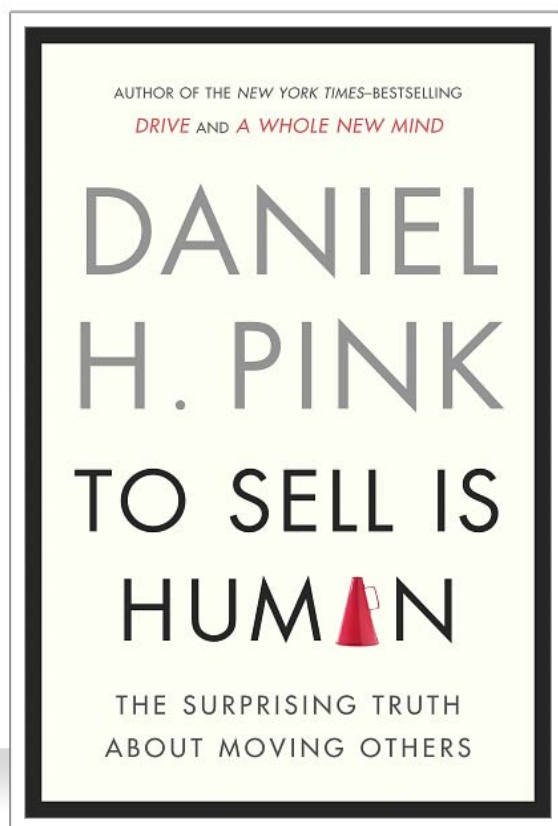


The Surprising Truth
About Moving Others

TO SELL IS HUMAN



**(Daniel H. Pink/Riverhead Hardcover/
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국내 미출간 세계 베스트셀러(NBS) 서비스는 (주)네오넷코리아가 해외에서 저작권자와의 저작권 계약을 통해, 영미권, 일본, 중국의 경제, 경영 및 정치 서적의 베스트셀러, 스테디셀러의 핵심 내용을 간략하게 정리한 요약(Summary) 정보입니다. 저작권법에 의하여 (주)네오넷코리아의 정식인가 없이 무단전재, 무단복제 및 전송을 할 수 없으며, 모든 출판권과 전송권은 저작권자에게 있음을 알려드립니다.

TO SELL IS HUMAN

The Surprising Truth About Moving Others

MAIN IDEA

Today, we're all in sales whether we realize it or not.



No matter what your job title is, if you honestly analyze what you really do you'll probably find you spend upwards of 40 percent of each day persuading, convincing and cajoling others to part with their resources in exchange for what you're trying to do. Trying to move others is selling pure and simple.

At first glance, the idea of being in sales may be repugnant – particularly if you've always viewed salespeople as sleazy types who glide through life on a shoeshine and a smile – but fortunately, sales isn't what it used to be. In fact, selling has changed more in the past ten years than it did in the previous hundred years and many of the assumptions which people have always had about selling have crumbled.

Like it or not, we're all engaged every day in influencing others to trade something they've got in exchange for what we've got. In other words, we're all in selling now – so the smart thing to do is to figure out how to get better at moving others to your way of thinking. It really is the most valuable skill-set of the future.

“Selling, I've grown to understand, is more urgent, more important, and, in its own sweet way, more beautiful than we realize. The ability to move others to exchange what they have for what we have is crucial to our survival and our happiness. It has helped our species evolve, lifted our living standards, and enhanced our daily lives. The capacity to sell isn't some unnatural adaptation to the merciless world of commerce. It is part of who we are.”

– Daniel Pink

About of Author

DANIEL PINK is a keynote speaker and the author of five books including *Drive*, *A Whole New Mind* and *Free Agent Nation*. He specializes in writing about business and technology, especially the changing world of work. He was chief speech writer for Vice President Al Gore from 1995 to 1997 and has also worked as an aide to U.S. Labor Secretary Robert Reich and in other positions in politics and government. He is today rated as an influential business thinker and his articles appear in many publications including the *New York Times*, *Harvard Business Review*, *Fast Company* and *Wired*. He also provides analysis on business trends to CNN, CNBC, ABC and other networks. Daniel Pink is a graduate of Northwestern University and Yale Law School and has received honorary degrees from Westfield State University and the Ringling College of Art and Design.

The Web site for this book is at www.tosellishuman.com

1.

The Death and Rebirth of a Salesman

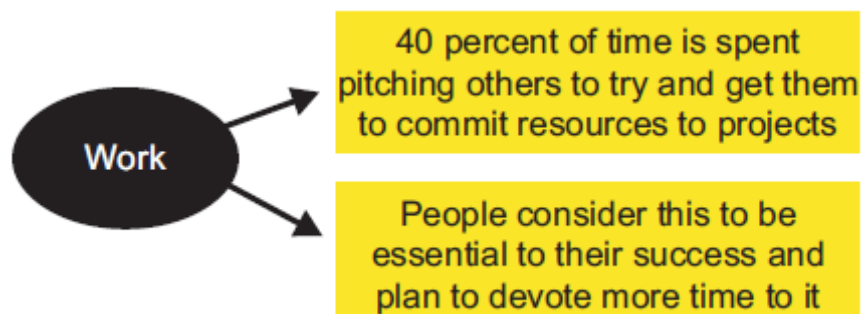
Conventional wisdom suggested the Internet would bring about the end of intermediaries like salespeople. What has come about is pretty much the opposite of that, thanks to three main drivers:

1. Technology has lowered entry barriers thereby fueling a surge of entrepreneurship.
2. Instead of doing one thing, most jobs now stretch across multiple boundaries.
3. The fast-growth industries are education and health care – jobs which move people.

Fortunately, while more of us are in sales, the nature of sales itself has changed dramatically. Instead of being about deception and hustle, today's sales success is based on honesty, fairness and transparency. The era of "caveat emptor" (buyer beware) has been superseded by an era of caveat venditor (seller beware).

According to the U.S. Bureau of Statistics, about 1 in every 9 American workers works in sales. That means the United States has far more salespeople than factory workers or put another way America's sales force outnumbers the federal government's workforce by more than 5 to 1. And what holds true for America is also true for the rest of the world as well. In Australia, Canada, Japan and across the European Union, about 1 in 10 people classify themselves as being in sales.

That is, however, just the tip of the iceberg. When Gallup ran a poll asking people what they actually did at work, they came up with two startling conclusions:



This is interesting because none of this moving people to do things shows up in the traditional sales metrics. It suggests that "non-sales selling" – selling that doesn't involve anyone making a purchase – now occupies a large chunk of the average work day for almost every worker. In other words, you might not necessarily know it and

acknowledge it but when you look at what you're doing most of the time, you're trying to move people to do things – you're in sales.

So how did that come about? Well, it's really the natural and logical result of three trends which have already worked their way through the economy:



1. Entrepreneurship – With the rise of outsourcing and the lowering of entry barriers in almost every industry thanks to the Internet, more and more people have taken the plunge and gone into business for themselves. The American economy now has more than 21 million people who are self-employed and it is estimated by 2015, more than 1.3 billion people worldwide will work for themselves rather than for a corporation. This reaches right across the spectrum from electricians to computer consultants, graphic designers, freelancers, consultants and so on. Some analysts believe the majority of the American workforce could be self-employed by 2020. And anyone who is in business for themselves will attest part of their job description is to generate their own sales. It's the very key to sustainability.
2. Elasticity – Even those who are still employed will be quick to admit the volatile business conditions of today demand that they have more elastic skill sets than before. Established companies now require their workers to have much broader skill sets. Computer programmers get out in the field and find out what customers want rather than sitting in the office coding. Designers analyze markets. Accountants come up with ideas for new products and so forth. And in almost every case where job descriptions get stretched across functional boundaries, some degree of learning how to move others is involved. In other words, everyone is adding selling to their other duties.
3. Ed-Med –As baby boomers age, the fastest-growing sector in the economy is Ed-Med – education and health services. Over the past decade, Ed-Med has generated more new jobs in the United States and worldwide than all other sectors combined. The mission statement which lies at the heart of the Ed-Med juggernaut is “moving people” – or in other words, selling. Educators convince their students that if they will commit time, attention and effort, they will be better off in the end. Similarly, health care providers are in the business of convincing people they should commit personal resources like time, energy, effort and money to getting healthier. The central mission of educators and health care professionals alike is to move people – a form of non-sales selling.

“Health care and education both revolve around non-sales selling: the ability to influence, to persuade, and to change behavior while striking a balance between what others want and what you can provide them. And the rising prominence of this dual sector is potentially transformative. Since novelist Upton Sinclair coined the term around 1910, and sociologist C. Wright Mills made it widespread forty years later, experts and laypeople alike have talked about “white-collar” workers. But now, as populations age

and require more care and as economies grow more complex and demand increased learning, a new type of worker is emerging. We may be entering something closer to a “white coat/ white chalk” economy, where Ed-Med is the dominant sector and where moving others is at the core of how we earn a living.”

– Daniel Pink

The cumulative result of these three big trends is more and more people have unwittingly become salespeople – either in a direct sales of products and services capacity or in non-sales selling.



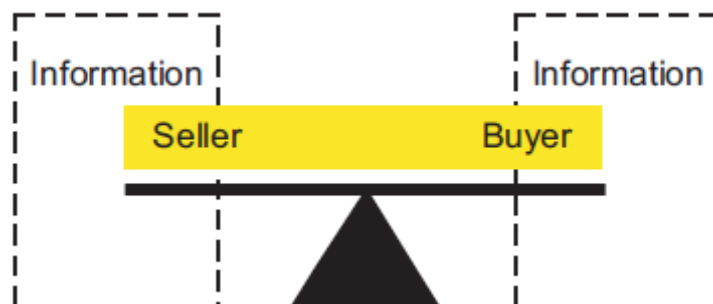
The concept that you are in fact a salesperson may trigger some negative feelings. If you ask people what they think of salespeople, the kind of words which typically come to mind are “pushy”, “difficult”, “manipulative” and “sleazy.” Why is that?

Back in the “old days”, there used to be an “information asymmetry” – sellers were much better informed than buyers. When that kind of information imbalance exists, the seller can take advantage of the buyer for his or her own financial gain.



This was the era of “caveat emptor” – or buyer beware. When you know the seller has much better information about what you’re buying than you do, you’re on notice that you’d better be careful. You have to wonder whether the deal being proposed is good for you or merely lines the pockets of the seller.

Fortunately, the information balance in most markets today is more like this:



While today’s buyers may not quite be “fully informed”, they certainly can pre-arm

themselves to enter into a negotiation by digging up all manner of relevant information beforehand using the Internet. A buyer can quickly find out:

- Which other sellers are offering a comparable product if not the same thing and at what price.
- The comments or feedback of other customers who have had dealings with that particular vendor.
- Whether the product on offer has ever been in an accident, had major repairs undertaken or has been pledged as collateral on a loan.

Furthermore, sellers know if the buyer is treated poorly or unethically, they can use social networks to tell hundreds or even thousands of their friends about their experiences. If this happens often enough, it will undermine the seller's ability to sell again in the future.



In practice, evening up the information imbalance means the "caveat emptor" rule-of-thumb has now being superceded by "caveat venditor" – seller beware. If sellers mistreat customers, the whole world will find out via blogs, Twitter and Facebook and that will lead to a drying up of future business opportunities.

"The decline of information asymmetry hasn't ended all forms of lying, cheating, and other sleazebaggery. One glimpse of the latest financial shenanigans from Wall Street, the City, or Hong Kong confirms that unhappy fact. When the product is complicated—credit default swaps, anyone?—and the potential for lucre enormous, some people will strive to maintain information imbalances and others will opt for outright deception. That won't change. As long as flawed and fallible human beings walk the planet, caveat emptor remains useful guidance. I heed this principle. So should you. But the fact that some people will take the low road doesn't mean that lots of people will. When the seller no longer holds an information advantage and the buyer has the means and the opportunity to talk back, the low road is a perilous path."

– Daniel Pink

One company which exemplifies the change from caveat emptor to caveat venditor is Fortune 500 juggernaut CarMax. Every year, CarMax sells more than four hundred thousand vehicles and generates in excess of \$9 billion in revenues. If you go into a CarMax dealership, there are some quite impressive customer dynamics on display:

- All vehicles have a set no-haggle price displayed – so buyers are not afraid of being outsmarted by a better informed seller.
- CarMax salespeople earn their pay entirely by commission but their commission is the same whether you buy a budget car or a luxury model. There's no motivation for them to upsell you.

- CarMax gives potential buyers a detailed report on the vehicle's condition and history and offers simple choices for warranties, certifications and guarantees at the buyer's discretion.
- Each salesperson sits at a desk with a computer screen in the middle which both buyer and seller can see at the same time. This completely defuses the possibility the salesperson knows something but is refusing to disclose it for fear of losing the sale.

It's clear CarMax is doing something right in the era of caveat venditor and it's likely many more will follow down the same path as information symmetry comes into play.

"Whether you're in traditional sales or non-sales selling, the low road is now harder to pass and the high road— honesty, directness, and transparency— has become the better, more pragmatic, long-term route."

– Daniel Pink

"When simple, transactional tasks can be automated, and when information parity displaces information asymmetry, moving people depends on more sophisticated skills and requires as much intellect and creativity as designing a house, reading a CT scan, or, say, writing a book."

– Daniel Pink

"Many people— myself included until I began researching this book— believe the myth of the natural. Some people have sales chops. Others don't. Some people are innately skilled at moving others. The rest of us are out of luck. Here we confront a paradox. There are no "natural" salespeople, in part because we're all naturally salespeople. Each of us— because we're human— has a selling instinct, which means that anyone can master the basics of moving others."

– Daniel Pink

2.

The Three Qualities That Matter Most in Trying to Move Others Today

The traditional adage of the sales industry was ABC – "Always Be Closing." Salespeople used to learn 50 power closes and they would work their way through the list until they found one that worked. That has now been superseded by a new generation ABC – "Attunement, Buoyancy and Clarity" drive sales today.

The Old "ABC"

Always
Be
Closing



The New "ABC"

Attunement
Buoyancy
Clarity

The New “ABC”

Attunement

Attunement is not a commonly used word but it can be defined as the ability to bring your actions and outlook into harmony with the context you’re in and the people you’re interacting with. Another way of describing attunement is to say that you walk a mile in their shoes and understand where they’re coming from and why they suggest something.

When you’re attuned to someone, you can ramp up or down your level of engagement depending on the preferences of those you’re trying to influence. Attunement involves a willingness on your part to adjust to match their preferences.

To be good at attunement, three principles are involved:

1. You have to be able and willing to reduce your power level and see things from the perspective of the other party. If you insist on having things your way, you won’t have much attunement.
2. You have to use your head as well as your heart to size up a situation and understand all the group dynamics at play. You need to figure out who the real decision makers are and adjust accordingly.
3. You have to be willing to mirror how the other party is acting in order to enhance the effectiveness of your ideas and suggestions.

It has long been assumed extroverts make the best salespeople and therefore you may be inclined to try and increase your outgoingness in order to boost your sales.

A recent comprehensive study of 3,806 salespeople has debunked that myth. This study showed conclusively there was little if any correlation between extroversion and sales success. In fact, the most successful salespeople tended to be “ambiverts” who were neither overly extroverted nor excessively introverted.

To increase your levels of attunement:

1. Figure out the best way to break the ice and start a conversation – with the best question to use being: “Where are you from?” All sales begin with a conversation.
2. Practice strategic mimicry – observe the other person’s posture and then mirror back to them the same signals. Flatter them by mimicking their preferred approach.
3. Pull up a chair – Jeff Bezos, the founder of Amazon.com, is famous for pulling up an empty chair at every meeting. The empty chair reminds everyone the customer is the most important person in the room and their needs should feature large.
4. Deliberately move to the middle of the spectrum – if you’re a natural extrovert, make a conscious effort to tone down, talk less and listen more. If you’re introverted, work on some of the skills of the extrovert. Go for the middle ground.
5. Map what’s going on – map who talks the most in meetings and map the overall mood of the party you’re trying to sell to. If you understand what’s going on in enough detail

to draw a map, you'll be attuned.

6. Identify some uncommon commonalities – identify any similarities between your likes and their theirs. People are always more likely to be influenced by someone they share common ground with than they are by complete opposites.

Attunement means bringing yourself into harmony with the individuals, groups and contexts involved. If you can succeed in enhancing your levels of attunement, you will just naturally become more successful at moving others, whether in a sales situation or in non-sales selling.

The New “ABC”

Buoyancy

“Anyone who sells— whether they’re trying to convince customers to make a purchase or colleagues to make a change— must contend with wave after wave of rebuffs, refusals, and repudiations. How to stay afloat amid that ocean of rejection is the second essential quality in moving others. I call this quality “buoyancy.”

– Daniel Pink

Buoyancy has three components which apply before, during and after any effort to move others:

Before	During	After
Interrogative Self-Talk	Positivity Ratios	Explanatory Style

- Before trying to sell, you'll always be more buoyant and upbeat if you talk to yourself Bob-the-Builder style: “Can we fix this? Yes we can!” Others have termed this autosuggestion. If you tell yourself you can do this before you begin, you will keep going even if they reject your idea at first.
- While you're in the middle of your sales attempt, you will increase your chances of success if you display positive emotions. Acting positively broadens the conversation and opens up the possibility of new ideas coming to the surface which nobody had anticipated. Try and inject three positive thoughts for each negative you mention and you'll be hitting a highly productive level here.
- Once your attempt to sell is over, you need to go back over the conversation in your mind with a positive rather than a negative outlook. A positive point of view will focus on: “What did I learn today that will help me be better at my next attempt?” By contrast, a pessimistic explanatory style would be: “Nothing went right and it's all my fault. I'm never going to succeed at this.” It naturally stands to reason that you'll be more buoyant over the long haul if you are flexibly optimistic – you linger on the positives of the situation but also keep your eyes open to the negatives as well.

To increase your buoyancy level:

1. Mimic Bob-the-Builder – ask “Can I move these people?” and tell yourself “Yes I can.” Then list five specific reasons why you can in writing and get to work on expanding

your possibilities. Putting this in writing often triggers a reconnection to strategies which will work to achieve that.

2. Monitor your personal positivity ratio – and deliberately set out to be more positive more often. Be conscious of your moods and look for ways to display upbeat emotions in everything you're doing.
3. Tweak the way you interpret life's events – look at bad breaks as being temporary and always keep reminding yourself events are not really as bad as they may appear to be on the surface.
4. Enumerate and embrace rejection – keep count of the number of time you hear “No” each week as you try to move others. By the end of the week, you'll be amazed at how many time you've been rejected but you've managed to stay afloat and maybe even move forward slightly. That realization should give you confidence you can and will do better next week.
5. Be proud of the effort you made to get rejected – take your rejection letters and frame them and hang them on your office wall. If nothing else, doing this will signal to your visitors that you're tenacious and you don't take yourself too seriously.
6. Give yourself permission to feel down now and then – to commiserate over your losses. Then remind yourself rejection just signals you're on the wrong path and it's time to get moving along the right path with renewed focus and enthusiasm and do exactly that.
7. Send yourself a rejection letter – preempt the worst than can happen by sending yourself a letter with all the reasons why the other party is going to say “Thanks, but no thanks.” Fill it with all the right terminology: “After careful consideration...”, “We regret to inform you ...”, “Unfortunately, we have had many qualified applicants to choose from...”, “We wish you well in your future endeavors ...” You can also Google “Rejection Letter Generator” if you want to have one sent to you by e-mail.

The New “ABC”

Clarity

Clarity is the capacity to help other people see and identify problems they didn't realize they had. If you can find the right problems to solve, you can move people.

“Identifying problems as a way to move others takes two long-standing skills and turns them upside down. First, in the past, the best salespeople were adept at accessing information. Today, they must be skilled at curating it— sorting through the massive troves of data and presenting to others the most relevant and clarifying pieces. Second, in the past, the best salespeople were skilled at answering questions (in part because they had information their prospects lacked). Today, they must be good at asking questions— uncovering possibilities, surfacing latent issues, and finding unexpected problems.”

– Daniel Pink

One of the best ways to achieve the kind of clarity which moves people is to frame things in comparison to their alternatives. Doing this often clarifies the virtues of the best way forward. There are five frames of comparison which get used most frequently:

1. The less frame – the fact that when it comes to options, often less is more. Many studies have shown people get overwhelmed by too many choices. If you offer less options, you'll get more action, even if that sounds paradoxical.
2. The experience frame – people purchase goods and products because they want to experience the benefits more than anything else. If you talk user experiences rather than product benefits, people will respond.
3. The label frame – if you give someone a positive label to live up to by comparison to others, that simple change in context can have a very big impact To move people in the desired direction, make that good for them.
4. The blemished frame – if you add a minor negative detail in what is an otherwise positive list of benefits, you enhance your believability factor and make it more likely the other person will move. Adding negative information enhances the impact of the positive.
5. The potential frame – people often find future potential to be more valuable than past achievements. To move people, don't just talk about what they achieved yesterday. Also describe the promise of what they could achieve tomorrow with your help.

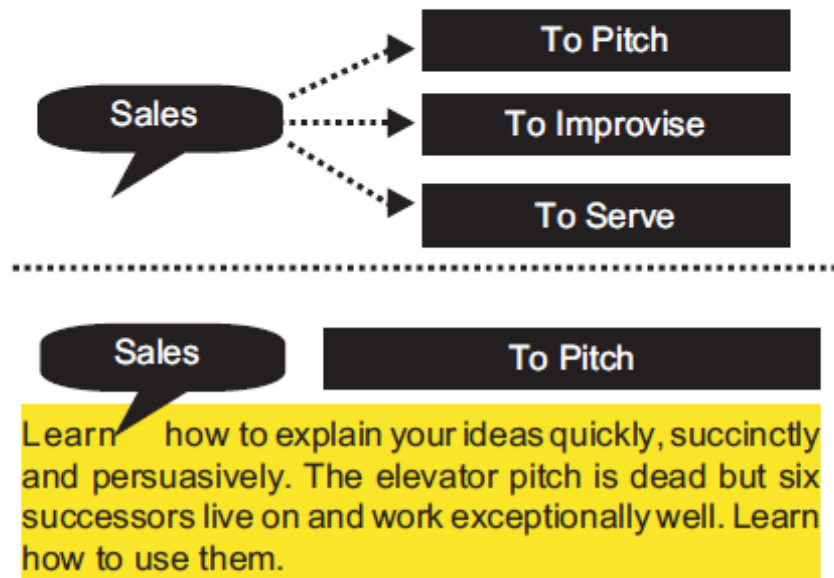
Clarity is also enhanced if you give people a road map for exactly how you want them to act. To elevate your clarity level above its current level:

- Ask two questions:
 - “On a scale of 1 to 10, how ready are you to...?”
 - “Why didn't you pick a lower number?”As people clarify why they didn't pick a lower number, they will in fact be articulating why they really do want to move forward. This increases their motivation to act rather than bogging them down in an explanation of their reason for procrastinating or failing to take action.
- Do something unfamiliar – and see whether changing your patterns or habits clarifies things afresh.
- Learn how to ask better questions – rather than obsessing over having the right answers all the time. Try this approach:
 - Brainstorm an uncensored list of questions you could ask. Change any statements that are present in the list into questions.
 - For each question, generate an open-ended version and a closed-ended version (which can be answered with a “yes” or “no.”
 - Choose the three questions which you believe are the highest priority and be ready to ask them at the drop of a hat.
- Use the “Five Whys” – whenever you want to figure out what's going on, ask “Why?” at least five times. Instead of charging off down a dead-end street, asking “Why?” at least five times will help you uncover the hidden problems which most need to be solved.
- Find the one percent – ask “What is the one percent of this matter which gives life to the other ninety-nine percent?” If you understand that keystone idea and can explain it to the other person in clear terms, you'll move them.

3.

How to Become Better at Sales

If you accept that selling is important in your career today and likely to be even more important in the future, then it makes sense to try and figure out how to become better at personal selling. To equip yourself to excel in the future, learn three key skills:



Elevator pitches – a mini presentation about the length of an average ride in an elevator – have become enshrined in business as standard operating procedure for selling. They function to initiate a conversation rather than to make the entire sale. Today, however, people get bombarded with hundreds or even thousands of messages every day. To cut through the background noise and get noticed, there are six promising successors to the elevator pitch you should get to be competent with:

1. Develop a one-word pitch for what you have – along the lines of the successful “Priceless” promotion for MasterCard or Barack Obama’s reelection campaign’s catchcry of “Forward.” Define the one characteristic you want to have associated with your brand and then own it.
2. Develop a question pitch – along the lines of Ronald Reagan’s 1976 campaign where he asked “Are you better off now than you were four years ago?” If you can come up a striking question, this works well. “Will owning this product make you smarter and therefore more employable?”
3. The rhyming pitch – because pitches that rhyme are more sublime. If you can encapsulate a soundbite in a rhyme, you have something people can remember. A good example was the O.J. Simpson trial where defense lawyer Johnny Cochrane said: “If it doesn’t fit, you must acquit.”
4. The subject-line pitch – where you place in the subject line of your e-mail a direct

invitation to engage. Be specific: “4 tips to improve your golf swing this afternoon” or “3 simple ways to get people to open and act on your e-mail.”

5. The Twitter pitch – where you cut to the chase and do everything in 140 characters or less. “See what our city can look like & why we need to act now to create that future.”
6. The Pixar pitch – if you look at the stories Pixar uses for its movies, they all follow a similar six-sentence format based around this template:

Once upon a time _____.

Every day _____.

One day _____.

Because of that, _____.

Until finally _____.

For example, the plot of Finding Nemo follows this template exactly: “**Once upon a time** there was a widowed fish named Marlin who was extremely protective of his only son, Nemo. **Every day**, Marlin warned Nemo of the ocean’s dangers and implored him not to swim far away. **One day** in an act of defiance, Nemo ignores his father’s warnings and swims into the open water. **Because of that**, he is captured by a diver and ends up as a pet in the fish tank of a dentist in Sydney. **Because of that**, Marlin sets off on a journey to recover Nemo, enlisting the help of other sea creatures along the way. **Until finally** Marlin and Nemo find each other, reunite, and learn that love depends on trust.

If you can couch your business proposal in this format, you’ll come up with something which is appealing and memorable. Stories can be very persuasive but it’s hard to make them concise enough to be useable. The Pixar pitch encourages conciseness and discipline in what is being discussed.

To develop these pitches for what you want to sell, you’ve got to practice. Focus on the result you want to achieve. When someone hears your pitch:

- What do you want them to know?
- What do you want them to feel?
- What do you want them to do?

Some ways to develop great pitches:

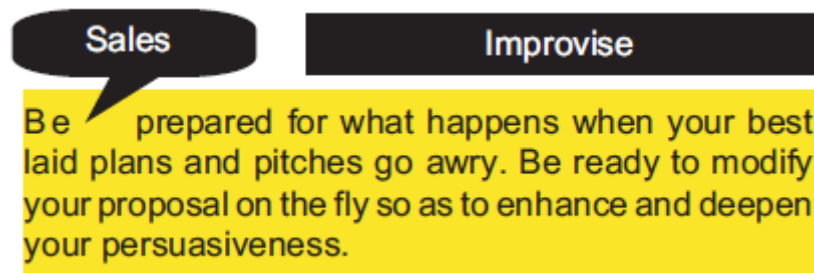
- Collect memorable pitches you hear in a notebook and adapt what works in other settings.
- Try recording your pitch on your own voice mail and see if it makes sense and moves you.
- Add a compelling visual which encapsulates what you’re trying to say.
- Try using the “pecha-kucha format” – Develop a 20 x 20 PowerPoint presentation with 20 slides which appear for twenty seconds each. (Visit www.pecha-kucha.org for more details.)
- Ask people who’ve heard your pitch to describe it in three words and see if they get it. Keep polishing and refining until people understand the idea you’re trying to get across.

“Once upon a time only some people were in sales. Every day, they sold stuff, we did stuff, and everyone was happy. One day everything changed: All of us ended up in sales— and sales changed from a world of caveat emptor to caveat venditor. Because of that, we had to learn the new ABCs— attunement, buoyancy, and clarity. Because of that, we had to learn some new skills— to pitch, to improvise, and to serve. Until finally we realized that selling isn’t some grim accommodation to a brutal marketplace culture. It’s part of who we are— and therefore something we can do better by being more human.”

– Daniel Pink

“The McKinsey Global Institute estimates that the typical American hears or reads more than one hundred thousand words every day. If we leave our desk for a few minutes to grab a cup of coffee, greeting us upon our return will be new e-mails, texts, and tweets— not to mention all the blog posts we haven’t read, videos we haven’t watched, and, if we’re over forty, phone calls we haven’t returned. As a result, we need to broaden our repertoire of pitches for an age of limited attention.”

– Daniel Pink



In bygone eras, canned sales pitches worked. Salespeople could memorize scripts which carefully guided the prospect to make a buy decision. These sales pitches have dominated sales for most of the twentieth century but today they don’t work so well. In the dynamic, complex and totally unpredictable conditions of today’s marketplace, you’ll do much better if you can improvise as you go along.

The three key rules of improvisation are:

1. Hear offers – you listen to the information and visual clues the other side is offering you rather than concentrating on delivering your memorized pitch, handling objections or planning what you’re going to say next. It’s amazing how many salespeople interrupt the prospect when that prospect is trying to tell them how they can be sold. Listen actively and you’ll be surprised at how many offers people are actually giving you. For example:
 - “I can’t afford to donate \$200 at the moment” is an offer rather than a rejection of your idea. The other person is really saying they can give a smaller amount. You should explore that.
 - “No, I can’t move ahead right now” is also an offer. They’re saying they will move ahead at some future time. You just need to figure out when that will be.
2. Change the way you respond from “Yes, but...” to “Yes, and...” – which is much more inclusive. When you say “Yes, and ...” you’re signaling to others you want to be constructive and move forward. By contrast, using the more negative “Yes, but ...” In a conversation signals there are problems or differences of opinion to contend with.

You'll always be able to negotiate a better deal if you're open to working with other people which is what thinking "Yes, and..." suggests.

3. Make your partner look good – the very essence of the "win-win" dynamic. Instead of viewing any negotiation as a zero-sum situation, you try to bring about an outcome where everyone gets access to mutual gains. To excel in sales today, you always need to be on the lookout for tangible ways to add value to the transaction and then to split the spoils between everyone who is involved. If you have the clarity to develop solutions nobody else has thought about, you'll do well.

"Never argue. To win an argument is to lose a sale."

– Alfred Fuller, founder of Fuller Brush

"Making your partner, the person you're selling to, look good has become even more critical than it was in Fuller's day. Back then, unscrupulous sellers didn't have to worry so much about making buyers look bad. Buyers often had nowhere else to go and nobody to tell. Today, if you make people look bad, they can tell the world. But if you make people look good, they can also tell the world."

– Daniel Pink

So how can you get better at improvising? A few suggestions:

- Designate one day a week as your official "slow" day – and in every conversation you have that day wait five seconds before you respond. It will seem odd at first and people will wonder what's going on but if you do this simple thing, you'll be amazed at how much more you hear when you let people finish their thoughts rather than butting in.
- Keep score of how you're doing – track how many times in the day you say "Yes and ..." and how many times you say "Yes but ..." or "No." Try and improve that ratio as you go along.
- Enlist the power of questions – working with a partner, choose a controversial issue and have your partner decide their position. You then take the opposite stance. Let your partner state their case and you reply only with questions rather than statements, counter arguments or insults. See how long you can keep the conversation going. This will be tougher than it looks at first glance but with practice you'll get better. Just be careful not to make your questions veiled opinions.
- Read some books about improvisational theater – because these techniques which have been honed and fine-tuned for the stage work effectively in everyday sales and non-sales selling situations as well. Good books to read include:
 - Impro: Improvisation and the Theatre by Keith Johnstone.
 - Creating Conversations: Improvisation in Everyday Discourse by R. Keith Sawyer.
 - Improv Wisdom: Don't Prepare, Just Show Up by Patricia Ryan Madison.

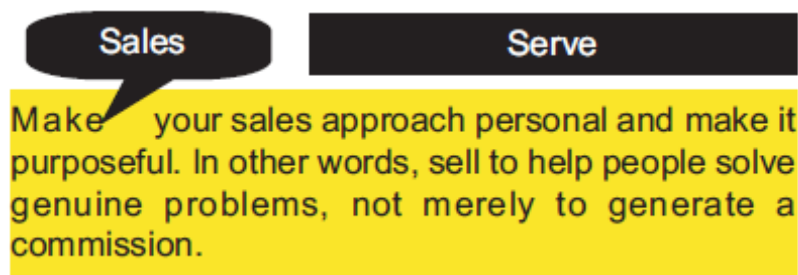
"Among the things that distinguish our species from others is our combination of idealism and artistry— our desire both to improve the world and to provide that world with something it didn't know it was missing. Moving others doesn't require that we

neglect these nobler aspects of our nature. Today it demands that we embrace them. It begins and ends by remembering that to sell is human.”

– Daniel Pink

“Sales and theater have much in common. Both take guts. Salespeople pick up the phone and call strangers; actors walk onto the stage in front of them. Both invite rejection— for salespeople, slammed doors, ignored calls, and a pile of nos; for actors, a failed audition, an unresponsive audience, a scathing review. And both have evolved along comparable trajectories. Theater, for instance, has always relied on scripts. Actors have discretion to interpret material their own way, but the play tells them what to say and, in many cases, how and where to say it. America’s sales pioneers sought to replicate theater’s staged approach. But about fifty years ago, two innovators began to challenge the single-minded reliance on scripts. By encouraging directors and performers to recognize the virtues of breaking with the script, Viola Spolin and Keith Johnstone helped make improv a mainstream form of entertainment. Sales and non-sales selling are developing along a similar path— because the stable, simple, and certain conditions that favored scripts have now given way to the dynamic, complex, and unpredictable conditions that favor improvisation.”

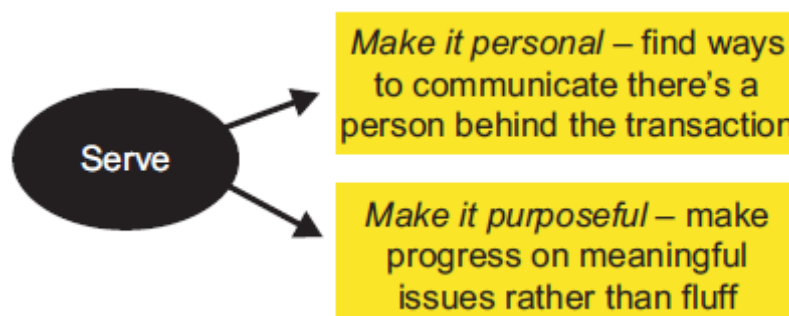
– Daniel Pink



“Sales and non-sales selling are ultimately about service. But “service” isn’t just smiling at customers when they enter your boutique or delivering a pizza in thirty minutes or less, though both are important in the commercial realm. Instead, it’s a broader, deeper, and more transcendent definition of service— improving others’ lives and, in turn, improving the world. At its best, moving people can achieve something greater and more enduring than merely an exchange of resources.”

– Daniel Pink

The two principles which really make serving others happen more frequently and consistently are:



- Make it personal – When radiologists were given photos of their patients along with

their scans, their performance at identifying “incidental findings” – essentially identifying another potential problem while looking for something else – increased by 80 percent. Being reminded there are real people involved rather than looking at the data in the abstract form makes a significant difference to performance. Similarly, when a restaurant owner posts their picture by the cash register along with an invitation to call their cell if they have any complaints, customers like that. Find practical ways to inject a personal element and people will respond better.

- Make it purposeful – earning a commission isn’t really that much of a motivator. Instead of self-interest, if you’re on a personal quest to make the world a better place, you’ll be far more effective at moving people. In one study, it was shown that when fund raisers spend five minutes before their shifts reading the personal stories of those they were helping, they were nearly twice as effective as their peers who did not go through that exercise. If you’re trying to serve and to improve the world that way, you’ll be more effective at moving people.

In many ways, the time and setting is perfect for “servant selling” to come to prominence. In the 1970s, the servant leadership movement took off. Servant leadership’s underlying premise is the most effective leaders are not the outgoing, charismatic and take-charge commanders who order people around. Instead, the most effective leaders serve their people and their people then serve the customer.

It’s highly likely the best and most productive salespeople of the future will be guided by two questions:

- “Will the buyer’s life improve as a result of their purchase?”
- “When the commercial transaction is over, will the world in fact be a better place?”

“Servant selling is the essence of moving others today. But in some sense, it has always been present in those who’ve granted sales its proper respect. For instance, Alfred Fuller, of Fuller Brush fame, said that at a critical point in his own career, he realized that his work was better— in all senses of the word— when he served first and sold next. He began thinking of himself as a civic reformer, a benefactor to families, and “a crusader against unsanitary kitchens and inadequately cleaned homes.” It seemed a bit silly, he admitted. “But the successful seller must feel some commitment that his product offers mankind as much altruistic benefit as it yields the seller in money.” An effective seller isn’t a “huckster, who is just out for profit,” he said. The true “salesman is an idealist and an artist.”

– Daniel Pink

How do you get better at serving? Some ideas:

- Don’t try and “upsell someone” – focus instead on “upserving” them. Find ways to do more and to give them more value than they bargained for. Always be on the lookout for ways to add value.
- Rethink your sales commission practices – many companies are finding their sales teams are even more motivated when sales commissions are replaced with a package of 90 percent base salary and 10 percent bonus tied to company growth. May be worth trying.
- Change your perspective – instead of thinking “I’m doing you a favor by selling you

this” always approach transactions with the perspective “This guy is doing me a favor so I want to overdeliver here.”

- Develop signs and visual clues that are emotionally intelligent – that inject some emotional elements into what’s said. Some examples of signs which are emotionally intelligent:

Don't Worry
*This line moves
very quickly*

Children Play Here
Please pick up
after your dog

- Treat everyone the same way you would treat your grandmother – replace anonymity with a personal connection and warmth. Perhaps this should more accurately be stated as treat everyone like a grandmother who happens to have eighty thousand Twitter followers.
- Whenever you have the opportunity to move someone in a traditional sales or a non-sales situation, make sure your answer to the two questions which lie at the very core of genuine service is “Yes” –
 - “If they agree to buy, will their lives be improved?”
 - “If we do this deal, will the world be a better place?”
 If your answer to either of these two questions is in fact “No”, then you’re doing something wrong. Go back to the drawing board until you come up with something better.