Hey Max, wait a minute, I just thought of something. What do you do if the prospect starts asking you questions and takes away your control?

Excellent question, my boy and that calls for you to use one of our most potent skills which I call re-direction questions. This where you answer a question with another question thereby regaining control, continuing the discovery process and getting the prospect motivated. Redirection allows you to maintain constant control of the sales conversation. It will take practice, but if you use this tool correctly you will be totally empowered, remain highly productive and prosperous as well as free of intimidating prospects for the rest of your life.

This is the most powerful technique that you can utilize within the G.U.T.S.© Method and it's necessary if you wish to ascend the staircase of success. If you are the person who is asking the questions, then the prospect will be doing most of the talking and the work. Questions will get your prospect involved and may even flatter him by your request for greater involvement. Remember most salespeople talk incessantly, listen selectively and ask few questions.

If your re-direction questions are done correctly, the prospect will become involved in a more than a logical sense. She will become motivated, perhaps even passionate concerning the subject matter at hand.

As a matter of fact, she will become so involved in the subject matter she won't even notice the fact that you have regained control and have redirected the conversation. Leo, let's start by you asking me an open ended question.

Leo: What color widgets do you have?

Max: That's an excellent question, Leo. If you don't mind me asking, why is the color of our widgets so important to you right now?

Leo: Because we really are having a hard time with our current supplier being able to obtain blue #2 widgets.

Notice Leo that I immediately answered your question with a re-direction question. I also added some finesse to the redirect question. This is called **re-direction with Finesse**. In many a case, when you ask a question you will find that the prospect may give a partial or a generic answer and not really the information that you wanted. Prospects usually hold their poker cards very close to their chest. The prospects are unwilling, in many cases, to be forthright in their answers to your probing questions. They are either mistrusting of you, the salesman, or just feel that a cursive answer will serve the purpose of a response. You will find in many situations you will have to dig a little deeper to get to the truth. The information you really need may require you to find the need to redirect two, three or more times to eventually get to the truth or the information you need to qualify the prospect.

Let's go back to our role play Leo and begin again, but this time utilize the **redirection plus finesse principle**. Go ahead, Leo ask me a question and watch how I keep probing deeper in order to elicit the core of your real needs.

Leo: Max what color do your widgets come in?

Max: Interesting question, Leo. Why is the color of our widgets so important to you?

Leo: Well, we will need half of our shipment in blue and the other half in red.

Max: I'm curious, please help me to understand. Why this combination of colors?

Leo: These are our most profitable product lines.

Max: Has this been a problem for your company with your existing supplier?

Leo: You bet, a very big problem. We won't even consider anyone unless they can supply these colors in the next 30 days.

Max: So in order for us to do business, we would need to be able to fulfill those needs?

Ok, let's stop the role-play here, Leo. Do you see that by redirecting and getting the customer more involved, I received a ton of pertinent information on what I need to do in order to close. You got involved in the process. The pressure was all on you to get to a different level. This is what **re-direction** is all about. In a traditional sales call, the salesman would have begun a presentation very early on and would not have had the benefit of all of the additional information so freely given by the prospect.

This is great, Max! I am receiving unique information, I can control the sale and I still haven't sounded like a salesman giving a presentation. I sound more like a doctor or lawyer making a diagnosis. Truly awesome stuff here, Max.

Wait Leo, it gets even better. Now, let's talk about adding some **reverse psychology** to this process. This is a psychological technique where you appear on the surface to be asking a question in an unexpected way, but in reality you have the prospect give you the answer or response you desired or were hoping for.

You lost me again here, Mentor.

Listen carefully, Leo. To salespeople who are unfamiliar with the **reverse psychology** form of selling you are going in the wrong direction. In reality you are applying a very sophisticated and scientific technique in professional sales to elicit the response you want, to keep the prospects off balance and to lead them to their_own

logical conclusions. Let me demonstrate this concept for you. You just listen and I'll play both roles.

Prospect: Your product looks great!

Salesman: Thank you, but I didn't think you really liked our line of widgets. (**Reverse psychology or opposite re-direction**.)

Prospect: They look fine especially the new x-12 line. I think they might lower our maintenance cost.

Salesman: It's very interesting that you like that particular line. Has maintenance cost be an area of concern for you lately?

Prospect: I just received a memo from the head office that we have to lower our maintenance cost by 10% or more for the next budget year.

Salesman: You wouldn't consider changing companies just to save 10% would you? It can't be that urgent?

Prospect: Are you kidding me! It came from the corporate headquarters, so yes, it is urgent. Can you guarantee me maintenance savings if I give your company a shot at my next order?

Salesman: *If I could, what would happen next?*

Prospect: You'd get the order for 50 thousand widgets!

The prospect now has to defend his position/statement and continue to praise my products. I am making the prospect do the selling. Makes selling fun, doesn't it? If you want the prospect to respond in an affirmative manner you might go in the **opposite re-direction**. Leo, let's switch gears and I will demonstrate with a sample conversation using the **positive re-direction**. It's the same thing, but with a different spin. Again, just listen.

Prospect: Can you supply us with widgets?

Salesman: It was my understanding that you had a supplier and they were doing a good job for a reasonable price, right?

Prospect: I wish. They have a problem with on time deliveries and they keep raising their prices.

Do you see, Leo, how this positive question forces the prospect to usually reply in the opposite direction and give more information to me or even a commitment for a purchase? If you learn when and how to redirect both in the positive or negative, when necessary, you will become a helluva sales professional.

This is great stuff, Max! I didn't see or better said, hear the moves that you made. This Method is pretty stealthy.

It's supposed to be, Leo. There is one more re-direction technique to tell you about which is my favorite. It consists of three words that allow you to gain control, get more information and have tons of fun. Ask me a question, Leo and I will demonstrate. Make it any question that comes to mind.

Leo: Ok Max, tell me how your line of widgets can increase my production.

Max: I don't know.

Leo: What do you mean 'you don't know'? You're the salesman aren't you?

Max: When I said I don't know, I meant I don't exactly understand the nature of your problem, so I don't know if our widgets are what you are looking for. Why is your production of concern to you right now, Leo?

Let's stop the role play so I can explain what I am doing. See Leo, this is the "I don't know" redirect step and it will force you to give me more information. I am

acting ignorant on purpose rather than to babble on aimlessly. This is a move very few, if any, so called 'sales gurus' will teach. The salesman is always supposed to be a walking repository of free information for his prospects. By acting ignorant you get the prospect involved and you redirect the conversation so that all of the pressure is where it belongs, on the prospect!

Oh my gosh, Max. I never realized that there are so many ways of qualifying, getting information and receiving commitments without giving old fashioned and tacky sales presentations. Don't take this wrong Mentor, but what's the downside to this stuff?

Well, the old Mentors' G.U.T.S.© Sales Method will allow you to have fun, hold your head up high and create unbelievable wealth if used correctly, but you're correct, there is a catch, Leo!

What is it, Max?

It takes time and discipline to learn. You have to practice it on a regular, daily basis so that it becomes automatic for you. It is not intuitive for most sales professionals to ask G.U.T.S. questions unless they are trained to do so.

Do you mean like a doctor doing a diagnosis with a patient or an attorney meeting a new client with a legal issue?

Exactly, my boy! They need information in order to provide the best service. You, as a professional salesman, can do no less. You can't treat a disease without knowing the symptoms. You can't defend or advise a client without knowing the issues. You can't be a problem solver for a prospect or sales client without having the pertinent information, the control of the sales process and a passionately involved prospect. Questions are the answers to working smart and achieving your financial sales goals, Leo!

The Price of Change

Max stood up from the table and stretched his arms.

I don't know about you Leo, but all of this talking has left me with a little cabin fever. I think we need to get some fresh air and some good food. I bet there is a foot of new powder on ol' Mary Jane today.

Up for a little adventure, my boy? Max asked coyly.

Max, the last 24 hours has already been an adventure for me. What or where is this Mary Jane?

It's only the best skiing in Colorado, top of the world, 12,000 feet high. Are you game? Leo nodded his head in agreement. Then let's go.

Before Leo could react, Max had grabbed his Columbia jacket and shot for the front door. Leo, hurried along in order to catch up and ran through the open door.

Out in the front of his home, Max was already seated in a new shiny black Cadillac 16. The car was like nothing Leo had ever seen before. He had just read in a magazine that there were only 1000 of these cars made every year. They contained a 1000 horse power, 16 cylinder engine and every new state of the art devices one could imagine. The car cost more than he had made in the last 7 years. He thought to himself that there seemed to be no limit to this man's wealth, yet he never gave a clue of being pretentious about his success. Leo seated himself and the door was closed by the house servant, Hans, who Leo had met the other evening.

Hans walked over to the other side of the car to speak with Max. Excuse me Sir, but will you and your guest be returning home for dinner this evening?

I think not Hans, you had better say goodbye to Mr. Silver as you won't be seeing him for some time.

Goodbye Sir, it was a pleasure. Hans tipped his hat from Max's side of the car.

Max revved up the powerful car and peeled out of the driveway. Leo could not believe the hairpin mountain roads that they were traveling on and worse Max seemed to want to get as much speed as possible. He was grateful when a mere 5 minutes later they arrived at the hotel located at the base of the magnificent Winter Park mountain. A valet, in a red uniform, upon recognizing Max's car ran up to greet them. Mr. Max, a pleasure to have you with us again, Sir. Thank you, Carlton. Please take your usual care of my car.

My pleasure Sir, I will have her washed and waxed by the time you are ready to leave.

Max deftly placed some cash into the valet's hand.

Thank you Sir, enjoy your stay.

As they walked into the beautiful hotel lobby with rustic mountain decor, Max was greeted by the hotel manager. Wonderful to have you with us again, Sir, the manager smiled.

Is everything in order, Joseph? Max inquired.

Yes, Sir. All of your arrangements have been made. If you will follow me I will see that you are taken care of.

Max and Leo proceeded to a ski shop in the hotel lobby. Leo was shown to a dressing room where a new ski outfit, silk long underwear and turtleneck, helmet, goggles and gloves awaited him. He proceeded to get dressed in the shiny blue and black outfit. A large man with an Austrian accent took Leo to be fitted with a new set of Nordica ski boots. Finally done, Leo felt like Frankenstein as he clunked outside to meet Max by the chairlift.

Leo contemplated what a radical turn his life had taken in the last 24 hours since he had spoken with Nolan Smith. He was far from home, living in luxury, learning new skills, a new mindset and now skiing in the Rocky Mountains. It was so much to comprehend. His life was changing for the better and he knew it was only the beginning.

Max was waiting for Leo in a similar ski outfit and was wearing some very odd looking short skis. Clamp on your Salomon snow blades, Leo and let's go skiing!

Leo did as he was told and put on the very short rounded skis. He had skied a few times in college, but he never considered himself proficient in the sport. They took off for the chairlift after the attendant scanned the season pass that Max had provided Leo and attached it to his jacket.

They got off at the top after a 13 minute express ride. It was beginning to snow again and he was hoping he would not make a fool of himself. It had been many years since he went skiing and the mountain or better said, the hills he had skied on previously were more like sand dunes with ice compared to Winter Park and its copious amounts of champagne powder.

Leo at first was unsteady on the shorties, but after a few minutes of skiing he felt confident enough to start enjoying himself. Max, of course, was an expert in skiing as he was in so many things. Leo watched as Max skied like a figure skater making multiple tight carving turns on the silken snow. He even did a few 360 degree turns and occasionally skied backwards in order to keep an eye on Leo.

They took another chairlift to the top of Parsenn Bowl which has a breath taking 12,000 plus foot view of the mountain that was carved out by the forces of nature millions of years ago. Leo could see the awesome view of the Rocky Mountains and was taken with the shear beauty of it all.

Max interrupted Leo's moment of contemplation while the chair was slowly making its way up the mountain. Leo, are you enjoying yourself?

Max, this is quite a life that you have created for yourself; houses, jets, cars, fine food, skiing. Of course, I am enjoying myself. As a matter of fact, I am having the time of my life. I want to have this kind of life and more.

Good for you, Leo, Max quickly responded. Never be embarrassed for wanting to enjoy life to its fullest and all it has to offer. You can do more good for yourself and many others by being prosperous as long as you keep your feet on the ground. My Mentor always used to say that "money makes a good man better and a bad man worse". The question you need to ask yourself is, are you ready to pay the price for your success?

What price do you mean, Max?

The price to you will be **change**. You are going to have to learn my teachings of sales and implement them quickly. In many cases, you will be uncomfortable doing things differently than you are used to, but the rewards will change your life forever. You will always be free; free to be your own man, free to do the right things at the right time, free to live your life with quality and positively affect others. Everyone wants success, but few are willing to pay the price, the price of change or reinventing themselves to be better, work smarter and do what others are unwilling to do.

You have to realize that you will have to work smarter and be bigger and better than your peers. Most people search their entire life for financial freedom and never realize that they have everything they already need right in front of them. All they have to do is utilize someone else's success, learn their methods and implement them. It is everything that The Ancient Society of Mentors stands for. Most people start from scratch, work very hard with the best of intentions and eventually become complacent or frustrated with their lack of progress.

My job as your Mentor, is to teach you a method of communication that has an understanding of the science and the art of human behavior in a systematic method where the results are predictable and consistent if you employ them correctly. Just remember Leo, there are a few enlightened salespeople who have unlimited earn-

ing capabilities and who have a ball doing something they love while helping others with their quality products and services. All you have to do is learn these methods and be willing to pay the price which I discussed earlier.

There was a moment of timed silence as it appeared that Max wanted his words to have a serious impact on Leo. The only sounds were the gusts of wind and blowing snow. As the chairlift approached the top and they prepared to unload Max looked at Leo and spoke. Enough of all this serious talk, it's time to have some fun. My boy, you are in for some of the best powder and tree skiing you have ever experienced. Let's head into the bowl and carve up the mountain. Then we'll make our way into the trees and do a little glade skiing. Stay close, ski fast and realize that this is the best time of your life amidst all this beauty.

They started out skiing the massive natural mountain bowl making artistic lines into the fresh powder. Max took Leo into the glade, the tree runs, as he had promised and they gracefully skied in and around the tightly grouped pine trees. Leo was glad that he was wearing a safety helmet. He was using all his physical strength to keep up with his senior teacher. He was breathing hard due to the physical exertion and the thin air, but he found himself having the sensation of flying and shouting for joy as the snow flew around him.

Max was always in the lead floating through the powder with the grace of a ballet performer. Leo was amazed that someone of Max's age could exhibit such untiring form. He was an exceptional man in many ways. It suddenly occurred to Leo that Nolan had the same positive spirit. They finished the ski run and took a chairlift to another section of the mountain. Just as he was thinking that it would be nice to take a break, Max announced, *now my boy*, *you are really going to do some skiing*.

Max navigated them to a wide slope with huge moguls. It was all Leo could do to keep Max in his vision as the old man had the skill and stamina of a 19 year old. They managed several runs in different areas of the challenging mountain and finally worked their way to the base of Mary Jane to an enormous log constructed lodge. Max, as usual, was personally greeted, this time by a smiling effervescent hostess whose name badge read "Loretta".

They were brought to an alpine style table with white linen. A vase of columbines, the state flower, sat in the middle. Max and Leo were surrounded by large windows that gave them a view into the winter wonderland and all the skiers speeding down the slopes. A waiter with a New Zealand accent came to the table. *Hi Max, we have elk stew today*.

No thanks Walter, I think we will have the usual, Max replied graciously.

You got it, came Walter's snappy confirmation.

In less than 10 minutes, Walter brought them steaming plates of the largest cheese-burgers Leo had ever seen. There was at least a pound of meat on a fresh baked french roll, infact it was more like a meat loaf than a cheeseburger. It was dripping in cheeses, bacon and onions topped with lettuce and tomato. On the side was a combination of oversized french fries, beer battered onion rings and coleslaw. Eat up my boy! It's not exactly health food, but it's hot and filling.

Gentlemen, I trust all is to your satisfaction, Walter inquired upon his return.

This is the best burger I have ever eaten, Leo quickly replied. What do you do to make it taste like this?

Thank you, Sir. We are very proud of the quality of our food. Our burgers are a combination of the finest beef, pork and lamb with melted French Brie cheese on top and freshly grown local tomatoes and lettuce all covered in sautéed onions, fresh ginger and garlic. The roll is fresh baked in the morning by our pastry chef. Would you like me to have the recipe sent to your home? Walter asked Leo.

Thank you, answered Leo, that would be great.

Leo and Max resumed consuming their lunch with much gusto while talking about skiing between mouthfuls. Leo could only finish a quarter of the meal and had the waiter brown bag the rest.

Max personally went to the kitchen to thank the chef. Upon his return to the table, he told Leo that they would leave. *Let's catch a short power nap at the hotel*.

They skied over to the hotel and Leo was escorted to his suite. Once again new comfortable clothes were laid out on the bed for him. He found a note on top of the pile which read:

Meet us in the lobby coffee shop at 2:30 PM sharp.

Max

The G.U.T.S. Staircase

Leo took a long hot shower to ease the soreness in his muscles from all the exercise he had had in the morning skiing the Jane. He applied some Tiger Balm that Max gave him when he complained about his discomfort before they separated for their individual suites. The Mentor said it was a miracle salve that he discovered on a trip to Shanghai and aside from the strong smell, it worked great. Leo slept soundly for an hour until he received his wake up call by the hotel phone system.

He hurriedly dressed and ran to the elevator to be on time. As he walked out of the elevator, he saw Nolan and Max sitting on a comfortable looking overstuffed sofa in the lobby coffee shop drinking a couple of tall cafe mochas. Nolan greeted Leo and then they all sat down around a small table in a quiet corner of the coffee shop.

Max began. Ok boys, enough of the small talk, let's get down to the nitty gritty. Leo, our previous conversation explained the G.U.T.S. philosophy, the utilization of human behavior and gaining discovery by asking smart questions with redirection. The G.U.T.S. Selling Method is broken down into three simple steps which I will illustrate. I will summarize each step which we will then discuss. Nolan and I will demonstrate or what I refer to as 'role-play' so you can see how each step is placed into action and how all the supplemental rules and sub-steps are applied. The logic of using this method in a step-by-step progression is that it will become second nature to you.

Max grabbed a brown coffee shop napkin and began to draw a staircase.

_/3 Commitment Step _/2 Qualify Step _/1 Agenda Step

Max looked up from drawing and explained to Leo, your job will be to guide the prospect through the process, do much less talking than you are used to, have fun and perhaps most importantly, feel no anxiety or pressure. Sales will become more like a chess game where you have strategic, well thought out moves rather than blind man's bluff. You will be using all of your resources and nothing is wasted.

After I feel that you have competently learned my methods you will be faced with a new challenge in order to satisfy me and The Ancient Mentors that you have properly learned the secrets of financial success which I am sharing with you today.

Max looked directly into Leo's eyes with a stern look on his face and spoke with a great seriousness in his voice. When we have completed all the steps or lessons you will have to enter and defeat The Gauntlet!

What on earth is The Gauntlet, Max? Leo questioningly sputtered.

Max immediately looked at Nolan and smiled. Aha, I see my student knows how to keep a secret and simultaneously create a little intimidation.

Nolan returned the smile and exclaimed, well Mentor, you didn't see the need to tell me about The Gauntlet when I began studying with you until we were well into our training. I figured the same should go for Leo.

Leo knew something was going on, but he didn't have a clue as to what this Gaunt-let was about. Heck, he didn't even know what a Gauntlet was. Hey guys, c'mon and give a salesman a break, Leo pleaded. What is this gauntlet you both keep talking about? Leo grew sullen wondering if he would be able to survive The Gauntlet, whatever it was.

Max began. Simply said my boy, The Gauntlet is a test which The Ancient Mentors decreed all mentees must face. It's a challenge of sorts that Nolan and I have devised. You will be placed in an unexpected situation in which you will have to use all of your skills and of course, the G.U.T.S.© Method to succeed. If you pass or better said survive, your life will change forever for the better, however, if you

fail....... Max hesitated after a moment of contemplation while stroking his chin. As I was saying, if you fail then you will have to accept mediocrity as a way of life. I would rather not dwell on that possibility, my boy. We can discuss more about The Gauntlet later on.

Let's continue learning the Sales Method, Max ordered. It's time for you to learn about our little staircase and the steps of success. Leo, the Method is comprised of 3 major Steps. As with any staircase, you start on the bottom. The first step and each successive step you take will allow you to ascend to a higher level. As you go up each step you get a little closer to making your goal or closing your sale. The top step is where you profit. Each phase must be used in its exact order and no step(s) can needlessly be skipped or eliminated. This is a logical progression that will make sales within your control in a way you have never experienced.

You see Leo, sales is not about jumping around being enthusiastic, memorizing scripts or trying obvious embarrassing gimmicks and techniques. Sales is a combination of the science of human behavior and finesse. The person who takes the time to learn the staircase of success will ascend to a wonderful place of self-esteem, confidence and ultimate control of sales. Life for you will be wonderful. If you use the staircase in the way it is designed, you will no longer have to memorize scripts or use obvious closing techniques. In old fashioned traditional sales, the ultimate goal is to gain a rapport or bond between the salesman and the prospect. Others use another method called modeling where they parrot the body english, manner of speech and tonality of the prospect in order to gain an edge. These are all very obvious and tired opening methods that most astute prospects are aware of. It may work occasionally and gain you some advantages, but generally it's a silly, obvious game and as we both know, it doesn't work!

Now, let's examine the first step in our staircase called 'the Agenda'.

The Agenda Step

or

Do you suffer from premature presentation?

_/ permission questions
_/ Road Map - setting the groundwork
_/ The Agenda Step

Leo, Confucius said that "all journeys begin with the first step" and the G.U.T.S.© Sales Method is no different. In fact, our staircase is comprised of multiple steps.

This Method, at first, will appear deceptively simple, but as you study and learn all its nuances you will see the genius of its organization. It's something for you to easily carry in your mind, memorize and refer to during the sales process. Your competition has no such method. They are basically winging it and giving away their time, knowledge and energy all day. The first step in our sales staircase is called **The Agenda Step**.

Leo, in order for a sale to get off on the right foot you need to gain trust, set the tone for the way business is going to be conducted, get some preliminary commitments, understand the motivation and discover the needs of the people you want to do business with. We do all this and more with **The Agenda Step**. Unlike the traditional salesman who can't wait to start showing off all his features and benefits, we take a strategic approach. **The Agenda** is a roadmap for what is going to happen in the sales relationship and it eliminates the haphazard guessing game and adversarial relationship that is traditional between the customer and the salesman.

Our goal is to get control of the sale from the beginning and create an environment of trust by being unbelievably honest, straightforward and upfront with the prospect. If it's going to happen, then let's get things off to a good start. As in the case

of most sales, the sale <u>doesn't</u> occur but, at least we know quickly and we can move on to the next prospect.

Leo, let's think for a moment about how salesmen and prospects relate and interact. Simply said, the salesman wants to make a sale and in many cases is willing to use obvious and high pressure and tricky tactics in order to accomplish his goal. He will use transparent and charismatic techniques in the hope of gaining some favor with the prospect. The old backslapping salesman who tells a bunch of jokes is a dinosaur. The traditional salesman is still thinking that personality is more important than substance and veracity.

The prospect knows that these are transparent acts and that the salesman is out there simply to make a sale for himself. The image of the car salesman comes to mind, doesn't it, Leo? The prospect, as a result, remains noncommittal, manipulative and even lies if it serves his needs.

Leo, The Mentors decided that they were going to change the entire sales relationship from the very beginning. It's all about both parties gaining an understanding of what is about to happen and eliminate all the mind reading and second guessing. We have found that by being unbelievably honest and upfront with the prospect we will gain what is usually missing from most sales relationships and that is TRUST.

We let the prospect know that we are here to help her and that it's all right for either party to end the conversation, sever the business discussion or continue it. I like to consider this a form of what I call 'reality sales'. What we don't want to hear is the 'think it overs', 'call me next weeks' and all the other delaying, non-committal statements which mean 'no' anyway.

You see Leo, most salespeople waste their most valuable resources; their time, knowledge and energy on prospects who will never buy anyway. So why not do both of us a favor and get rid of the unproductive prospects and concentrate solely on the more likely clients? Let's place the odds in our favor and make money more often, with less effort and have a lot more fun. We set a standard, take control and

eliminate the fear of rejection because that decision is for us to make once we get sufficient information from the prospect.

The idea propagated by motivation speakers and sales trainers is that all prospects are a 'sale waiting to happen'. This is nonsense because not everyone is willing or capable of making a purchase at the time of a sales presentation. It is our job to create an air of openness and forthcoming communication so we can determine in the first few minutes whether or not our products or service are correct for the prospect. Further, we have to know whether they truly have a need as well as the finances and the ability to commit to us, too.

Hold on for a moment, Max, Leo interjected. I like your ideas, but I don't have a clue as to how I would accomplish everything you just said. What am I supposed to say? 'Hello Mr. Prospect, I want you to trust me'? These are just empty words, aren't they?

Exactly, my boy, that is why we have the "Baby Steps" to guide you and give you some smaller steps to follow in the Method as well as give you organization. In your head, you have memorized the first step, **The Agenda**. You understand the need for getting the sales process off to a good start. You then break down **The Agenda** into substeps or what I refer to as the "Baby Steps".

Max pulled out a yellow legal pad and drew the following diagram:

(The Baby Steps) _/ Permission Questions
_/ The Road Map
_/ The Agenda Step

Max looked at Leo with those intense steely blue eyes and began his explanation. Leo, here is where we get into the meat and potatoes. Most salespeople go right into a presentation as quickly as possible spouting off all of the information they know which the prospect has no need for. Occasionally, they go for some pretentious, instant friendship, bonding and rapport which is a waste of time because it lacks sincerity. Once we enter **The Agenda Step** we need to have a **ROAD MAP**.

You wouldn't take a long car drive without knowing what route to take, would you Leo?

Of course not, Max. I usually call my auto club and get a well marked map.

Exactly! Sales should be no different. If you went to a doctor, for instance, wouldn't you like her to tell you about the procedure <u>before</u> an operation?

Sure! Leo answered readily.

Well then, it stands to reason that WE SHOULD TELL THE PROSPECT EXACTLY WHAT WE ARE GOING TO DO, EXACTLY WHAT IS GOING TO HAPPEN! This is called setting up a road map. This allows us to remove all second guessing and anxiety from the sales process. When you begin in any sales situation you must set the tone or what we like to refer to as the road map opener.

I am not sure what you mean, Max, Leo looked questioningly.

Leo, this is where we explain to the prospect what is going to happen. We are direct, non-confrontational and we assert our intentions as a professional. It should sound like this:

'Mr. Prospect, I am glad we are meeting/talking today. I have found that in order for me to satisfy and provide solutions to my customers, I need to ask a few questions to give me some direction as to why we are speaking. Then you may ask me questions about my products/services and we will decide if there is a need for us to do business or just call it a day until another time. Is that alright with you?'

Finally, the last baby step is to remove all pressure and tell the prospect that it's alright to say 'NO'! Let me ask you Leo, have you ever heard of a salesperson telling the prospective client that they can say 'NO'?

Heck no, Max. That goes against everything I was ever taught in sales. There are even books and seminars devoted to how to get to 'YES'. Why on earth would you tell the prospect to say 'NO'?

Because my boy, this is a G.U.T.S.© Sales Method and by gaining a quick 'NO' you can get out of the sales relationship quickly without expending any further time. How many times have you encountered a prospect who lies to you, who says 'well let me think about it', when doing business with you is the furthest thing on his mind. They know that they will not do business with you, but are reluctant to say it. They are uncomfortable with the word 'no' so they say things like, 'I'll think about it', 'call me in a month', 'send me literature' and so on. Let's get a small agreement or understanding going so that they can say 'no' or 'yes', but not the usual uncommitted drivel that sales people hear all of the time.

Leo jumped into the conversation, whoa Max, like I said earlier, this all sounds fine here in the classroom, but

But what does it sound like in a real conversation? Max interjected.

Yes, Sir, Leo responded.

Let's role-play and I can demonstrate, Ok, Leo?

Sure, answered Leo.

Max smiled. You are now going to experience one of the best teaching methods ever developed by The Society of Mentors and it's called role-playing. This is where we practice hypothetical situations using the techniques mentioned in real world conversations. We practice and practice so that when we use the actual Method we are on automatic pilot. The words, the Method, the finesse come naturally to us. Let me demonstrate. I will be the salesman, you will be the prospect and we will incorporate **The Agenda** and all of the baby steps. Max began.

Max: Hello, Mr. Prospect.

Leo: Hello, Max.

Max: Thank you for inviting me here today. Why are we talking today, Mr. Prospect?

Leo: I asked you here to tell me about your product/service for my company.

Max: Thank you.

Leo: Does your product come in green?

Max: That's a great question and I fully intend to answer it for you, but before we begin would you mind if I asked you a few questions in order to save us some time?

(Permission Baby Step)

Leo: Not a problem Max, go ahead.

Max: Thank you, Mr. Prospect. I have found that if I am allowed to ask a few key questions then I can pinpoint if I can help you and your company with our products and services. It's necessary to know the needs of your company and basically why we are talking today. What are you comfortable spending in order to solve the problems of your company? What is the decision making process if we decide to do business? My job is to find out if my product/service is right for your needs and budget and if it can be provided in a timely basis.

(Road Map Baby Step)

I want you to be comfortable telling me if my product or service is not what you're looking for. Is that all right with you, Mr. Prospect? If I can't determine this information, then there is no reason for us to do business today.

(Permission Baby Step)

Leo: Sure!

Max: You can say 'No' to me at the end of our conversation without hesitation, correct?

Leo: Yes.

Max: Now mind you I would like you as a client, but I would rather that we both have an understanding that I am here to make sure you have what you need and don't feel pressured in any way. You wouldn't believe how many people used to say 'I'll think about it' when they just meant to say 'no'.

Leo: I agree, Max. I appreciate your forthrightness. You wouldn't believe how many salespeople I speak with think that if they try to pressure me, use tricky maneuvers or ask me for the order constantly, that I will acquiesce!

Max interrupted. Off the role-play. Do you see Leo, what was just accomplished by this simple step we call 'Setting the Agenda'?

Leo jumped in. Why yes, it seems that you told the prospective customer what was going to happen before it occurred. You basically drew him a **roadmap**. I like the way you also seized control so quickly without appearing to be tricky or manipulative. You gave me the impression that you were honest, not desperate or a beggar and you had concern for my needs. Very cool, Max.

What do you think of the way I asked the prospect to say 'no' if our products do not meet his needs, Leo?

That was the most curious move you made, Max. I have never heard a salesman tell a customer to say 'no' like you just did. I felt like you were more concerned about my needs rather than just trying to make an immediate sale. I felt as though I could trust you.

Exactly, my boy. Trust is a foundation of this G.U.T.S. Method. If there is trust, then you and the prospect can move either forward or decide that there is no need to go any further.

But Max, aren't you concerned that the prospect will possibly say 'no' to you asking questions?

So what? Max immediately responded. Who cares? You see, Leo there is a fallacy in sales that every prospect is a potential sale when in reality nothing could be further from the truth. There is nothing wrong with the word 'no' as long as you get to 'no' quickly. Imagine, if you got all of the 'nos' out of the way. Then you would have more time for the prospects who are worthy of your time. By the way, Leo, I am going to let you in on a little secret; they never say 'no' to a reasonable request. In fact, most prospects hate to say the word 'no'. Sales is not overly difficult if you concentrate on people who have wants or needs or who have the capability to buy. Unfortunately, most salespeople waste their time on unproductive sales calls. Common sense tells us that we are in sales to MAKE MONEY yet most so called 'sales professionals' waste their time on unproductive activities.

The old fashioned way of sales is to make pretentious and obvious conversation in order to make the prospect like you. The prospect knows what you are doing and so does the salesman. It's a silly little game about the pretense of instant friendship. I am not there on a social call, I do not want to make a friend and I could care less about bonding and rapport. I am there to do business and make money with my excellent products and services. I would rather have the prospect's respect and trust than to play games.

The typical sales training program teaches the salesman to give a firm and hardy handshake, smile a lot, give eye contact and act enthusiastically. He then begins the chitchat about the watercolor on the wall, the lovely family picture on the desk, the golf clubs in the corner, the weather, basketball scores, et cetera. Meanwhile, the prospect is waiting for the other shoe to drop. The prospect is thinking, when is the salesman going to start manipulating, using tricks, giving the long presentation

with the slick closing techniques? All the while, the prospect is pondering, 'how can I get the information, prices and delivery time that I need?'

Max, everything you are saying makes sense, but what is so wrong with being friendly with the prospect?

It's not that there is anything wrong with being friendly and developing a rapport on a long term basis. We all know that relational selling is a cornerstone for repeat orders, but to get started you have to gain trust and qualify quickly, retain control and make money or get the heck out of the office or off the phone. The buyer, customer or prospect has a predetermined opinion of you, Leo because of all of the unprofessional people out there with the wrong idea of what a salesman is. You have to be different, think differently and act differently if you want to succeed. There is no competition out there because you are now a very dangerous salesman using all of the skills of human behavior to get to a positive end result for both of you.

Max put his hand on Leo's shoulder and gripped it firmly. Leo listen to me. If you need a friend, then go buy a dog or join a social club! If you want to make money then act like a true sales professional and have the G.U.T.S. to ask the tough questions, to take control and be willing to get the 'NOs' and the 'I'll think about its' out of the way, so you can spend time with the 'YES' prospects.

The Qualifying STEP

	_/commitment
The Baby Steps	_/time
	_/money
	Needs or Greeds
_/	Qualifying Step

Here's your next rule Leo, ready?

Leo picked up his pen and pad to take the next note and nodded in the affirmative.

Let's move on to the heart of the G.U.T.S.© Sales Method: The Qualifying Step. Ask yourself Leo, what is the information that you need in order to have an understanding of how to sell your prospect? Imagine that you were a mind reader, a telepath and before a word was spoken you knew the needs, motivations, pains and problems of your prospect. You knew the availability of her funds and financing. You could tell the time frame of her needs to be fulfilled and finally you would have a clear understanding of the prospect's decision and commitment making processes. Imagine that you had all this information prior to ever giving a lengthy and time consuming, energy sapping presentation. What do you think the results would be for you?

Why, I would probably be one the most successful salesmen in the company, Leo eagerly replied.

Yes, my boy you would have all the necessary and pertinent information that would enable you to determine up front, if your prospect is a serious buyer today or

someone who you should sever any further conversation with. You could address your company's products and services directly to the needs of the buyer. You definitely would become one of the most gifted and prosperous salesmen ever.

There is only one problem with this scenario, Max. I have no such ability, Leo said in a discouraged voice.

That's correct. The ability to read minds while an asset, is a gift very few, if any are born with. Max confirmed Leo's concerns.

So why are we even discussing this voodoo, Max? Leo was really having doubts about what he was doing with Max, not to mention what he was supposed to be learning.

Be patient and you will learn Mentee. While you have no such ability, you have the next best thing, you have a Method where you can get the same results. Remember that by asking the correct redirection questions with the right amount of finesse you can obtain all the necessary information voluntarily from your prospect. The problem, Leo with the sales trainers of today is that they still think that salespeople are on the planet to give sales presentations by using manipulative, high pressure and dishonest techniques. Sales has to be more than a numbers game. It has to be treated as a profession. In a profession, you have to give respect and you must have respect. This is no different from any other professional doctor, lawyer and so on. The presentation is only given when you have enough information to close. Closing with G.U.T.S.©, as you will learn later is completely different from what you have been doing.

What do you mean, Max? Leo was really lost.

In our Method, you never ask for the order, rather you lead the prospect to the logical conclusion where they give the order to you. Everyone loves to buy, but few like to be sold. We will discuss this more later on, my boy. For now, let's get back to getting enough qualifying information, Leo. How do you get that information? We now know from our previous chat that you have to ask questions in a certain way in

order to qualify the prospect, classify him as someone we can do business with or someone who is wasting our time as well as his.

Max, excuse me for interrupting, but if we are asking all of these questions of the prospect and they have questions and resent us asking them all of this stuff, what then?

Good point, Leo. Questions must be asked in the proper way in order for it to work to our benefit. Before we discuss that, you have to understand that the salesman has rights in the sales process. You are not a subservient second class citizen, you are a pro. Imagine if you were injured and went to a doctor. Would you mind if she asked you questions in order to determine the best way to treat you?

Why no, Max, I wouldn't mind at all.

Well, as a professional salesperson how can you assist a potential client without a certain amount of pertinent information?

You can't, Max.

Exactly and that goes for all of the other professionals. We need to elevate the sales profession to a different level and that all begins with you, Leo. Now back to your original question about asking questions. Yes, potential clients can be abrasive and downright irritating if they are not asked questions in a certain way. Remember, if you ask questions be sure to phrase them in a way so as not to repel the prospect, but rather in a way that is complementary. You need to reward and engage the prospect in the conversation. Ask me a question, any question Leo and then you will have a better idea of what I mean.

Ok, Max, I'm game.

Leo: Why does a rainbow have so many colors?

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Max: Probably because the sky is so boring without them, Leo. Why are you asking me about the colors in rainbows?

Leo: I saw one the other day over the mountains.

Ok, Leo, let's stop here. Did you see how I finessed the question in order to get you to respond and for you to volunteer further information? Do you get my point, Leo about how to ask questions with finesse?

That's a great move, Max! I think that I am beginning to see what you are trying to demonstrate to me.

Leo, my boy, let's discuss what we really need to know in order to qualify the potential client. **The qualifying step** is broken down into at least four baby steps. It is designed to make you think about what you need to do before you do it. Let's take a look at the first substep of qualification.

Needs: What are the needs, wants, desires, hurts and motivations of our prospect?

Leo, did you ever wonder why people buy things? What is the underlying human behavior that makes someone decide to part gladly with their money and purchase a product or service?

I never really gave it much thought, Max. I figured that people buy stuff when they need it or when they are sold on the features, benefits, sizzle and so on.

Wrong, my boy, Max shouted. People buy things because they have a present or future **need** that is causing them discomfort, aggravation and more. Many prospects, as we know are really not prospects, but rather tire kickers, looky lous or suffer from the malady of 'paralysis of analysis'. They are basically very low on the **needs grading scale**.

Whoa there Max, you just lost me. What on earth is the needs grading scale?

Sorry Leo, I was moving a little fast. Imagine a scale that is numbered from 1 to 10. Here let me draw you a diagram. Max proceeded to illustrate on the legal pad.

The Needs Grading Scale

1 thru 5 = low needs
6 thru 8 = some need and/or interest
9 thru 10 = high needs, passionate, urgency

The scale is used for you to determine where your prospect is. Are her **needs**, emotional or painfully urgent with a sense of immediacy? Prospects who have no passion, usually have a lack of interest. They have no emotional investment, their **needs** are low or nonexistent. People only buy things to escape existing or future agony. It is only when their **needs** become so strong that they are willing to take an action, be proactive and buy your goods or services.

It is our job to act as professionals, Leo. This is a term that I take very seriously to determine one of three things:

One: Is there a need we can capitalize on and to what degree?

Two: Can we expand or exacerbate that **need**?

Three: If there is no apparent or obvious **need** can we create one based on our product/service/specialty knowledge?

You have to ask "need" questions.

Max can you show me how you discover the needs?

Of course, m'boy. We go back to our use of redirection, asking and answering questions with questions in different ways (positive, negative, ignorant, multiple

choice, etc.) to get the prospect so involved with their problems/needs that they take an action.

I want to introduce to you another great strategy called **THE G.U.T.S. MOVE**. This is where you basically ask the tough questions and show the prospect that you are a true professional and want to get to the bottom line. I will role-play both parts and demonstrate.

Max: Mr. Prospect, thank you for inviting me. Why are you interested in my company's widgets?

Prospect's Response: We just wanted to see what's out there in widget production.

Max: Whose widgets are you using now, if you don't mind my asking?

Prospect's Response: We are using ABC widgets.

Max: They are a fine company, why would you want to look at anyone else's widgets?

Prospect's Response: Well they are Ok, but they just had a very large price increase. (**Possible need, but low on the scale - 1 to 3.**)

Max: Many companies had to increase their prices because of the increase in production costs. In fact, I believe my company's widgets cost even more than ABC's. Is price the only reason we are talking today because if it is, then I might as well leave (a G.U.T.S.© MOVE) and let's call it day. Would you agree?

Prospect's Response: Well there are some other issues.

Max: Would you mind sharing them, maybe I can help?

Prospect's Response: Sure. We need reliable deliveries, that has been a real problem for us. (Needs increase, on the scale - 4 to 5.)

Max: All companies occasionally have delivery problems. I'm sure ABC is just having a short term employee or maintenance issue.

Prospect's Response: I wish. This problem has been going on for 3 months and I am really getting a lot of heat from the boss. (**Needs now become more passionate**, on the scale - 6 to 8.)

Max: When you say heat, what exactly do you mean?

Prospect's Response: I mean that if I don't get the delivery problem taken care of in short order, I am going to need a new job. (Needs are now 9 to 10. The prospect has extreme agony, emotional distress with the possible loss of employment.)

Ok, Leo what have you learned?

Well Max, I can see that by constantly redirecting the conversation, you get to the heart of the prospect's **needs**. I usually don't ask enough '**need**' questions. I have to learn to get to the heart of the prospect's **needs** in order to do smart business. You, on the other hand, hung in there until you got what you **needed**. You were direct, bottom line and unconventional. You were in control and acted like a professional.

Exactly Leo, you are really beginning to understand, m'boy.

Max, it seems that now would be the time to close because we have uncovered the prospect's hidden **needs** and he has become involved in the sales process. Is that correct? Leo asked.

In some cases, Max replied, that might be true, but what about the rest of the qualifying baby steps that I showed you on the napkin?

You mean the Money-Time-Commitment? Asked Leo.

Exactly! This is a Method and we normally have to go through all the steps so as to leave nothing to chance. I will address the other baby steps by continuing with my role-play.

Max: Mr. Prospect, would you mind if we talk about money? (\$\$\$ baby step and G.U.T.S. MOVE.)

Prospect's Response: Sure go ahead.

Max: Assuming for a moment that we have a solution for your company, how are we going to deal with the possible higher cost for your widget needs?

Prospect's Response: Can you deliver the widgets on time?

Max: Let's say for the moment that we can. Is your company prepared to pay a higher price to solve this problem? (Redirection-question answered with another question.)

Prospect's Response: If you can deliver the goods on time we can pay up to 10% more.

Max: Your company is budgeted for this increase?

Prospect's Response: No, not at this time, but I can temporarily borrow the money from another department if I have to.

Ok, let's stop here, Leo. Did you see how we handled the tricky area of money? You bet I did, Max. I can't ever recall talking about the money issue so early in the sales process. It's kinda refreshing to know where you stand and get the spending-money issues out of the way.

Correct! Money should always be discussed early on. I can't tell you how many times so called 'professional salesmen' wait until the presentation is over only to

hear the prospect say something like "Gee, Mr. Salesman, I like your product and I would buy it if I had the money".

Why Max, that just happened to me a couple of days ago during a presentation which I gave. I spent over two weeks doing research. I gave quotes and product information and the head buyer had the nerve to tell me that they were just shopping around and couldn't buy anything for a year. The company didn't have the money in the budget.

The hard part for you to understand Leo, is that this was all your fault. You didn't properly qualify the prospect in the beginning and you didn't ask the **G.U.T.S. Questions** about money!

It's hard to admit, but you're right, Max! I can see that in hindsight.

Leo, let's move on to the next baby step of the Qualification-TIME!

Max: Mr. Prospect, based on what you have told me about your needs and those of your company, would I be mistaken (**opposite redirection**) if I said that time is of the essence (**time baby step**) in fixing the widget delivery problem?

Prospect's Response: No, you are correct. We do need a new supplier NOW who can get us the widgets on time.

See Leo, we now know without a doubt, that he needs the widgets ASAP! We have identified the **needs**, **money** and **time** issues which are usually important factors for the prospect. We don't want to leave anything to chance when we are ready to close.

Next we need to discuss the commitment stage, said Max.

What do you mean by the commitment stage, Max?

Let me answer your question by asking you one, Leo. Have you ever had a selling situation where you went through all of the motions and then you had the prospect tell you that he "had to discuss the matter with another person in authority"?

Oh sure, Max. I remember where I recently had a buyer tell me that he would ask the head of the department for permission to give me a purchase order. I had to give the presentation all over again, answer the same questions. It was a waste of valuable time.

Correct Mentee. You have to find out, at the onset, who the right people are to talk to, who makes the decisions and how the buying process works.

How would I do that, Max?

Let me demonstrate, Leo.

Max: Mr. Prospect before I answer your questions about how our line of widgets can solve some of your problems would you tell me about how your company makes commitments in a purchase situation?

Prospect's Response: You give me the information and prices on the widgets and then I write up and submit a request to the purchasing department to authorize a purchase order to be sent to your company.

Max: Do you have to speak to anyone else before you make your decision?

Prospect's Response: If the order is over 10K, I have to speak to my supervisor, Mr. Kahn. Anything under that amount I can personally approve.

Max: Since this order is going to be over 10K should we contact Supervisor Kahn in case he has any questions for me?

Prospect's Response: Good idea. He is the inquisitive type and would probably appreciate the gesture. Hold on while I call his office and arrange an on-the-fly meeting.

Leo, how many times have salespeople given a presentation, dispensed information, without qualifying the **needs**, **money**, **time** factor and then neglected to qualify the prospect concerning the **commitment** process for the purchase? It is necessary to learn how buying decisions are made up front, rather than to have rude surprises.

If you are going to be a professional, then you need to do a diagnosis on your prospects. You are entitled, you have the right to do no less than a doctor or law-yer. You have to have the pertinent information to **qualify** the prospect in order to help him or remove yourself from the sales process.

There, we have covered the four important steps of qualification-needs, money, time and commitment. Phew, we have been here for quite some time. It's a wonder we haven't been asked to leave. We still, however, have to discuss the last step, naturally called **The Close**.

Finally! Leo exclaimed. I don't know about you Max, but I am famished.

You're right, Leo. My apologies. I get so enthused teaching the G.U.T.S.© Method that I lose all track of time. Let's go back to our rooms and meet in 30 minutes in the bar downstairs, we'll have a couple of my famous Max Martinis, some canapés and the best steak dinner you will ever taste.

The Close Step

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_/CCC (Close, Correction, Confirm)
_/Satisfy
_/Review
_/ The Close Step
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The alarm went off with an annoying buzz and made Leo jump out of a deep sleep. He looked at his watch and realized that he had fallen asleep on the gigantic heated California waterbed after taking a long hot shower. He was physically and mentally exhausted after all of the skiing and the intense lessons learning the G.U.T.S.© Sales Method from Max. He had put his head down on the pillow and was out in a flash.

He realized that most of his sleep was dreaming of a recent sales meeting with one of his toughest buyers, Mort Swanson, who always gave him a hard time. He routinely kept him waiting even though they had appointments. He would barely grunt a 'hello' before asking countless direct questions about products, prices, market conditions and more. The meetings were unpleasant, to say the least and worst of all he never got anything except an occasional, very small token sale. This was only after being interrogated for all the market and product knowledge he had. He was being used and he knew it, but he could never do anything about it.

This dream, however, was different; it was Leo asking all the questions, looking for need, money, time factors and commitment. He was the one in control and he was treated with respect and courtesy. When he was done and decided that there was insufficient business to warrant any further expenditure of time, he told Mort that the conversation was over and that he would be leaving. Mort was just sitting there with his mouth open like a big mouth bass. Suddenly Mort said, "don't leave"

Why is it that the alarm always seems to go off at the best part of a dream, but never during a nightmare, Leo pondered. He quickly put on some fresh clothes and ran for the hotel elevator not wanting to be late for his next meeting with Max. As he waited for the elevator doors to open he began thinking about the G.U.T.S.© Sales Method. It was intriguing to him because everything that Max taught was the opposite of all he had previously been taught about sales.

In all of the role-plays, he gave no information on his company's features and benefits until the appropriate time, he never asked for the order, but created a situation where it was requested by the prospect. Imagine, dealing with a prospect as though he was in charge and could walk away in a second without regrets. How could everything he was taught be so wrong and this strange old man so right, he wondered? His world was upside down. He entered the hotel lounge and was greeted by Max and Nolan. The trio was escorted to a small table where three glasses greeted them.

Leo, right on time; I like that. Here, have a Max Martini, one of my favorite drinks, Max smiled at Leo as he handed him the glass.

What's in it, Max?

Why Chopin Vodka made from Stowbawa potatoes with a few drops of Martini and Rossi Dry Vermouth and a Trader Joe's Jalapeño stuffed giant olive served in a straight up Martini glass. It is perfection personified!

From the pitcher, Max poured Leo a martini into the sparkling chilled tall stem glass that Max had handed him just moments before. Nolan raised his glass and made a toast, *to the Mentor*. Leo joined in and added *Cheers!*

Here, have some crab cakes. I just had them flown in from Chesapeake, Maryland, Max said as a waiter served Leo three steaming crispy browned crab cakes with a red chipolte sauce on the side. The spicy flavor of the sauce exploded in Leo's mouth. There was a moment of silence as all three savored their drinks and appetizers.

A hotel employee approached the table and whispered into Max's ear. In response, Max looked at Nolan and Leo and said, *Ok boys, the limo is here, let's go get some real prime beef*. They stepped outside into the cold night mountain air. It was snowing heavily again. Leo wondered how the locals felt about living in a place where it snowed all the time. A stretch limousine pulled up in front of the hotel and the driver opened the door. Leo felt like he was stepping into another world. The interior car space was huge. It was lined in rich red fabric with real wood paneling. It had telephones, a TV with satellite reception, a DVD player and a wet bar with a complete stock of liquor. After they were seated and comfortable the driver inquired, *where to Mr. Max?*

Take us to the Ruth's Chris Steak House in Denver, please, we're famished, Max replied.

Leo was amazed that the old man was so thin and had the physique of a man half his age. How did he do it? He loved to live and eat so well.

Max directed his attention to Leo. Well Leo, ready to learn the third and last step of our little sales method?

Yes Sir, but I have one question, came Leo's reply.

Go ahead, m'boy.

Everything you have taught me so far is so different from traditional sales techniques. Is the **closing step** going to be as different as everything else has been to this point?

That's a fair question my boy, why don't we let Nolan address your questions.

Thank you Max, Nolan immediately replied.

Nolan turned to look directly at Leo. Leo, in the old days I was trained like everyone else, that is to say, to ask for the sale. As a matter of fact, I had one sales manager who insisted that you never leave a presentation unless you have asked for the order five or more times. We now know the following:

- 1. We don't give away information because that doesn't work.
- 2. We use a common sense direct approach to sales by asking questions and redirections.
- 3. We are outspoken, frank, honest, unbelievably direct and expect the same in return.
- 4. We don't sell people, we assist them in making the decision to buy.
- 5. We work off their information and decide to invest the time or get out.
- 6. We work smart and have a blank check in front of us for the rest of our life.

The modern prospect resents the obvious pressure by so called 'contemporary salesmen' with phony bonding, friendship or rapport. The old fashioned way of closing with the obvious and tacky moves is a dinosaur, Leo. It doesn't usually work and it's a waste of time in the 21st Century. The funny thing about sales is that a prospect who has gone through Max's Method will want to buy from you or literally give the sale to you without hesitation!

Whoa there Nolan, interrupted Leo, did I hear you right? You said the prospect will give us the sale? I thought the ABC golden rule of sales was to always be closing, to keep asking for the business. Now you're telling me that this is all wrong?

You got it, Leo, Nolan answered with a smile.

Excuse my ignorance, Nolan, but why would any prospect want to give me an order? Leo questioned.

Because, Nolan replied, they have come to the realization that your product/service can resolve their needs, within their budget, in a given time frame and within their ability to make a commitment. It makes sense because it fulfills their immediate or future needs. Don't you get it, Leo? You closed them in the beginning instead of at the end.

I'm still lost, Nolan, came Leo's hesitant reply.

Excuse me Nolan, can I jump in here, Max stated more than asked.

Sure Max, go ahead, Nolan nodded his head affirmatively.

Leo you have to go back to our original premise of G.U.T.S. People hate the traditional sales relationship where they feel that they are out of their element and are being manipulated and pressured. They hate to be sold by a tacky salesman. Many people have this impression of salespeople so they have to protect themselves by being evasive. They confabulate stories of spouses who need to be communicated with, the old "I need to discuss this with my husband/wife line" or they have the need "to review the literature", "think about it" and so on.

The point of the entire method is to create an air of trust, respect and control. You are asking questions and getting information in order to enable the prospective buyer to come to their own conclusions that your product/service will solve their needs or in the alternative, allow you to conclude business quickly. People hate to be sold, but absolutely love to purchase things when they have justified their decision rationally. Max took a long sip of the cold Martini and pulled out the olive. A penny for your thoughts, Leo?

Well Max, I understand that it would be better if the salesman and the prospect are on the same wavelength or side. I just don't see why they would give me the sale.

You have to understand Leo, that the prospect is no longer the enemy. It's not the game of cat and mouse or chess where we are trying to capture the queen. Sales is not about being adversaries. As we discussed earlier, it's more of a professional re-

lationship. We have led the buyer to make a logical decision. The only way to alleviate his needs within his budget, in the necessary time, in his decision making capacity is for him to share information with us. The buyer needs to make his own purchasing decision and it's our job to help him get there or get out of the office or off the phone. If we have done our job correctly they will give us the order rather than feel cornered. We are professionals, our clients want to do business with us or feel comfortable enough to be honest with us.

Let's go back to the staircase and keep things simple, Ok boys? Max pulled out his Sharpie® blue liquid ink pen and began to draw in his small binder. Here is the final step, AKA: the Close Step.

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_/CCC (Close, Correction & Confirm)
_/Satisfy
_/Review
_/ The Close Step
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Max looked up and began.

The first "baby step" of **the close** is to take the information that you accumulated from the qualification step conversation and **REVIEW** it with the prospect.

Leo jumped in. You mean the needs, money, time and commitment?

Exactly! You need to review or summarize everything that you have heard and learned. The purpose of this is twofold. First, you want to let the prospect know that you have listened carefully and secondly, to keep him focused on what's important to him. You want him to be so concerned with his needs that he will want to take an immediate action with your product or service.

The next baby step is to satisfy. This is your 'presentation step'. This is where you relate how your product/service can fulfill his needs. At this juncture, you use all the information you have derived from the conversation with the prospect using all your skills in questions or as I prefer to call it 'discovery'. This is where you use your skills to weave the needs of your buyer to the way your items/service can sat-

isfy. We are leading the buyer to come to his own natural conclusion and make the decision to buy rather than be pressured with tackless and obvious closing techniques.

The last baby step in our staircase is comprised of the actual close. It is comprised of three parts; last question Close, Correct and Confirm. The last question close is the only closing technique that you need to learn. You have to ask a simple question and hopefully the buyer has come to the logical conclusion used to make the decision to buy. In the old fashioned traditional sales the salesman is taught to ask repeatedly in several obvious ways for the order. He becomes an annoying and obvious pest to the buyer who then needs to employ defensive techniques of his own.

I recently read a book on so called 'modern sale's where the salesman was punished by his superiors because he asked less than 5 times for the order. What utter nonsense!

The prospect feels pressured and in many cases retreats to his own necessary defenses in order to regain his control. The last thing the prospect feels like doing is giving an order. He just wants to get out. In the G.U.T.S. Method we never ask for the order because we don't have to, the prospect gives it to us because it makes sense. It solves his problems. The art of persuasion is to lead the prospect to their own natural common sense conclusion to buy your products or services.

Let me do a simple role-play to demonstrate. Nolan, help me with this one.

Max: So Mr. Prospect, the reason we are talking today is because you need to deal with your current situation. You mentioned that your company has been held up with deliveries of widgets because you can't get enough #4's in green. (Review step.) Correct?

Mr. Prospect: Nolan nodded 'yes'.

Max: I believe that my company can supply your needs by next month if we decide to do business. We have the ability to manufacture sufficient green #4 widgets if we

The Mentor Teaches The G.U.T.S. Selling Method© have a 14 day advance notice. (Satisfy step.) What would you like to do, Mr. Prospect? (Last question close.)

At this point, Leo, you have received an order because you have set the agenda, qualified the prospect properly and you have asked a reasonable last question close. Remember this Leo, never ask for the sale because it's better to receive than to BEG!

Hey Max, Leo interjected. What do you do if they say that they need a quicker delivery time or they need to finance or just give some kind of stall or objection?

We call that part of the close a **correction**. You either renegotiate and **correct** the problem or you go back to their needs to create a greater sense of urgency. It's basically the 'put up' or 'shut up' time in the sale. If it's a new problem that can't be resolved, then ask the prospect if this is a deal killer situation. The ball is now in his court and the close continues or it's over.

Assuming that there is no problem or the **correction** has been satisfactorily resolved, you hopefully have been given the sale or decided that there is no business here for you. The only thing left to do is to **confirm** the sale; the final baby step.

But Max, I thought you said that you already had received an order.

You're right my boy, but how many times have you run off with a check or an order only to discover that the prospect had second thoughts or remorse?

More than I would like to remember, Max!

Let me role-play again. Nolan jumped in.

Max: Mr. Prospect, I appreciate that we are doing business and I thank you for the order. You are comfortable with this decision, correct?

Mr. Prospect: Yes.

Max: If you have any second thoughts or are uncomfortable, I would appreciate that we discuss it now. It's still Ok to say 'no' or change your mind. (**G.U.T.S. Move.**)

Mr. Prospect: When I make a commitment, I keep it.

Max: Thank you. I know that you are the kind of person who is a man of his word.

End of our little **closing** demonstration, Leo. You see we have come to **the close** methodically. The prospect wants to do business with us because he is aware of his needs and he wants them resolved. We can't be mind readers, but using our question based Method is the next best thing.

In three simple staircase moves, with all of the adjoining baby steps, we have stayed in control, asked questions in order to have the sufficient information so that we can decide whether we have a sale or a waste of everyone's time. We spend the time with the correct prospect, qualify and eliminate the time wasters. We now have the tools, in as little as 3 minutes to qualify a prospect, get out or decide that as much time as necessary is justified here.

Leo, sales is not about presentations, slick brochures and knocking on countless doors. It's about working smart, staying in control of the entire process, feeling absolutely great about yourself and having the ability to make as much money as you are willing to. The hardest part about G.U.T.S. selling is that you need to make monumental changes in how you perceive sales and with the methods and tools that you use. That will be the hardest part for you. Are you going to commit to take control of sales or let it control you because of some worn out misconceptions of being subservient to people you intend to do business with? It's time to work smart, have fun and have unlimited financial freedom. Remember that sales is the million dollar skill.

Is this all I need to be as successful as you and Nolan?

This is all you need, my boy. Just keep the simple 3 step staircase in your mind and practice working through the Method, asking questions and redirections with finesse.

One of three things will happen:

- 1. You reject the prospect early without wasting energy, time and valuable knowledge.
- 2. The prospect is qualified and you proceed because the situation is worthy of your time.
- 3. Your close percentage goes through the roof because sales is no longer a mindless game, but a specific method.

Leo, we have finished our review of the G.U.T.S.© Sales Method. You now have the most powerful method ever developed in the art and science of persuasion. It will take some effort to learn, but once you own it you will be financially free forever. Let's get some chow, I'm starving!

The Beginning

The trio finally arrived at Ruth's Chris Steak House and the limo delivered them to the front door. There was a line that went out the door which appeared to be people who were waiting to be seated. Max leapt from the car and walked into the restaurant. He glanced behind him and gave Leo and Nolan the "let's get going look". Leo and Nolan decided that they better get a move on if they were going to keep up with the energetic Max.

Once inside, Leo noticed another long line leading from the fancy entrance. A well dressed woman greeted Max as they approached the maître d podium.

Why hello, Max, she exclaimed with obvious enthusiasm. We have your table ready and our finest server will see to your every need. Is there anything else I can do for you?

Thank you, Gwen, I always appreciate your personal attention. You do a wonderful job. Leo noticed that Max had handed Gwen a \$100 bill. At first she had said it wasn't necessary and attempted to return it to Max, but he insisted and no one ever seemed to argue with Max. They were immediately escorted to a beautiful white linen table with a view of the Great Divide. A waiter came by with some menus, but Max waved them off simultaneously saying, three New York Strip Steaks with the works, please.

Awhile later, Leo was amazed as the steaks arrived sizzling in hot butter. The servers warned them to place their napkins in front of their torsos so they wouldn't get burned as the custom designed Lenox plates were set in front of them. Next came the huge bowls of broccoli, mashed garlic potatoes, creamed spinach, caramelized onions, hugh french fries and more.

Leo realized that this was a cholesterol nightmare, but it was some of the best hot food he had ever eaten. A bottle of Rodney Strong Merlot was brought to the table

and expertly poured into the beautiful wine goblets which were on the table. The trio ate with relish using the oversized German made wooden handle knives. Every bite was an explosion of taste in Leo's mouth. Leo loved the good life. He felt spoiled by the past 2 days. Previously his diet had consisted of macaroni and cheese or Rice-a-Roni or whatever was on sale.

The men were quiet as they finished their meal. The unusual silence at the table gave Leo an uneasy feeling. He knew that Max and Nolan were about to spring something on him. Eventually the silence was broken by Max as the plates were being cleared. Coffee and some excellent Mexican brandy served in round crystal snifters was brought to the table. Leo, Max began, we need to discuss your Gaunt-let.

So there it was, the mysterious Gauntlet again, Leo thought to himself.

Leo, this will be our last meal together until you have faced and won The Gauntlet. I have taught you a new way to sell and if you have the G.U.T.S. and intelligence, as I know you do, your life will never be the same.

You can have it all and never feel like a 2nd class citizen again in sales. You are now in control of your life. Nolan and I will be excusing ourselves and you alone will face what many before you have done as ordained by The Ancient Society of Mentors. You must face your fears, defeat your dragons and take total responsibility for yourself. Nolan and I have seen to it that you have the tools to succeed, but the rest will be up to you.

So what is this Gauntlet you and Nolan keep talking about Max? Leo questioned.

Max looked intently at Leo and began. My boy, you will be taken to a surprise destination. Upon arrival, you will be on your own to prove your comprehension of the G.U.T.S.© Sales Method. You must find a way to utilize your new sales skills and generate enough income to provide yourself with immediate food and shelter. Your Gauntlet is to do more than to survive. It is to become independent and thrive in a strange and possibly hostile environment, but it is also a place where, if you make

it, you can make it anywhere. In other words, m'boy you have 30 days to change your life.

You will start with almost nothing in your pocket and you must find a means to survive immediately. You will live off your wits and survival instincts. No one from my staff will aid you in anyway. No one will rescue you or lend any support whatsoever, if you get into trouble or have no place to sleep. You are completely on you own. You will find that the destination you are sent to is a place with unlimited opportunities. There is no room for second place which is considered failure, regardless. You will have one month to prove yourself to Nolan, myself and The Ancient Society of Mentors. Most importantly though, is to prove to yourself that you can do this, you can succeed. The next few days will determine if you are to become a winner or continue a life of frustration and mediocrity. I wish you well in all your endeavors. This is your Gauntlet. It's time to make a decision; do you accept it?

Leo felt as if his entire life came to this very point. What choice did he have? He could go back to what he was doing, being a third rate widget salesman, with all its poverty and humiliation or take the chance that was being offered. *I accept The Gauntlet*, *gentleman*! Leo exclaimed this so loudly that the other diners turned around to gawk.

Max jumped up from his chair. Excellent! That's the ticket m'boy! You picked a good one here, Nolan.

Max and Nolan both approached Leo, shook his hand and heartedly patted his back. The guests at the adjoining tables couldn't help but stare. In the end Leo, we are all responsible for our own lives, our own success. I wish you well. If you would please step outside and get into the waiting car. Now your adventure really begins.

'Oh boy', Leo wondered to himself, 'what's going to happen to me now?'

The Gauntlet

The limousine drove Leo for about an hour and then he was dropped off at an Embassy Suites hotel near the airport. The limo driver told him that he would be picking him up at 5:00 am sharp. All of the arrangements had been made for Leo as usual including fresh clothing and toiletries which had been left on the bed in the expensive room. He spent the next few hours in a restless sleep. At 4:30 am he received a wake-up call which came all too fast.

The same limo and driver were waiting for him outside the hotel. After a short drive, Leo was dropped off at DIA (Denver International Airport) where he was instructed to go to a special platform for private jets. Except for the two pilots and one flight attendant, there was no one else on the plane. They flew for over four hours. He was served a hot breakfast and before he knew it, he was reminded to fasten his seat belt for landing. Leo didn't have a clue as to where he was flown, but it did appear to be a large modern airport as they taxied down the long runway.

As he walked down the plane exit ramp he was met by another black limousine. The door was opened by the driver and Leo sat down wondering where the heck he was; it was nerve racking to say the least. He tried to speak to the driver, but he was ignored and the windows were locked. Finally, after an hour of driving in and out of traffic the driver slowly pulled to a sidewalk. Leo decided to try the button for the power window and it worked. As it glided down, he realized that he was now in the heart of New York City, infact he was in Times Square. He knew this place from watching TV on New Year's Eve where the giant apple came down at the stroke of midnight.

He was excited and scared at the same time. The challenge of being alone and broke in Manhattan, did not bode well with Leo. He did appreciate the opportunity that Max and Nolan had bestowed upon him, but inside he thought to himself,

heck I'm still Leo Silver, sales failure. The driver interrupted Leo's thoughts and finally spoke. *Excuse me Sir, but I was instructed to give you this from Mr. Max.* The driver handed Leo a sealed envelope. Leo rapidly opened it and found a note penned on expensive French engraved stationery. It also contained a \$20.00 bill. The note read:

My Dear Leo,

I am envious of the challenge before you. You might feel a bit scared at this moment and with what lies before you, but please believe me when I say that you have everything you need to succeed.

Enclosed you will find a \$20.00 bill. I figured that by now you must be hungry. Try the pizzeria across the street, it's fantastic. Good Luck!

Your friend, Max

Leo now knew that he had to prove to himself as much as he had to show Max and Nolan that he could face and defeat The Gauntlet. He knew this was his opportunity to succeed in the way he had always envisioned for himself. Oh well, I might as well get started, he thought to himself. As the saying goes, 'Today is the first day of the rest of your life'.

Leo slowly stepped out of the luxury vehicle into a throng of New Yorkers. Amazingly, no one seemed to pay any attention to him or to notice the car. He realized that all he had heard about New Yorkers was true. They are always moving and talking fast. This was after all, the Big Apple and limos were a dime a dozen in this city of success.

Max was right as usual, Leo was famished so he went across the street to the pizzeria just as Max had recommended and ordered a plain slice and an orange drink. He sat down at the counter pondering just what he was going to do. Here he was in New York City all alone with next to nothing in money and yet a self-made millionaire and a successful coworker felt that he was ready to succeed. The steaming slice of cheese on a thin crust wrapped in a sheet of wax paper was served to him with his orange drink in a simple paper cup. Wow, \$3.50 of his \$20.00 was gone.

Leo knew that his remaining meager funds would not go far in a city where he guessed decent hotel rooms started at \$350.00. The pizza was way too hot to eat, but Leo was too hungry to care. Max was right, the pizza was the best he had ever tasted even if it did burn the roof of his month. The cheese was soft and chewy against the thin crunchy New York style crust. Leo believed that he could live on pizza alone.

It was time to get down to brass tacks so he took a pen from his pocket and began to write down some thoughts on a napkin which he had removed from the dispenser. Leo knew that he had to set some priorities and make a sales strategy plan if he was going to survive, much less pass The Gauntlet. Oh well, time to get down to business. He needed to generate some money fast if he was going to be able to continue eating. There was also the problem of where he was going to sleep tonight, but he'd have to think about that later.

All of a sudden there was a loud, animated conversation coming from the table across from the counter where Leo was seated. Look Charlie, you can't just leave me like this. You know we are having the big promotion this month. If we don't sell our quota of cars we will lose our allotment and priority status with the corporation, not to mention our discount.

Hey Herman, came the reply, sorry about the short notice, but a fella has got to make a living. The guys over at Broadway Auto offered me my own office and more money per car.

Trying hard not to stare, Leo noticed that the two men shook hands and the fellow called Charlie, who was quitting, abruptly got up and left. Leo saw that the man who appeared to be the boss sat shaking his head as if in deep thought. Leo got an idea and figured that he better do something or he was going to sleep on a bench in Central Park tonight. With great trepidation, Leo got up and approached the man at the table. It was time for a patented Max G.U.T.S. move. *Excuse me for interrupting you, Sir. I know that this is none of my business, but I may have a solution to your problem*.

Who the hell are you, Bud? Herman barked.

Leo immediately thought to himself that he was definitely in the Big Apple and that his idea wasn't going to be an easy sell. Well Sir, my name is Leo Silver and I couldn't help but overhear your conversation. I just thought that I might have a solution for you if you want to hear me out, otherwise I will go back to where I was sitting.

Go ahead kid, pull up a chair, but make it snappy. I ain't got all day.

Well Sir, I couldn't help but overhear you with the other gentleman before. You do need a new car salesman and I think we may be able to solve each others' dilemma.

Kid, I like your moxie, but have you ever sold cars before?

Nope, came Leo's quick reply, just widgets. The only thing I know about cars is how to drive them, but I have had some specialized sales training from my Mentor Max and I do have a sales background. I have everything I need to know to become successful in any sales profession. I have a G.U.T.S.© Sales Method. I don't have a resume of fantastic testimonials selling cars, but I am willing to make you the following offer. You have the right to say 'yes' or 'no' to me so long as you don't tell me you need to think about it. Can we agree on that one point before I make you my proposition?

Sure kid, go fer it!

Leo took a deep breath and was beginning to feel like he would soak his shirt. Here's my proposition. If I can sell a car by closing time this evening you have to give me a job and a cash advance on my sale.

Sounds good kid, but what if you don't make a sale?

Leo responded so quickly he surprised himself. If I don't, then I will come back tomorrow and wash and wax every car on your showroom floor for free and leave with no questions asked. Either way you win, Sir.

I don't know kid, this is a pretty strange way to hire someone; in a pizza place of all

Look Sir, Leo interrupted. You have a problem, you need salespeople to show and sell cars. Didn't I hear you correctly before say that you will lose your allotment and discount unless some cars go down the road today? Do we have a deal or should I stop wasting our time and start talking to your competition? I need a job and I need one today!

Leo had a moment where he felt a rush of passion, power and assertiveness that he wasn't aware he was capable of feeling. He knew he had just made a 'yes' or 'no' G.U.T.S. move just like Max had shown him. He had to make the deal work fast or find something else. He held his breath as he watched the brown eyes of a man named Herman and awaited his decision.

Herman took a deep breath as he began weighing the situation. On one hand, he had just lost his best salesman, on the other hand, he had this strange kid who seemed to really want the job. All this weird talk about G.U.T.S., Mentors and such. Oh well, he figured, what did he have to lose? Business was slow that day anyway. Ok Bud, I'm a gambling man. You have the rest of the day to sell a car. You make a sale, you got a job and an advance, but no sale and we owe you nothing and I get my cars washed gratis. He held out his hand, my name is Herman and I'm the sales manager for Grand Motors here in the city. You have 10 hours before we close for the day. By the way, what did you say your name was?

The Opportunity

Leo went into the showroom and began to read some of the free literature available for the customers which he found in a standup rack. He also looked over the cars and read the information and prices which were displayed on the car window sales sticker. Leo began to realize how foolish he had been to think he could learn the essentials of automotive engineering, accessories and finance just by reading some literature. He remembered that Max had said that knowledge was important, but it wasn't essential to being a great closer.

He figured that he should observe the other salesmen and see what they do with the prospects who walk into the showroom. He had noticed that the salesmen seemed to rush at the prospect, give a firm handshake and then begin talking. They told the customer all about the merits of the car's engine or the car's transmission or the finance plans. From what Leo could see, most of the salesmen gave presentations, took the customers on demo drives and a few even got some of the prospects into their small cubicles to write up an offer. Most offers, however, were rejected and the salesmen usually grumbled something about the economy or the time wasting prospects. Leo thought about that for a while, too. Max had also said that he should consider the source of his information. Maybe watching these fellows wasn't the best way to learn!

The veteran showroom salespeople and staff looked upon him with curiosity. After all, he was a new face, but they were used to new faces as the dealership had a very high turnover of personnel, which was normal for this type of business.

Leo thought about what he learned from Max and how his Mentor would approach the problem of his car sales ignorance. Max would organize his thoughts and ask himself "why do people need and eventually buy cars?" Leo continued to think to himself, "what are the questions I need to ask in order to eliminate quickly or to qualify sufficiently so I can sell the buyer?"

The dealership used a system of rotation where the salespeople took turns with the prospective buyers who walked in. Leo had two opportunities to sell cars. The first prospect was a young family who had great aspirations of owning a new car, but upon further examination Leo learned that they had bad credit and no trade-in or down payment. He rejected them quickly, but politely as Max had taught him. Max had told him "never to waste his resources on prospects who had a very low likelihood of doing business". He had advised Leo never to gamble in the Las Vegas casinos because it was a sure thing that the casinos would win and he wouldn't. "After all", he had added, "how do you think all of those casinos were built?" Leo had never thought of it from that perspective before.

The next walk-in, as they were referred to, was a college student who wanted some literature on their newest most expensive sports car convertible. Leo went into his discovery mode and with a few simple questions he quickly determined that all the student wanted was a fancy color brochure to hang in his dorm room.

Both of the prospects that he spoke with took less than 5 minutes of questioning in order for Leo to discover that there was no potential for business. Whenever they asked him a question, he used the redirection techniques that Max had practiced with him. Leo now knew that sharing information would not result in a sale unless he had some solid information.

Herman's job as the sales manager was to keep an eye on the sales floor at all times and he was watching Leo very carefully. I hope I didn't make a mistake in hiring that Leo kid, he thought to himself. He watched as another prospect, who was speaking to Leo left the showroom almost as quickly as he came. That did it! He rapidly walked over to Leo and asked, why are you losing your prospects so quickly?

I'm not losing them Herman, I'm just working smart. No sense spending time, handing out literature or burning up gas in demo drives with someone who can't or won't buy today..... The rest of his explanation was lost on Herman as he walked away shaking his head from side to side, already regretting their agreement.

Leo took a quick break and went for a cup of coffee in the employee lounge. One side of the room was all glass so the salesmen could look out onto the showroom and see who was walking in off the street. Leo heard the salesmen begin to chatter about a lady who slowly made her way to the front door.

Oh no, look Tony, look who is back, your old friend, Mrs. Worthington.

Yea, came Tony's ready reply and she's looking at the X77 again. I don't know about you, but I refuse to waste any more time on her, you take her.

No way! The other salesperson replied.

Leo spoke up, hey guys, mind if I take her? I need the experience.

Go ahead new boy, but she is just a waste of time, a tire kicker. I tried every sales move in the book the last time she was here. I gave her my best presentation and all she could say was 'thank you' and I'll think about it.

She has been with all of us at one time or another and has never bought a car, commented yet another salesman.

Heck, she came to the dealership using the local bus line. I just saw her get off at the corner; probably just a lonely old lady, crazy or something. Someone who takes the bus is never going to buy a 100K ride.

Leo was already on the showroom floor and was approaching the woman. She appeared to be in her 70's and she was well dressed. She had silver hair that was meticulously coiffured. Leo had learned from Max never to assume the worthiness of

a prospect until you attempted to disqualify them. Excuse me ma'am, but can I help you or would you rather be left alone?

Yes, I do need some help and thank you, young man for asking. The last time I was here the salesman started babbling a mile a minute, bored me to tears and then tried to pressure me to take a ride. Can you tell me something about this car? She pointed to the most expensive car on the showroom floor, the limited edition 2 seater sports car convertible, the X77 which was painted in flaming red.

Leo had heard that no one could sell the car because of its high price. They only had one model in stock and wouldn't let it go unless they got their full asking price. It had been so long on the sales floor that the manager offered a \$2500 bonus to the salesman who could sell it, but so far no one had. Realistically, he didn't think that he would ever sell this car to the lady, but he still followed the method as he was taught. Agenda-Qualify-Close or get out when the time was right. Well, not too much, he answered her question, but I will tell you what I can. Would you mind if I'm straight forward with you and ask you a couple of questions? That way I can see how I can be of service to you and see if we should do business together?

She tilted her head with a curious look, but nodded in acceptance of his request.

It is my understanding that you have been here previously without buying. Is this car really what you want? It's very expensive and we have other less costly vehicles that might better fit your needs.

I like your directness young man, she replied. Too many of your fellow sales folk seem to be of the mind that an old lady isn't capable of buying or even has the need for such a beautiful car. I can tell you that I am not going to buy a car from anyone who treats me with disrespect.

You won't have that problem with me Ma'am, but this is a very expensive car. Is this the right car for you?

What makes you think it's for me?

I just assumed since you were taking the bus that you needed some transportation.

Oh goodness, gracious, no! I just take the bus because I don't see as well as I used to and my driver is off today.

Excuse me for asking then, just who is this car for, if it isn't for you?

Oh no, forbid the thought that I would get caught in a car like this. It's for my granddaughter Judy, of course. I have a perfectly functional car at home. I promised her a nice car for her college graduation gift.

Ma'am have you considered how you would pay or finance this car if you do decide to buy it today?

I have a card here from my banker. Just have your finance person give him a call and all the necessary funds will be made available. She took a business card from her purse and handed it to Leo. It had the logo of the local branch of a very well known bank with the president's name and phone number listed. So tell me young man, what kind of engine does this car have?

I'm not really sure, ma'am. Let's open the hood and see what's underneath. With that, Leo opened the hood and looked inside. It appears to be an 8 cylinder ma'am. They both stood in silence and looked at the state of the art combustion engine. Why is the engine important to you?

It's not really important at all. It just seemed to be the kind of question I should ask a salesman. I am a serious woman, young man and I have many questions about this car.

Leo noticed that the other salesmen were watching and snickering at him from behind their cubicles. He could even overhear their loud chatter. *Oh boy, is that new*

guy getting the run around from the old lady. Teaches him right for thinking he could sell someone when the rest of us couldn't. Who the heck does he think he is?

Leo redirected another question to his prospect. Ma'am, why don't you just tell me what you think is important and I will do my best to see if we can accommodate you. Where would you like to begin?

I just want to know if this car is reliable and safe transportation for my grand-daughter and will you take care of her if anything breaks?

Good point, what else is important to you?

If my granddaughter needs the car repaired will you lend her another car? I've heard that reputable car dealers do that.

Ok, I can find that out. Anything else?

Oh yes, I have many questions. I want the best for my granddaughter.

Leo could feel that this lady was very serious about a purchase today and began to write down all of her questions. He had the feeling that she liked the interest he was showing by jotting down all of her requests for information. These seem to be reasonable requests. I don't know the answers because I just started here, but I will do my best to make sure everything you have asked is answered. Is that all right with you?

Leo then remembered what Max had said about redirecting a question with another question and requesting a commitment, a regular Max G.U.T.S. move. *If we can meet your requirements ma'am, to your satisfaction for the needs of your grand-daughter, do you think we can do business today?*

I would say that is a distinct possibility young man, but I still need to know more about this car. By the way my name is not Ma'am, it's Debbie Worthington, but my friends call me Deb.

It's a pleasure to be doing business with you, Deb.

Leo knew that he had qualified Deb and had received a <u>minor</u> commitment, but it was a commitment just the same. He thought for a second if one of the other salesmen would help him answer some of the questions that Deb had posed, but he concluded that they would only ruin the situation based on their previous behavior. Who could help him on such short notice? No one else was available. Herman, the sales manager, was out to lunch with the owner. Leo pondered that all he had to do was satisfy the woman's needs and the sale and the \$2500 commission would be his.

He made a decision that if the sales staff would not help, then he would find someone who did know all about the cars, the service manager. He figured that he had nothing to lose. Leo had never met the service manager, but he noticed his picture on the wall and knew that his name was Sam. *Deb*, *if you follow me I believe that there is someone in the back who can assist us*. They went into the service department.

Hi Sam, my name is Leo. I am a new salesman for Grand Motors and this is my customer Mrs. Worthington. Could you help us for a few minutes to answer some questions about the X77. I noticed your picture on the wall and thought with all of your years of experience you were the expert. I figured no one would know more about the car than the man who runs the repairs and service department.

Sam looked visibly surprised because in his ten years with the dealership, no salesman had ever escorted a customer to the repair garage to ask him questions in order to make a sale. As a matter of fact, the salesmen thought that they were better than Sam and his service mechanics. The salesmen wouldn't even sit with the guys from the service department in the company lunchroom. There was a certain amount of animosity between the sales and service fellows unless, of course, someone's butt was on the line, then it was all different. He had resented the snobbery, but this fellow, whom he had never met, seemed different.

Sure no problem, in fact, it would be a pleasure, he responded. Sam directed Leo and Deb into his private office which was off the side of the enormous garage.

When they were seated, Leo brought out his writing pad with all of the questions Deb had asked him. Sam, Mrs. Worthington is very interested in the X77 and feels that if we can answer her questions concerning the mechanics, serviceability and safety of the car to her personal satisfaction, she would possibly purchase it for her granddaughter as a graduation gift. Did I explain that correctly, Deb?

Why yes, that's what I said, came Deb's reply.

If it's all right with you Sam, I will read you Deb's questions. Leo knew that it was a great move to get someone else involved in the sale who was knowledgeable about such things.

Go ahead, shoot, Sam willingly answered.

Leo began to read everything he had written down and Sam seem flattered that his expertise was needed. He gave a five star performance and answered all of Deb's questions. He even took her on a tour of the repair and service facility. He always made sure the place was clean as a whistle and enjoyed showing off his pride and joy. Several years ago he mentioned at a management meeting that the service facility should be used as a showplace for potential customers and to close sales. He told them that other successful dealerships were doing just that and the customers appreciated knowing that their cars would be in good hands for maintenance and repairs. The other managers scoffed at his idea and it was never presented to the owner.

The meeting was going fine between the three for almost 45 minutes. Leo knew that his chances of closing the sale at this point were very high so long as no one interfered, but that unfortunately was not to be.

The other salesmen had noticed that Leo had taken the customer to the repair center which was a big no-no at Grand Motors. Tony took it upon himself to make sure that Herman knew too, when he returned from lunch with the owner. Hey Herman, your new boy thinks he can sell cars by taking customers to the service

department. Maybe he's teaching senior citizens how to do oil changes and tuneups. He's giving that time waster old lady the Grand Motors deluxe tour. The sarcasm in his voice was undeniable.

The owner looked at Herman. Who's this new boy that Tony is referring to Herman? I didn't authorize any new hires and why would he take anyone to the garage? Sales are made in the showroom, not in the back room.

Herman excused himself to look into the matter and stomped off in the direction of the garage. Sam was in the middle of explaining the new generation side and front airbags on the X77 when the door to his office swung open. There was Herman, the sales manager, with a less than appealing demeanor about him. *Excuse me for interrupting Ma'am*, but could I speak with Sam and Leo for just a moment? There was a forced smile on his face. It was more of an order than a request.

Sam and Leo stepped out of the service department office and faced Herman who was visibly angered. What the hell is going on here? Since when do we bring a buyer into the back room, Sam?

It was my idea Herman, not Sam's. Leo defensively responded. Mrs. Worthington needed just a little information in order to make her decision. I knew the other salespeople wouldn't help and I figured Sam here could answer some......

Herman interrupted, well you figured wrong! This was all a mistake. I never should have hired you in the first..... The door from Sam's office opened. Mrs. Worthington stepped out and walked past Herman as if he didn't exist. I'll take it, Leo!

Leo and the other two men turned around and faced Deb. Excuse me Deb, what did you say? Asked an amazed Leo.

I said, I'll take. What do you need, a hearing aid? Please have it ready by the day after tomorrow. I am a busy woman and a frugal one, but I always keep my word.

You were a gentleman and made sure I got the information I needed to be assured that this was the right car for my Judy.

Sam and Herman stood with their mouths open.

Deb walked up to Herman. These are a wonderful salesman and service manager you have here, Sir. Herman remained silent and just nodded his head. You would be advised to have all of YOUR OTHER EMPLOYEES treat the customers in the same manner. You will excuse me gentlemen, but I have to catch the 4:15 bus.

Deb, don't you want to discuss the price, terms or take a test drive? Leo called out to her.

No, Deb replied over her shoulder, just call my banker to take care of the details. Oh, by the way young man, are you single? I have a lovely granddaughter I would like to introduce you to. With that, the door closed and Herman looked at Leo in sheer amazement.

The Changes

Leo still couldn't figure his first sale out. Was it beginner's luck or was it skill that had made the sale? All he knew was that he had made his first sale and it netted him a \$2500 bonus, in addition to his commission. Leo was walking 2 feet above the ground. In all his years working for Excelsior, Ltd. he had never received money so quickly nor had he felt so good about himself.

Mrs. Worthington was as good as her word and when Leo called the bank, the president took care of all of the arrangements immediately. The bank president fawned over Leo like he was Donald Trump who had just dropped in to open a new account. 'Why any friend of Mrs. Worthington was a friend of his bank', he told Leo. If he could be of any further service, Leo shouldn't hesitate to call him personally. Leo discovered that Mrs. W was one of the bank's largest depositors. He also knew that he wasn't surprised. What did surprise him though, was that she was such a nice person, not at all pretentious.

A courier was dispatched from the bank with a check to give directly to Leo which he immediately presented to Herman in his sales office. Hey Herman, I think you owe me some money, as per our previous arrangement.

Ok, Ok, kid, I always keep my word. First, I want to ask you one thing. How did you sell my most expensive car, to a reluctant prospect that none of my experienced guys could close? You have no car knowledge or experience. It boggles the mind. How did you do it?

All I did was be myself. I learned from my Mentor Max that all you have to do is <u>not</u> act or sound like a salesman. Become a professional, ask questions and then

redirect those questions. Take the customer to a place where they do all the work, give you the information and they ask you for the order because it makes sense, it's logical. You have to:

- 1. discover the customer's needs
- 2. determine their ability to pay for those needs
- 3. decide if they can make commitments to satisfy those needs

In just 3 minutes or less you can determine whether you have someone you can do business with or NOT! No phony schmoozing, no pandering or gimmicks, Herman.

Sounds like your mentor guy Max taught you a new way to sell. If it was up to me I would call it Chutzpah Selling. New Yorkers understand and respect pure unmitigated gaul if you ask....

Sorry to interrupt you Herman, but how about my money? I need to do a little shopping and get a place to stay for a while.

Do you want a check or cash?

Cash Herman, just cash, please.

Herman excused himself to go to the accounting department. When he returned, he handed Leo an envelope which contained crisp \$100 bills.

Upon receiving the thick envelope Leo felt something he had never felt before; pride, accomplishment, self-esteem and real money in his hands that he earned by his wits and some G.U.T.S. He kept pinching himself, was it all a dream? He never had this kind of money in his possession. The funny part was all because he had the G.U.T.S. to tell the truth, act in the best interest of the client, who he qualified, he had made a sale! This was not the sales that he was used to. Would it always be this easy? Would he always be this free, he wondered. He had to find out if this was just a fluke or did his Mentor really teach him a system, a method of being financially free doing what he loves for the rest of his life? It was almost a dream

come true, if only he had someone he could share it with. Leo had no family and few friends. Who, after all, wanted to be around a broke sad sack all of the time? There was never any money to ask anyone on a date. Besides why ask, as the girl would probably say 'no' anyway. Who would want to date a poor widget salesman? But that would all change now, he was beginning to understand what Nolan and Max meant about being in control. He was the big shot, the heavy hitter, he was in charge because he could provide high ticket sales and he loved it. Max was right, life is too short for cheap wine and driving a Yugo. Boy, was this a new experience for Mr. Leo J. Silver. He was starting to feel like a winner. He had a fistful of cash in his pocket and this was truly a new experience.

Meanwhile, the other salesmen were furious. They couldn't figure out how this new guy who came from the pizza parlor across the street had made the largest sale in the dealership's history. He was the mystery man, the stranger who could sell like there was no tomorrow. Tony, in particular was especially verbal of his dislike of Leo. This guy is probably related to Herman or the old man, as they referred to the owner. He comes in here without any previous experience in car sales, doesn't even know what engine is in the car or anything. This is pure nepotism or something. Nobody, but nobody sells the X77 only 8 hours after being hired. You guys don't know when you're being had; this is a setup. This guy stole our commission, I tell you! The other salesmen nodded in agreement.

Leo figured that if he was going to survive the next 29 days and defeat The Gaunt-let he would have to develop some product knowledge, get some professional looking clothes and a place to live. He decided to give this G.U.T.S. method a real workout, but before he did anything else, he was going to come to work prepared tomorrow. Before he left, he grabbed all of the information from the dealership including their colorful brochures and DVDs. Tonight was study night. He knew that his first day was a lucky break, but tomorrow was another day. He had to prioritize and build a business plan like Max or Nolan would do. Oh well, he figured, what would Max or Nolan do? He wondered what their Gauntlet was like. Were they aware of what he was doing? Were they watching him?

Herman offered Leo a demo car, but Leo figured that a car was not an asset in New York City. He decided to take a cab which he hailed on the street outside of the dealership. Immediately a dirty Medallion cab pulled up to the curb. As he climbed into the back, Leo checked out the name on the license of the driver. Hey Don, I am new in town and I need a little advice, if you you don't mind. I need some dress clothes for my new job.

In response Donny said, I drive a lot of my Wall Street passengers to Barneys for good suits and such, Sir. Would you like to go there?

Sounds like a plan, thank you, came Leo's reply. Leo was still wearing the casual clothes that he found in the hotel room in Colorado. While they were clean and casual he felt very self-conscious since all of the other salesmen were wearing ties and sportsjackets. Donny, do you know the name of a good hotel?

Many out of town business people stay at The Plaza Hotel. I should tell you though, it's very expensive, but it definitely makes a statement, Donny informed Leo.

Thanks for the advice, Donny. It is greatly appreciated, Leo added. He made a mental note to give an overly generous tip for the time saving information he had just received.

Leo was driven to a very large men's clothing store on exclusive Fifth Avenue. He was fitted for a conservative, but stylish black 2 button suit with a multiple of shirts, ties, socks and undergarments. After paying, he was shocked to discover that he had spent \$1440.00! Money went very quickly in New York City, but what choice did he have if he was going to make it in the next month?

He took a second cab to The Plaza Hotel. He remembered Max and Nolan discussing some of the great hotels around the world and Max had mentioned The Plaza Hotel in New York City. In retrospect, maybe he was giving Leo a clue about where he wanted him to stay. The doorman in a magnificent red uniform rushed up

The Mentor Teaches The G.U.T.S. Selling Method© to the cab to open the door and to greet him. *Welcome to The Plaza Hotel, Sir. Can I be of assistance*?

Why yes, Leo responded, I need a room.

Yes Sir, just proceed through the lobby and one of the staff will assist you. Here, let me take your packages, Sir. I will see that they are taken care of and sent to your room.

Leo made his way through the gold and glass doors into the breathtaking lobby with its chandeliers, fresh flowers and overstuffed furniture. It was like stepping into another world. He proceeded to the desk where a young, smiling Asian American woman greeted him. *Hello Sir, welcome to The Plaza Hotel. Do you have a reservation*?

Uh no, Leo sputtered, but I'll be in town for a few weeks and I will need a room.

I am sorry Sir, but all of our rooms are currently filled, perhaps if you had called in advance or had made a reservation.

Darn, he thought to himself. Leo figured that before he left, he would give it a G.U.T.S. try and see what would happen. I'm sorry to hear that. You're correct, it is my fault for not thinking ahead. I recalled my Mentor Max said that this is one of the finest hotels in the world and naturally I figured that while I was in New York on my Gauntlet, excuse me, I mean business, I would like to stay here.

Excuse me Sir, but did you say your "Mentor Max"?

Yes, I did. Do you know him? Leo brightened.

Please wait here and I will check something out with my manager.

Leo stood by the front desk for less than two minutes when a tall, well dressed woman approached him and shook his hand firmly.

Hello Mr. Silver, my name is Kate and I am the front desk manager. Did you say that you are an acquaintance of Mr. Max and here on a Gauntlet?

Yes, I did. Max told me that anytime I come to New York City I should stay at The Plaza, but I understand that you are full up.

Yes, we are full, but there is always room for a friend of Mr. Max. I hope you don't mind, but I took the liberty of confirming your relationship with Mr. Max's office and they confirmed that you are indeed his latest Mentee. I have made the arrangements and you will be staying in Mr. Max's favorite suite. It comes with a view of Central Park, full time concierge, meeting room, dining area and completely stocked bar. Will that suffice, Sir?

For the second time that day, Leo pinched himself to be sure that he was awake! Excitedly, Leo thought to himself that maybe a room like that would come in handy for his car sales. Perhaps he could entertain new prospects or even meet them in The Plaza. Well sure, how much will this run me? Leo inquired.

Normally Max's special room is \$2500 per night, but seeing as how you are here on a Gauntlet, we will reduce it to \$500 per night.

Leo quickly did the math in his head, \$500 times 30 days would be \$15,000! He felt a little faint at the thought of the tremendous amount of money. His money was going fast what with the clothing purchased, the taxi cabs and now he was spending even more money on luxury hotel rooms that he couldn't afford. Was he going crazy? The old, Leo Silver couldn't even afford to pay his \$875 a month rent for his crummy 1 bedroom apartment on time. Here he was acting like a drunken sailor who just arrived in port after being out to sea for 6 months.

Leo began to think how a room in a prestigious hotel like this could come in handy. What would Max or Nolan do in such a situation he thought to himself? He remembered that Max told him "people make a judgment about you in the first seconds that they see you, you better make sure it's a good one". That was the reason why Leo had spent so much time looking for suits. If clothes make the man, then Leo rationalized that a suite in The Plaza Hotel was the right address to have for

The Mentor Teaches The G.U.T.S. Selling Method© his stay in New York. That's it, he decided, I'm either going to do this Gauntlet right or not at all.

You gotta deal Kate, I'll take it.

Prospecting with G.U.T.S.

Leo awoke the next morning in an oversized bed with the softest sheets he had ever slept on, to a knock on the door. He opened it to a smiling waiter announcing an enthusiastic 'good morning' while pushing a white linen covered service cart into the room. As the waiter took the cover off the food, Leo eyed a large crystal bowl which contained freshly sliced strawberries, mangoes, kiwis, pineapple and bananas. In the silver coffee pot was Hawaiian Molokai coffee and next to the pot were a copy of The New York Times and The Wall Street Journal. While he was being served, Leo noticed a small envelope with the word 'Mentee' written on it in Max's flowing handwriting. He opened it and read......

Greetings Mentee,

You have done well for your first day in the Big Apple, as I knew you would! The Gauntlet still remains. GET TO WORK!

Your Pal, Max

P.S. Try the fruit Salad I sent you for breakfast.

You didn't have to hit Leo over the head with a two by four for him to understand the message. He donned the new 2 button dark Armani silk suit with the rich royal blue French shirt and coordinating Dior tie. He put on his new Gucci black loafers that had a mirror like shine to them. If clothes make the man then Leo felt and looked like a million bucks even if he was down to his last few thousand dollars. He was glad he spent the money that he earned in the way he did from the sale of the X77, but today was a new day and he needed to reach much higher goals if he was to satisfy Max and Nolan with their grand experiment.

He was early to work, arriving at 8:00 am and in fact, the janitor had to let him in! Leo knew that he would have to re-engineer sales techniques in the car business if he was to succeed. If he did the same thing as the other salesmen he would get the same results, which were dismal, from what he could surmise.

In his observations from the other day, he discovered that all of the salesmen basically stood around waiting for someone to walk in and buy a car. Most of the business or commissions earned occurred when the dealership had big and splashy promotions and ads. Generally they just stood around the coffee pot waiting for the eventual walk-ins. Then they attacked the potential customer like a feeding frenzy of South American piranhas. In most cases, the prospect who may have had some interest was scared away or resented the attack of the salesmen or he lied to get out of the dealership unscathed. The few sales he witnessed were either by luck, referral or a repeat customer. There seemed to be very little creative marketing or strategies to find new sales.

Leo knew that in order to apply G.U.T.S. he needed sufficient prospects to speak with. The system that was in place was inadequate for his needs. He needed a better way, but what? He knew that Nolan always had more prospects than all of the other salesmen combined because he went directly to the customer rather than wait for them to come to him. Leo figured that it should be no different in the car business. He went inside the quietest office he could find way in the back of the dealership. Since no one was there, he decided there would be no problem just letting himself in, after all, this was a place of business. He pulled out a yellow legal pad and began scribbling his thoughts:

The G.U.T.S. Prospecting Plan

- A. You cannot wait for customers to appear. You have to create them, find them or approach them with G.U.T.S.
- B. Impatience is a virtue, be crazy and unconventional. Do what others are unwilling to do.
- C. Sales is the million dollar skill for a person with G.U.T.S.
- D. You either win or give up. Either way, there's no one to blame, but yourself.

Increasing Car Sales Plan

- A. Find alternative resources of private cars for sale.
- B. See if I could get a list of previous customers who purchased or leased cars.
- C. Network with high end prospects who could buy the higher commission cars.

Leo thought that he must find customers who might be likely candidates to purchase or trade-in for a new car. He was determined not to stand around all day and wait for someone to walk in. He discovered that he could make at least 25 phone calls a day from resources like newspapers, magazines and the Internet. Leo began making calls and experimenting as to how to extract or create needs. He found that the majority of his calls were to answering machines since most people were at work.

He knew that the best way to make a sale would be to find someone who was tired of the sales process. He knew from experience when his neighbor would try to sell the family sedan; showing the car, test drives with unqualified hopeful buyers and meeting or exposing the children and his wife to strangers at their home. Besides, who wants strangers showing up at your house, whatever the reason! He figured he would call on those 'sell your car' ads in the newspaper and express an interest in the car. Then he would let the car owner know that his company would take the car for a fair price so they could trade their car in for new one.

Leo decided to make 25 phone calls, of which he was able to reach eight people. Of the eight, three had already sold their cars, two were not interested and the other two made appointments to bring their cars in for a possible trade. Leo made his phone calls, which at times was tedious, but at least he had something to do and he was stimulating some appointments for the day. He thought that if he could get a few sales going and make some commissions, all of the phone work would pay off and get easier over time. Besides, he did enjoy talking to the people.

There was some activity now in Grand Motors as the other salesmen came slouching in as though they had no desire to begin a day's work of creative sales. As he

was watching their lackluster demeanor, Leo had a real brainstorm. Why not see if there was a list of previous customers who he could call and with whom he could create some new sales. He figured they must be on file or in a computer somewhere in one of the offices. Leo thought that this was a question for Herman and decided to look for him in his office. Hey Herman, Leo called out to him as he entered his office, how do I get the list of previous customers so I can start making some prospecting calls?

Sorry kid, I like your initiative, but that list is for the old veteran salespeople only upon request; the other salesboys would kill me if I gave the names to you.

But Herman, as far as I can see, they are just standing around shooting the bull anyway. Heck, if they don't want to make money with the leads, give them to me.

No can do, Leo. They are already a little perturbed about you making the X77 sale what with being new and all. I don't want to rock the boat too much more around here. It's bad for moral. Tony gripes all the time as it is!

Maybe it's time to blow up the boat Herman, heck it's sinking anyway! As for Tony, I couldn't care less. I am here to make money and defeat The Gauntlet. Tony should concentrate on selling cars instead of worrying about what I do! Disgusted, Leo made an about face and slammed Herman's door.

Herman just shrugged his shoulders and mumbled under his breath, "salesmen, they're all alike, just a bunch of prima donnas".

Leo, obviously angered, stomped through the showroom. What is it with sales managers anyway? I thought they were hired to help the salesmen make sales. Johnny T. Greed enjoys tormenting people and Herman is worried about appeasing a bunch of slackers and whiners! What's the point? Why don't these guys get it? If Herman wouldn't help him, he would find another way to develop a list of prospects.

After a very satisfying lunch, it occurred to Leo how he would be able to get a list of names. Not only did the service department do maintenance and repairs on the existing lease, new and used cars, but it also worked on cars from other dealerships. A maintenance report was setup for anyone who had their car serviced and Sam had the entire data base in his computer. Leo wandered out to the service bay area and found Sam explaining why a certain part had to be replaced, to a newly hired mechanic. He was kind and patient and really seemed to enjoy what he was doing, such a contrast to what he was used to! If he was ever a boss, that's how he would treat his employees!

Sam acknowledged him and indicated that he would be right with Leo. They went into Sam's office where Leo took the liberty of closing the door behind them. He told Sam his idea which included doing service calls to check on customer satisfaction and with Sam's permission, offer a service special. Anything to begin a dialogue with prospective sales customers.

Sam had some trepidation about allowing Leo access to the dealership's proprietary customer list, but this guy was such a go-getter and he was the salesman who sold the X77 when no one else could. On the other hand, Sam was no dummy. There would be hell to pay once Herman or the other salesmen found out that he knew what Leo was doing. After listening to Leo, Sam said to him, you know the boss is going to go ballistic once he hears about this.

Not to worry Sam, no matter what happens, I will take the heat on this if the boss finds out. It's my responsibility. All I want is a chance to use some G.U.T.S.

Leo, I have been around salesmen long enough to know that there had better be some reward for the risk.

Good point, Sam, Leo laughed. I tell you what, I will cut you in for 10% of anything I sell as a result of the leads you give me. If this idea works as planned you will also see an increase in your service volume, too. So are we on the same wavelength?

That's fine with me, but what will you do when Herman finds out and make no mistake about it, he will find out!

By then Sam, it will be too late. I have seen Nolan at my other company break all the rules and invent some new ones. The bosses don't care so long as the results are there. I would never do anything that breaks the law or is immoral. All I want is a chance to do my Max magic, Ok?

Sure kid, I like the way you are shaking things up around here, but be careful. I hear that some of the sales personnel are not too happy with the new go-getter. By the way, who is Max?

I'll explain another time. When can we get this started, Sam?

How about early tomorrow morning before everyone gets here?

You got it, partner.

No sooner had they begun to shake hands when Leo was paged on the intercom to pick up a phone call. He walked over to one of the house phones.

Hello, Leo Silver here, how can I help you?

Hi Leo, it's Debby.

Hi Deb.

Leo, can you deliver my granddaughter's car tomorrow evening to my home in Belvidere?

It would be my pleasure, Deb.

Good. Leo, make sure you bring an appetite as you will be staying for dinner. My granddaughter and a few of my personal friends will be in attendance. You and

Judy will get along famously. I will arrange for your transportation home. Deb went on to give Leo directions to her New Jersey hamlet, which he quickly wrote down.

Oh boy, Leo thought to himself, a blind date. How do I get out of this without offending anyone? Throughout the day, Leo continued to make his calls while the other salesmen seemed to just kill time taking their "ups" which was car salesmen talk for walk-in customers. Leo's two appointments came as planned.

The first was a family man whose wife just had twins so they needed a larger car. Leo qualified him previously on the phone and had a good idea what he was looking for and what he could afford. He chose a family style SUV with all the new safety features. Leo closed him in a reasonably quick fashion and sent him off to the finance office. It was a fairly pleasant sales experience. 'That really wasn't so bad', he thought to himself afterwards. His next appointment was an entirely different story. The man was a real estate salesman for a local franchise and he was 35 minutes late. Hey Bud, sorry I'm so late. It's not something I usually do to a fellow salesman, but I just closed a sweetheart of a property deal and the commission alone is going to pay for my new car!

Leo was in awe. Excuse me Mr. Herbert, did you say that your commission would buy you a new car?

That's my Dad's name, please call me Bill! Here, have one of my cards.

Leo looked at the attractive photo business card and thought that he needed to get some of those. Bill interrupted his thoughts. The answer to your question is 'yes'! I own a real estate franchise and have been a broker and agent selling and listing homes for Millennium 21 for the past couple of years. I usually make 3-7% of the sales price depending on the deal and if I had the listing.

You mean that you can really buy a new car with just one deal? Leo was amazed.

You better believe it, Leo. It's a tough business, but selling cars isn't exactly flipping burgers either, is it?

Leo noticed that a few of the other salesmen, particularly Tony, were making a poor attempt to eavesdrop on their conversation. He instantly made a decision that he wanted some privacy from the prying eyes and ears and to learn as much as he could about real estate from Bill. Max had told him that if he wanted free information, he only needed to find the right salesman. Not exactly Bill, he replied, but what about the home that you just sold, would you mind telling me about it over lunch? I'm buying! Do you like pizza?

They went across the street, in always busy Times Square, to the same pizzeria where Leo had met Herman a mere 2 days ago. He looked up at the gigantic screen advertising a new movie with a well known action hero. Leo ordered the house special and a couple of Dr. Brown's Black Cherry sodas. Leo had an insatiable appetite for the delicious pizza and the local beverage from Brooklyn. So tell me Bill about the deal you were talking about in Grand Motors.

I'd be happy to, Leo. The home that I just sold was a small loft in The Village, it went for 600K! Imagine someone paying that kind of scratch for 650 square feet, but who am I to judge as long as the money part works.

The pizza was served in less than 15 minutes with bubbling cheese topped with sausage, pepperoni, onions, peppers, garlic and more! Leo asked Bill every question he could think of pertaining to real estate. Leo was amazed at the amount of money that could be made. He also learned Bill's needs during the conversation. It seemed that an active real estate agent had to transport clients all the time. It is the agent's responsibility to show homes, go to title and mortgage companies, lawyers' offices and they are constantly entertaining their clients. They work with buyers, sellers, other agents and occasionally investors. Bill told Leo that 'image was everything'. Leo could hear Max in his head saying 'voilá, you have a strong need and you have the money, too'.

Leo asked Bill if the car that he owned was representative of the image he was trying to portray to his clients. *Bill, just a thought, but would a new car enable you to impress more clients and make more sales?*

Three hours later they were at the dealership shaking hands and signing papers. Leo had sold one of their high end luxury cars to Bill, but more importantly he gleaned a ton of knowledge about real estate in the Big City. One way or the other, he was going to get involved in real estate. He figured that if he was going to sell something with G.U.T.S., that it had better be high end and make him a lot of money!

The Busy Day

The first week had gone by in a flash and Leo had found himself busier than he ever imagined. He had proven to himself and to Herman that he was no flash in the pan but a winner, a true top salesman at Grand Motors. The plan he and Sam worked out with the leads was working better than he had even imagined.

Sam gave him the service maintenance records for all of the customers that he needed. It was a list of car sales, lease customers, used cars, out of town warranty repairs and local service specials. He especially wanted all cars that were three or more years old. He figured that these folks would be the most likely candidates for a trade-in to a new car. Leo had started out calling 20 potential clients, then 30 and eventually 50 prospects a day. He would be the first salesman into the dealership in the morning and the last to leave in the evening.

He would call the previous service department customers and ask them how their car was running. He had developed a list of questions which he had written down and eventually memorized. A typical conversation would sound like this: 'Hello Mr. Smith, this is Leo Silver from Grand Motors. Our service manager, Sam asked me to call you and make sure that everything is operating well with your vehicle and to your satisfaction. I also wanted to thank you for doing business with us. We appreciate that you came to us and we want to keep earning your respect and business. Mr. Smith, as a token of our appreciation and as a way to keep you coming back to Grand Motors, I am authorized to offer you a free oil change, service and inspection if you can bring your car in this week. Would that work for your schedule?'

He would offer a free oil change special which he arranged with Sam. It cost Leo \$25.00 which he paid for out of his own pocket. He figured that he needed to give something away for free in order to create an incentive for the customer to come in. The offer, however, was only good for that week and the owner had to come in personally and ask for Leo in order to receive the gift certificate.

Leo would make the appointments, coordinate and confirm the exact time as Max had taught him. When the customer arrived and specifically asked for Leo, he would introduce the patron to Sam. Then he would escort the client to one of the sales offices and provide him with a beverage and some conversation G.U.T.S. style. Leo would discuss the client's needs, making it a point not to sound like a salesman, but more like someone who was interested in the person and his expectations. In fact, he skillfully asked so many questions and went in so many directions, so unexpectedly that the prospect did not feel any pressure. The client was willing to discuss what he liked or disliked about his car and bring up his own needs if there were any.

Leo knew how people felt about salesmen, particularly car salesmen and he made it a point not to act or sound even remotely like one. In many cases, the car was not even discussed and the subject was brought up by the prospect. Leo would deftly redirect in the opposite direction and the information, needs, money, timeliness and commitment were, in most cases, forthcoming just like the staircase of success. Often, the prospects would not qualify because of low needs, money or credit constraints. Leo would thank them and then respectfully escort them to the waiting area, telling them to personally call him if there was anything he could ever do. He would return to making calls and await the next appointment.

He found that with the new method of working with the warm prospects and the special offer, he could close at least 2 or 3 of the service prospects per day on a new car for purchase or lease. This covered his expenses for the oil change promotion, Sam's 10% and provided a sizeable profit for Leo. On Friday of the second week he set a Grand Motors record and presented Herman with 5 contracts on new vehicles.

I don't know what the hell you are doing kid, but just keep doing it, came Herman's enthusiastic response.

No salesman in the history of the dealership ever sold so many cars in one day. His prospecting system worked! He just took it in a step-by-step method, just like Max would have expected.

His prospecting and marketing plans were simple:

- A. Contact and offer free service with some qualification.
- B. Personally greet and escort upon arrival.
- C. Qualify further, quickly and politely dismiss or close.
- D. Send follow up information and ask for referrals for future sales.

Leo also knew that if he could free himself from the initial phone calls he could eliminate a step and be able to set more appointments at the dealership. He wondered who he could ask to telemarket the service prospects. He would have to consider hiring an assistant to free up more time.

Meanwhile, the other sales personnel couldn't believe all of the prospects who were coming into the dealership looking at cars and asking specifically for Leo. Tony always seemed to be looking over Leo's shoulder to see what he was up to. Leo knew that pretty soon he would have to have a confrontation with him. Tony wanted to know how the heck this new guy was getting all of the leads. Why were so many customers coming in everyday asking for Leo Silver? He made it a point to find out by questioning the next walk-in who asked for Leo. He didn't have to wait long for his opportunity.

Hi, can you tell me where I can find Leo Silver?

Excuse me, Sir, but would you mind if I asked you how you came to meet Leo Silver?

I have never met him, he answered glancing around the showroom. I'm here for the free gift certificate.

What certificate, Sir? Tony asked incredulously.

The one Leo offered me on the phone; the free oil change. Hey, this is on the level, isn't it? I came here all the way from Buttzville, New Jersey.

Meanwhile, Sam was busier than he had ever been. He was also reaping the benefits of the cooperative agreement with Leo. The service department was booming with tune-ups, tire sales, bodywork and more with all of the customers that Leo was bringing in. They would come in for the free oil change and then ask for other maintenance to be done. Sam wondered why he hadn't done the same thing a long time ago. He was glad that he went along with Leo. 'That guy is a helluva salesman', he thought to himself.

Leo knew that he was making good money for a car salesman. His commission check for the second week of sales was approaching the high 5 figures. He was making money, good money, more than he ever did as a widget salesman, but it still wasn't enough. He wanted more and he knew that any product or service that he applied G.U.T.S. to would work. He knew that this was only the beginning and that every customer, every conversation, every close was an experience that brought him closer to defeating The Gauntlet.

Yes, things were changing for Leo every day; why even his social life had taken a change for the better. Leo was not exactly a lady's man. He lacked self-esteem and tripped over his own tongue when it came to the fairer sex. The night he delivered the car to Mrs. Worthington's home was one he would never forget. It was there that he met Judy.

He had driven to the spacious Belvidere home in the Garden State to deliver the car. All along the way he was thinking about his recent real estate meeting, he knew that he didn't want to sell cars forever and The Gauntlet, as he understood it, was still undefeated. He had two weeks left, maybe there was some time to try G.U.T.S. in other ways. His momentary thoughts ended abruptly as he pulled into the enormous driveway with the newly purchased sports car that he was supposed

to deliver. A butler opened the door, but Debby almost immediately greeted him. Debby escorted Leo straight across the room and past the other guests to meet her granddaughter. Now Judy, this is the young man who I told you about. He has brought you a little graduation present from your old Grandmother. Leo would you take my Granddaughter out for a short demonstration drive and get her acquainted with all the features of the X66?

That's an X77, Deb. Leo corrected her with a smile.

Please don't correct me, as it really doesn't matter what it is called as long as Judy likes it and remember, I paid for it! Deb smiled back at Leo.

Yes, Ma'am, Leo replied jovially.

Oh Grandma, you shouldn't have. I didn't need a car like this! As she turned around to look at Leo, their eyes met.

Leo felt like he was going to melt into a puddle of slush. If there was ever a thing like love at first sight, this was it. She was beautiful, in a natural way. She had blonde hair sported in a short ponytail and a statuesque figure. There was an uncomfortable silence that surely felt longer than it was. Leo just couldn't find the words. 'Some salesman' he thought to himself! Finally he blurted out, *it...it's really a fantastic car miss*, *let's take a drive and I'll show you!*

He described all the features of the car as she got in behind the wheel. They drove down the long horseshoe driveway and onto a country lane. After a few minutes Leo asked Judy to pull to the side of the road so he could take the car's top down so they could enjoy the cool nighttime air.

After awhile Judy stated with a laugh, you must be quite the salesman to get ol' Debby to buy a car like this, Leo. Are you always so persuasive?

I did very little actually. Leo replied. All I did was give your Grandmother the attention she deserved and had my friend Sam, the service department manager, answer her questions. She was a pleasure to do business with.

Well all the same, you really made an impression on her. Maybe I should be on my guard, she said coyly. So tell me, do you have any family, are you married or dating anyone?

Leo was slightly taken aback by Judy's directness, but he knew that she must have gotten it from Debby. She had taken the car up to a higher speed around the country roads. I hope she doesn't go any faster, Leo thought to himself. *No, I'm single and I'm out here for a while on business, just visiting from the West Coast*.

Say are you hungry, Leo? I know this great Portuguese seafood restaurant in Newark.

Sure, but aren't they expecting us back at the house?

They won't mind, besides this is my favorite restaurant. The cuisine is to die for!

Don't we need a reservation or something? It is Friday night!

Let's give it a try anyway. You look like a man who takes chances. You game, Leopold?

It had been a long time since anyone had called him by his proper full name. In fact, the last person to ever call him that was his departed Mother and only when he was in trouble.

They reached the restaurant off of Mc Carter Highway and pulled into a private parking lot across the street from the restaurant. Leo made sure to tip the attendant so he would keep a special eye on the new car. Newark was known for it's high rate of car thefts and he didn't want to explain to Deb how they had misplaced the new car on its first sojourn.

The sign over the restaurant said "The Spain". They entered through the front door into a busy bar section of the restaurant. The aroma of garlic was overwhelming, but wonderful at the same time. It wasn't too subtle for this old world style eatery. The place was packed and it didn't look like there would be a table available for hours. Judy went up to the maître d and placed her name on a very long list. She returned to her seat at the bar looking despondent. Maybe you were right Leo. Darn it, I love this place and I am so hungry, but it's going to be at least 3 hours before we get a table.

'How come this never happens to Max?' Leo pondered. He would never allow himself to be in a situation like this. Why do I have to feel so helpless when I want to impress this beautiful girl. Then he remembered one of Max's rules: "You can wait for things to happen or you can make things happen! Impatience is always a virtue".

Leo excused himself and walked over to the maître d's podium. In his mind he could hear Max saying 'use the Method, it works for everything. **Redirect**, create a **need** and a solution'.

Yes sir, the maître d acknowledged Leo with a pompous air.

Excuse me, Juan I was wondering if I could have a word with you. You appear to be working very hard at this restaurant, you must be the owner.

I wish! The restaurant is owned by my brother-in-law who is still on vacation down in the Virgin Islands.

I'm sure that he appreciates your hard work and pays you very well. I can see by the crowd that you have a very successful establishment.

We do Ok because I put in 70 hours a week! As for pay, he has been promising me a raise for months.

Let me ask you for a favor Juan and maybe we can help each other. Juan looked at Leo with interest. I'm here with a wonderful girl who I've just been introduced to, who loves your place. She was told that the wait may be as long as three hours. I would like to treat you and your wife to dinner on your next day off. Leo then reached into his pocket and pulled out two crisp \$100.00 bills.

Juan looked briefly into his clenched fist and discreetly placed the bills into his jacket pocket in the blink of an eye. The change in attitude was instantaneous. *Your table will be ready momentarily, Sir. On behalf of my wife and myself, thank you.*

Leo returned to Judy and took a sip of his drink. A waiter approached them at the bar a few seconds later and offered to escort them to their waiting table. Several of the patrons who were also seated at the bar were visibly annoyed that a couple who had just walked in a few minutes ago were being seated.

As they were walking to their table, Judy quietly asked Leo, my goodness Leo, how on earth did you wrangle a table so quickly? You said you have never been here before.

It's just something I learned from my Mentor, came Leo's confident reply.

Sounds like someone special, what's her name?

She, is a he and yes, I would say that Max is a special person. He is the reason I am here. He taught me how to have control in my life. I guess you could say he gave me some G.U.T.S.

Leo Silver, you are a man of mystery. I've never met anyone like you. Tell me everything about yourself.

Ok Judy, but....

They were interrupted by a waiter who brought two steaming iron kettles, one contained small shrimp in a savory red sauce and the other kettle was full of littleneck

clams soaking in a rich garlicky green sauce. The steam was rising from both of the large pots. There was a crispy fresh baked loaf of bread on the side and the waiter told them that in this restaurant dunking the bread was a time honored tradition. A large pitcher filled with red wine, oranges and apples was also placed on the table. Leo learned that it was a traditional drink called 'Sangria'.

I hope you don't mind Leo, but I took the liberty of telling the waiter what to bring. The food here is utterly marvelous. It's like being in Lisbon. Wait 'til you try the paella.

What's that? I've never had it before.

It's yellow saffron rice mixed with a variety of seafood, onions, peppers, garlic and sausage. You will love it, I promise!

Leo moved very close to Judy, looked into her green eyes with intensity, took her hand and said, *I already do!*

Office Politics

Leo had returned to work the next morning a little bit in a trance. He had never met a girl like Judy and in a way it was a challenge to concentrate on all his appointments. Then there was The Gauntlet. He knew he was doing well for a guy who was literally dropped off on a street corner. He also knew that he was capable of so much more.

He decided, after his lunch with Bill, that he wanted to get into real estate as fast as possible. He only had a few days left and he wanted a chance to test his G.U.T.S. skills in another arena of business, his own business. He found Bill's card in his wallet and they set up a meeting at Bill's real estate office on 72nd Street and Madison Avenue for later in the day. Leo hated to leave the dealership early, but he wanted to expand his horizons and the numbers that Bill had shared with him about New York City real estate really intrigued him. He had to make something happen that day otherwise he would begin to become complacent like the rest of the salesmen.

Meanwhile, in another part of the dealership a heated conversation was going on.

It just ain't fair Herman. We bust our butts every day and Leo gets all of the prospects. Tony had come into the Manager's office complaining how unfair it all was. How could Herman expect Tony and the other salesmen to make sales when the dealership was giving all the choice leads to Leo.

Herman, the dealership manager, was impressed with Leo's sales numbers and dedication to prospecting. There was definite grumbling by the other salesmen also, but he was willing to ignore the usual salesmen griping as long as the numbers were up. In less than two weeks, the car sales were the best the dealership had ever seen, but then there was Tony.

Hey Tony, you're better than that. Leo is just having some beginner's luck. You boys could learn a thing or two from him. Did you ever notice that he asks all of those questions?

No way Herman, this is more than luck.

Ok then, how does he do it, Tony?

I don't know, but I am sure Sam has something to do with it all. The people are coming into Grand Motors like crazy for some free maintenance special, but nobody knows anything about it except Sam and Leo. When I asked Sam about it he blew me off. The boys and I talked it over and we want you to do something about it Herman.

Herman protested that he didn't have a clue what Tony was talking about, but his instincts told him differently. He knew that Leo was not the typical salesman; he had overheard him more than once and his unusual techniques. It was odd that he rarely gave away any information or brochures. In fact, he seemed to act like anything, but a salesman. He was either asking questions or acting benign. Most of the time, the prospect either stayed with Leo for an hour in conversation or they got up and left in 3 minutes. It was very odd the way this Leo fellow worked. Oh well, whatever, so long as the sales kept coming in. But what about Tony's accusations? He did have a point and if Herman let it stand he would be complicit in whatever Leo and Sam were doing. He had better take some 'CYA' defense, after all he, too, was only an employee for Grand Motors. *Tell you what Tony, I will look into it and get back to you*.

After Tony left the manager's office, Herman picked up the phone. Sam, stop by my office when you get a chance I want to discuss a few things with you.

In the meantime, Leo had just closed his first deal of the day and was handing over the paperwork to the finance manager. He had noticed Tony meeting with Herman and Sam had called him on the phone and had given him the heads up that the boom was going to come down soon. This, he figured, because Herman wanted to see him today before he closed the shop.

Leo told him to just tell the truth and not stick his neck out for him. He would take the heat as he promised. He started thinking about the last couple of weeks and how he had changed in so many ways. One way was that he had money in his pocket and he was living in a beautiful hotel, dining in wonderful restaurants. He was meeting new people; successful, innovative and daring people who worked hard and were rewarded for it. It was a whole new world that Max had given him and he was damned if he was ever going to give it up. He realized that he must always maintain this environment of success if he was going to continue to grow and prosper. He just had to follow Max's methods of success.

He knew that he just had to do what Max said, "work with the prospects who are more likely to buy and let everyone else spend time with the lower percentage customers." It was just plain common sense, if you wanted to make more sales you had to **work smarter** than everyone else. He noticed how hard and frustrated the other salesmen were. They wanted success, but they lacked the tools, the methods and they didn't seem to even make an effort to change and try new things.

Leo was amazed that with all his success, not one of the other salesmen ever approached him and asked him how he did it. All they had to do was ask him and he would have been glad to share the G.U.T.S. Method, but they never seemed to have the slightest interest. The other salesmen were the most knowledgeable salespeople Leo had ever met, yet they failed to realize that sales was so much more than product awareness and slick presentations. All they had to do was study someone who was doing well and learn some new skills and methods. Leo concluded that once again Max was correct; "everyone wants success, but few are willing to pay the

price of change". In the end, they either quit the car business or changed dealerships. Their failure was always the fault of others or external circumstances, but never themselves they would falsely conclude. The thought never occurred to them to treat their job as though it was their own business. If they were the owners instead of the employees, their attitude and efforts might be different. They were just presenting and attempting to close while wasting their most valuable resource, time. They would gripe about the customers with expressions like 'time wasters' or complain that the company didn't spend enough on marketing or advertising. They would never consider the fact they were the cause of their own financial failure. As Max always said, "if you want to discover why you can't achieve success, just look in the mirror". It's just as Max taught, sales is about understanding human behavior and developing a dialogue to get the prospect to want to buy, instead of being sold.

Yes, he had definitely come a long way from a few weeks ago as a widget salesman for Excelsior, Ltd. Leo remembered a line from Shakespeare's <u>Julius Caesar</u> that seemed appropriate for the moment:

"The fault dear Brutus lies, not in the stars, but in ourselves."

The Real Estate Deal

Hello Leo. Come on in and make yourself at home.

Leo entered the lavish office in one of the best sections of Manhattan. *How's the car running*, *Bill?*

She's awesome and it sure has made a difference in my sales. You were right! In fact, I'm glad you called. I want to give you an order for 5 more for my sales staff.

That's great Bill, but that's not why I came to see you. I came here to learn as much as possible about creative real estate and to get into it quickly. What do I need to do, take a class, pass an exam, get a license?

Whoa, hold on there fellow! It's not that I don't respect enthusiasm, but these things do take time.

That's just it Bill, I don't have time! Heck, I've wasted enough of my life already, accepting mediocrity as a way of life, but that's all different now. I only have a few days left to complete my Gauntlet and more importantly, I have something to prove to myself. I love it here in New York and I met a fantastic girl. I want to set down roots and start my own business. Nothing is going to get in my way! Bill, I need your help. I would like you to be part of what I am going to build. Make no mistake about it though, with you or without you, I am moving forward.

Even if I could help you Leo, it would take you several weeks to study for the Board of Realtors' exam and take it.

Bill, I promise you that if you teach me all you know about real estate I will......

Once again Leo, I can't teach you overnight but, well, let me think this over for a minute. How do I teach a great car salesman how to make money in real estate? The silence lasted for over a minute while Leo sat impatiently waiting for an answer. I think I might have an answer for you, Leo. It's a way for you to get into real estate quickly. It's been done before by some very successful private investors who I know and it's a way you can control good homes quickly and contractually without the need of a real estate license. Ever hear of Lease Purchasing or using options, Leo?

Well, I have one person I sold a car to who works on the commodities exchange and we talked a little about what he does. Basically, he controls commodities like corn, sugar and the like with agreements. He makes money when he buys and sells for his clients. Is Lease Purchasing anything like that?

There are many similarities and I could teach you quickly, especially with your intuitive sales skills. Here's my offer, Leo. Any deals you bring me either to list or to sell, I will give you 50% of my commission. Any creative deals you do on your own that I help you with, I get 20%.

Make that last part 10%, Bill and you have a deal.

I get to do all the loans? Bill asked.

Leo nodded.

The men shook hands and an idea was born. The men agreed to meet the next day.

Leo stood up very pleased with his negotiations, reached for the door handle and turned around. Before I forget, those cars that you mentioned earlier, do you have a color preference?

The Mentor Teaches The G.U.T.S. Selling Method© Bill smiled. He knew he had made a good decision tying his wagon to Leo Silver.

Leo, having returned to the dealership, found a large post-it note smack in the middle of his desk which read:

Leo, please come to my office as soon as possible.

He recognized the scroll as that of Herman's.

Leo walked into Herman's usually cordial office and instantly felt an uneasiness. There he saw a scowling Tony sitting beside the dealership manager with a smirk on his face. Sam was sitting in the corner, rolling his eyes when Leo entered.

Leo, thank you for coming in so quickly. Tony has brought to our attention some issues about the source of your leads. We confirmed all of this with Sam and it appears that both of you have overstepped your bounds. It's not that I don't respect your initiative, but we can't allow this to go on. Leo and Sam, I am going to have to ask both of you to resign.

Hold on Herman. It's not Sam's fault, the whole thing was my idea and is my responsibility.

Look Leo, Herman interrupted, you can't go around here just doing what you want.

Hey Herman, you needed some sales around here and I decided to

The door suddenly opened and the owner of Grand Motors walked into the office slamming the door behind him. Everyone present in the room jumped as they turned their heads to see who was barging into Herman's office. In his loud boisterous voice he bellowed, *Herman*, *what the hell is going on around here?*

Well Sir, I was just discussing the matter with Leo and Sam here and......

Well good, whatever you're doing, keep doing it. I was just going over the monthly report with accounting. Revenues in sales and service are through the roof. This is the kind of performance I've been looking for around here. I knew something was different with all the people coming and going.

But Sir, Tony sputtered, Sam and Leo here were using the company's database, offering oil change specials without approval and......

Look Tony, I'm not running a Boy Scout camp. We all get paid around here for performance, that is to say results. Far as I can see, Leo and Sam came up with some great unconventional ideas and that took guts. The question I ask myself is why you didn't do the same thing? You have been here for years. It seems all you have time to do is whine and stick your nose where it doesn't belong. The owner looked sternly at Tony. Mind your own business and sell some cars! Better yet, find another job, NOW! Tony slowly shuffled out of the office totally overwhelmed by what had just occurred.

Now Herman, I need to deal with you! Herman sat quietly waiting for the other shoe to drop and for the owner to give him his walking papers. What a fool he was to listen to Tony. Herman I have only one thing to say and that is, nice going. You have really impressed me by taking a chance and hiring Silver and developing some new marketing for Grand Motors.

Sam and Leo looked at each other and then Leo looked at Herman and winked at him without the owner seeing. Herman understood that this was for taking a chance on Leo and giving him the job. No further conversation was necessary.

The owner approached Leo and Sam and vigorously shook both their hands. Boys, I like the way you think and act. Sam good for you for almost doubling the service output and working off of the resources of our existing customers. Leo, how did a guy with no car sales experience sell so many cars in such a short period of time?

I learned from my Mentor Max all about how to use his G.U.T.S. Method. Are you interested?

Interested, are you kidding? I would kill to have just a 5% increase in sales in my other dealerships. What does this G.U.T.S. thing stand for anyway?

It stands for **Great Unconventional Techniques of Selling.** In Leo's mind, he had been handed a million dollar idea, so he began to redirect the boss with finesse and lead him to what he was thinking. He whispered to Sam, *now watch this!*

Sir, I appreciated all of your kind words before, but G.U.T.S. isn't something you are interested in, are you?

Interested, you bet I am. I brought it up because I own 9 other automotive dealerships. Would you consider teaching this G.U.T.S. stuff to my other places?

Leo was almost jumping out of his underwear. Here was the opportunity that he was waiting for. This was what Max and Nolan were talking about. He knew he was at a turning point in his life. This was it. The whole enchilada. The Gauntlet. He had to think quickly on his feet and just go for it because there was no second chance. The moment was now! Leo, remembered what Max always said, "most people don't want anything until they realize that they can't have it or when other people desire it. Think about a couple of children playing and one picks up the other's toy. Instantly, the neglected toy becomes a source of desire".

Understanding human behavior, their reaction to words and situations was the key to million dollar sales!

Less than a second expired and then Leo spoke. Well to be perfectly straight forward with you Sir, I was considering a career change and giving you notice today. I am grateful to Grand Motors and the opportunities you.......

Leo was quickly interrupted. The owner of Grand Motors was not a man to be denied. Ok, Ok kid, I get it, how much do you want? What's this going to cost me?

Leo took a deep breath and went for it. 'Here goes Max, this must be The Gauntlet you told me about.' Well Sir, the way I see it, if I do my job right it won't cost you anything except a short term investment that will yield you a tremendous return for very little risk. Before I begin, however, I want a clear understanding up-front, between us. I will make you a proposal and you can accept or refuse it. You have a need and I have a possible solution. We are here to do business and solve the problem of increasing sales as quickly as possible for the Grand Motors Corporation. Neither of us has the time to waste, so regardless of whatever occurs between us, a decision will be reached now. Is that acceptable, Sir?

Herman, the owner questioned, are you sure this kid is from California? Sure kid, a 'yes' or a 'no'. So what's the deal?

Suppose I proposed to you the following: I will spend time with your sales management and conduct one-on-one training classes with the salesmen. I will spend as much time as necessary at each of the dealerships. I will teach them Max's G.U.T.S. Sales Methods with unlimited support not only in person, when necessary, but by phone, fax, e-mail or carrier pigeon. Sam will also accompany me and teach what he has learned to your service department managers so that sales and service work together as a team and not as adversaries. You will pay my consulting firm \$50,000.00 up-front for a one year coaching and training contract and 20% of any net increase in business. One more thing, throw in a new, paid up lease luxury model for both Sam and me.

Make it 10% kid and you have a deal.

10% for the first million dollars in increased business and 20% after that. Do we have a deal or should Sam and I get out of here and talk to some of your competition?

You hear this, Herman? Do you believe the unmitigated gaul, the Chutzpah? You got some nerve, Leo Silver!

Leo thought to himself, 'oh boy I really blew it, he isn't going to go for it. I went too far, but at least I tried. I know Max would be proud'.

Herman, this kid has some stones. Gawd! I love nothing better than a good salesman! You got a deal kid, but you better deliver!

Don't worry sir, you will get what you pay for and a whole lot more. I will have our discussion drafted and on your desk within the hour. You can make the check out to 'Leo Silver Consulting Group'. Are we in agreement?

The owner left Herman's office smiling. This kid was going to make him some serious money he thought to himself. Herman just sat in amazement at what had just occurred. After he was gone, Leo turned to Herman. Oh, by the way, since this is my last day as a salesman, here is an order that I received from Bill this morning for five new luxury cars. I'll take my commission in large bills, Herman. Now please!

Sure Leo, no problem. Herman knew that the chain of command had just changed. Leo recalled Nolan telling him that when you're the top dog in sales you dictate the terms. Now he realized just what Nolan meant.

Leo and Sam left the office and walked silently down the carpeted hallway. They left the dealership and went across the street to the pizzeria where it all started less than 30 days ago. Leo ordered a couple of slices and orange drinks and carried them back to the corner table where Sam was seated. Sam took a giant bite of the steamy cheese concoction, swallowed and started talking. So Leo, what just happened in Herman's office?

We have just contracted with Grand Motors and will be earning high six figures within the next 6 to 12 months. That's what happened. Leo smiled with complete confidence. Do you want to become an owner in a new company or be an employee for the rest of your life, Sam?

Ok Leo, let's rock and roll, came Sam's enthusiastic affirmation.

Leo just sat back and smiled. He had faced The Gauntlet and won

The Epilogue

Leo and Sam began to work earnestly on their new sales training business and immediately began teaching G.U.T.S. to the other dealerships' management and salesmen. They not only increased car sales by 5%, but within a few months sales had increased by an unheard of 17%. They further discovered that turnover of salespeople diminished and the service department was now generating much greater revenues using Sam and Leo's direct marketing system. They had such great results in the training and consulting business that other automotive dealerships within the tristate area were contacting them. They discovered that G.U.T.S. could be applied to all sorts of product and service sales businesses. They were generating an amazing monthly income for a couple of guys with a new sales training business.

The only regret Leo had was that he wanted to spend more time with Bill learning about creative real estate and Lease Purchasing. He knew greater challenges and income possibilities awaited him and once the Sales Training business was on automatic pilot, he was going to devote all of his resources to the business of real estate.

He knew that all great wealth was tied to real property. He was a different man than when Nolan first told him about Max and The Ancient Society of Mentors.

All was going well and even his relationship with Judy was moving forward. The only problem was that time for dating was a greater challenge than before, but Leo always made time for Judy because they had such fun together. They decided to take a walk in Central Park after enjoying pizza, Leo's favorite meal. Holding hands they took the long winding path past all of the old trees just enjoying the early summer evening. Joggers, bikers, roller bladers and dogs with frisbees were all busy with their own activities.

A courier on a bicycle rode up to Leo and Judy and tried to hand Leo a manila envelope with his name on it. *Hey bud*, *you the Leo Man?*

Who are you? Leo asked him suspiciously.

Just a little ol' messenger. An old dude named Max gave me a hundred big ones to give you this. He held out the package.

Did you say, Max?

Hey, good hearing dude.

Here you go, he said as he tossed the package to Leo.

Leo opened the package and smiled. Inside were the keys and the title for a new Cadillac 16 along with the following note:

My Dear Leo,

You passed The Gauntlet with flying colors and have made me proud. Your life will never be the same.

Remember your promise to mentor another someday.

Be well my friend-Good selling!
Max

P.S. Nolan says 'hi' and you owe him some pizza.

P.P.S. Enjoy the car. It's parked by the Tavern on the Green Restaurant.

Leo, you look happy, Judy remarked.

I am, Judy. Today was graduation day and I just received my diploma.

Well I can't give you an expensive car, but let me congratulate you in my own way. She smiled at him and they moved closer together.

Unbeknownst to Leo and Judy, two well dressed men were watching them from a park bench. A bench that Max was well acquainted with. Max fondly remembered another Mentee named Ralph. Max and Nolan watched as Leo and Judy were passionately kissing in the middle of Strawberry Fields. They were delighting in just being with each other and were totally oblivious to all of the passerbys in Central Park. Nolan looked at Max coyly and asked, *Max do you think we should be watching them?*

Why not Nolan? How often do you get to see a happy ending?

The End :-)

The G.U.T.S. Summary

Now that you have read my book, I thought it prudent to do a basic review of the method and its rules.

The G.U.T.S. method is designed to train you to work smart, feel great about your-self and become a highly profitable professional person in persuasion. When I use the word 'professional' in sales, I mean it. You are to think of yourself in the same category as a doctor, lawyer, etc. This method is designed for you to be in control of the sale at all times and never relegate yourself to a second class citizen or be subservient to the prospect. We work with the prospects who have a need for our products and services, the ability to pay and are capable of making a commitment. All other prospects are quickly and respectfully eliminated by you, the professional. If you learn my method you will have a blank check in front of you for the rest of your life. You will feel empowered and your self-esteem will go through the roof.

Having said that, however, G.U.T.S. is not for everyone! This is not a touchy feely or a missionary sales type technique. It involves the ability to change or re-invent yourself from the traditional, old fashioned and unproductive way people are taught to sell. I often refer to my method as 'bottom line' or 'Chutzpah' selling aka: unmitigated gaul.

Many of you will find the necessary changes in learning this new sales behavior too uncomfortable and will revert to the traditional, original sales techniques of very little qualification, subservient behavior, constant presentation and annoyingly asking for orders.

For those of you who are willing to change, learn and practice my method, you will see unbelievable results in a short amount of time. Once again, it is for the person who is willing to act like a professional, instead of a typical salesperson. The method is based on keeping control, gaining trust, respect and information up-front or as we call it, discovery and then commitment(s).

In many a case, it is <u>you</u> the salesperson, who will decide whether you have a likely candidate to do business with or to end the conversation. Imagine, <u>you</u> the salesperson, rejecting the prospect, instead of the other way around. You are going to utilize a common sense approach with a common sense understanding of human behavior and its application to persuasion.

There are many rules to my method, but first you must memorize the 3 steps of the Success Staircase:

Each step is then broken down into smaller sections or what I call Baby Steps. The staircase and its Baby Steps are logically set up and should be memorized and practiced daily, in order to put you on automatic pilot.

The Baby Steps __/ Permission Questions
for the Agenda __/ The Road Map
__/ The Agenda Step

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The Mentor Teaches The G.U.T.S. Selling Method©

__/commitment
__/time

for Qualifying __/money

__/ Needs or Greeds

__/ Qualifying Step

The Baby Steps
__/CCC (Close, Correction, Confirm)
for the Close __/Satisfy
__/Review
__/ The Close Step
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Questions allow you to ascend the staircase of success.

The means which you use to ascend the staircase are to ask plenty of questions with finesse and always answer questions with questions or what I call redirections. In some cases, you will utilize opposite redirections. This means that you answer the question in the opposite direction that a salesperson would normally be expected to answer. This gets the prospect to become more passionate about his other needs. Through this role reversal, the prospect becomes the salesman, gives his own presentation, overcomes his own stalls and objections and gives the order to the salesperson.

You are not to give away any information or make a presentation until you have enough information, needs, greeds and commitment. Then you use all of the aforementioned and apply it to your products/services.

The Rules of G.U.T.S.

- **Rule:** The person asking the questions controls the sales process. The salesperson must **NEVER** give up this control to the prospect.
- **Rule:** Most salesmen fail because they suffer from premature presentation.
- **Rule:** Your product/service knowledge is the only thing you have that is of value to the prospects, so don't give it away!
- Rule: The best answer you can give is 'I DON'T KNOW'!
- **Rule:** You have three minutes to discover whether you have a potential sale or a tire kicker.
- **Rule:** Ask the G.U.T.S. questions with opposite redirection to get the responses and passion you need from the prospect.
- **Rule:** Use redirection with finesse, feigned ignorance, empathy, imagination and anything else that works. Make the prospect do all of the work.
- **Rule:** If you aren't hitting the mute button on your phone because you are laughing so much, then you're doing something wrong.
- **Rule:** The best sales method is stealth. This means that the prospect will never see the moves that you are making.
- **Rule:** Sales must be approached in a systematic step-by-step method rather than traditional "winging it".
- **Rule:** Understand that sales is a game of chess. You have to think at least three moves ahead.

Rule: Discuss, with the prospect, what is going to happen before it does.

Rule: You need to gain trust, have respect and eliminate traditional buyer/seller obfuscation.

Rule: Sales is the million dollar skill if you are able to harness and understand human response and behavior combined with some good thespian skills.

Rule: Never go to a negotiation unless you are ready to pick up a check or a contract.

Rule: The meek may inherit the earth, but they will never become great salesmen.

Rule: If you need a friend, then get a dog!

Rule: Life is just too short to drink cheap wine and drive a Yugo.

Rule: Everyone wants success, but few are willing to pay the price. That price is change.

Rule: People don't want anything until they realize that they can't have it or that other people desire it.

Rule: Sales is about understanding human behavior.

Rule: When you're the top dog in sales, you dictate the terms.

More Rules

Sales is a skill that is necessary for everyone who wants to attract success in their life. You can have the best product, the most capable service, but without organized sales skills and the ability to make it work, you won't be able to give away 20 dollar bills in Times Square. It really doesn't matter whether you are selling the all inspiring widget or a hamster sitting service, you have to have a method of sales where you work smart, achieve your financial goals and begin to feel great about yourself, all of the time.

Here are a few more **G.U.T.S.** rules:

1. Learn to give GOOD PHONE!

My nickname is "One Call Close Claude". Why? Because I get to the bottom line quickly and respectfully with my prospects. I usually do it all on the telephone and I use the "Work Smart" Concept.

2. Just the facts, Ma'am.

You have the right to ask your potential client all the necessary questions in order to determine if you have a likely candidate for a sale or if you're just going through some time wasting motions.

3. If you need a friend, then get a dog!

Sales is **not** about bonding, rapport or pretentious talks about the weather and sports. 'How about those Broncos?' It's about making a sale today!

4. Learn how to qualify in the first 3 minutes.

I have a 3 minute egg timer next to my phone to challenge myself with every sales call. Most sales people waste too much time and energy with time wasters. Qualify quickly and work with the viable prospects only. **GUTS Sales** is about working smart and getting paid today!

5. Sales should be fun and challenging!

All of your phones need to have a 'Mute' button so your prospects can't hear you laughing all of the time. Sales should be fun, challenging, predictable and profitable.

6. Life is too short to drink cheap wine and make cold calls.

I don't know about you, but cold calls make me very uncomfortable so I change them into profitable Chaos CallsTM.

7. Stop Begging!

A pro never has to beg when he can lead the prospect to come to the natural conclusion to buy.

8. But Dr. Freud, I love my Mother!

If Sales is a Profession, then you should be treated like a Professional! Ask yourself this question. When you go to your Professional, who asks most of the questions? How can you treat the symptoms if you haven't discovered the cause?

9. Sales must be organized like an assembly line!

Ever wonder why they build cars on an assembly line? It's because it sure beats making them one at a time! It's faster, higher quality control and much more profitable. We need to use modern business concepts in sales, combined with a common sense understanding of human behavior, a little thespian skill and some G.U.T.S. Learn the 3 simple sales steps of my **Sales Staircase**.

10. Get a Sales Mentor.

Sales is the world's highest paid profession, if you treat it like one. Find a teacher who has achieved the success you wish to emulate and who is willing to be accountable to you.

Give me a call, I answer my own phone and let's talk.

(Phone: (970) 726-7979

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Success in all your Sales Endeavors.

Claude "The Mentor" Diamond

The Mentor Teaches The G.U.T.S. Sales Method®

A Sales Success Novel

by Claude "The Mentor" Diamond

Imagine a total stranger comes up to you and is willing to teach you ways to become a master of the art and science of persuasion.

Looks like Max the Mentor has selected another student, Leo the Widget Salesman, to learn his wealth building methods. Leo only wants success, but can he survive the dreaded gauntlet?

In this uniquely written business success novel, you will learn how to:

Eliminate Cold Calling
Avoid the Misery of Premature Presentation
Stop Prospect Rejection
Qualify or Get Out in 3 Minutes or Less
Increase Sales Profitability
Have Control and Fun in Sales
Learn the Staircase of Success

Warning! This Method is not only entertaining and informative, but it just may change your life!

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