

The Second Book From 'The Opposite Effect - The Difference Between  
Winning and Losing in the World of Entrepreneurship'

# THE FUTURE OF SELLING

WHAT HAPPENS WHEN THE ENTIRE SALES LANDSCAPE  
CHANGES AND LEARNING HOW TO THINK BECOMES MORE  
IMPORTANT THAN LEARNING WHAT TO SAY?



BY STEVE CLAYDON & DARCY J SMYTH

***The Future of Selling: What Happens When the Entire Sales Landscape Changes and Learning How to Think Becomes More Important Than Learning What to Say***

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# FOREWORD

If you're in the field of sales and business, there's no doubt you'll have heard an exhilarating phrase dropped in conversation – a phrase that is rapidly becoming common knowledge amongst the circles we all tend to hang out in together. A simple set of three words that when uttered, cause us to all instinctively and intuitively know the truth is being told:

**“Sales has changed”.**

A role that used to be stereotypically reserved for the dominant, gold watch wearing, pinstripe suit flaunting, 6-foot-2 male types, modern sales has become anything but. In a world where technology practically ensures the buying masses are more informed than ever on the products and services they are seeking, the role of salesperson as ‘the one with the answers’ has near completely vanished. Our buyers no longer wonder if they're getting the best price, they've already Googled that. Our buyers no longer questions if this is the right product for them, YouTube already told them so. Our buyers no longer care what random previous buyers think about our service, their Facebook news feed goes one step further and tells them what their closest *friends and family* think about us.

Please understand: We are living in an extremely informed world. Sure, we as people may not necessarily be any more *intelligent* than we were before, but our ability to access the information we need is practically ready at the click of a button. If we need an answer, no doubt ‘there's an app for that’. So if this is the case, then what is the role of the modern sales professional? If we as sales masters aren't here to be the library of buying information our market once came to us for, where does that place us?

Well, to put it in a way that may make your neurons work overtime for the rest of the day: We are now in a position that requires us to be *incredibly human*.

The role of the modern sales pro is not just to ask powerful questions, it's to understand the *essence* of question asking and the impact it can have on not only someone's buying decision, but the impact it can have on the way they perceive the very world that they live in. Yes, it does go that deep – or at least it does for those sales professionals whom want to create buyers for life more than they want to create a transaction that lasts 10 seconds. Question asking has always been a sharp skill of the most attuned salespeople – they have always understood the fact that all the information in the world means nothing unless it is being used to answer a specific, meaningful question. But to be *incredibly human* means to ask questions that allow us to get to know our buyer on a level underneath the surface. Sure, we can know that our buyer prefers red lipstick over pink – that's knowing what they desire on a surface level. But our modern buyers crave a form of connection and relationship that sits just below the surface level of the exterior they are displaying to the world. They want us as their salesperson to ask *why* they're even buying the lipstick in the first place. For a date they haven't been on in over two years? For a graduation event that's been 8 years of study in the making? For an interview they finally landed for their dream job? And now what about taking the relationship a level even deeper... What was it that scared them off dating for so long? What makes them so passionate about a path in life that they would stick out a whole 8 years of study towards it? What is it about this job that makes it the dream? By now, we're so far from the surface level questions revolving around the colour of lipstick that to even consider that factor as the most important thing seems ludicrous... that's because it is.

To be *incredibly human* as a modern sales professional also means to deploy empathy on a level that salespeople of previous decades would scoff at. Our buyers need us to understand their situation, their fears, their beliefs, their goals and their concerns not necessarily in a way that says 'OK, I've got the information I need to now offer you something', but in a way that makes it extremely evident we're genuinely listening, that we can imagine ourselves in their shoes and that we actually care about their problem being solved. It is *this* approach to selling that makes following up, asking for referrals and encouraging re-purchasing in the future a direct reflection of a genuine passion for seeing our



buyers succeed, as opposed to a job we're required to do to hit a target. It is *this* approach to selling that has our buyers thrilled to have the opportunity to hand over their credit card as they buy from us, because they know they're finally giving their money to someone who wants them to succeed on the path of life as much as they do. It is *this* approach to selling that causes our buyers to tell their friends and family about the buying experience they had – likely because it's so rare that it sticks out in their memory for all the right reasons.

And to be *incredibly human* also means to do something that so few are willing to devote the time and energy into, but that is continually the difference maker in the game of long-term sales success: understanding the mechanics and patterns of buyer psychology. So many sales professionals are blindly stuck in the thinking mode that suggests everyone makes decisions in the same way they do, when a deep inquiry into the brain and how it works would reveal so much more than that. To educate oneself into the depths of the myriad of ways that humans make decisions is to do more than to just understand how to sell a product or service. It's to appreciate how the market (and the economy within which it sits) even came to be in existence to begin with – as a reflection of the human mind and what both attracts and repels it. It's also to be in the company of a buyer with the full knowledge that 'what is important to me, may be the last thing that is important to them. So how do I make this entire situation about them and their world?'. Having this wholly well-rounded view of human buying behaviour means not just appreciating our buyer's unique buying preferences, but also the buying preferences of our market at large. That's a candle anyone in sales should be more than happy to burn from both ends.

The book you hold in your hands, written by an incredible friend and business partner in Steve Claydon, is designed to build your awareness, pique your curiosity and show you the steps to practically do this and more for your buyers moving forward. For those of us that have had the honour of experiencing the quality of Steve's work – whether that be through his previous books, his mountain of digital content made available to anyone with a social media account or email address, or

through his unique style of personal mentoring and training – we are well aware of the value of Steve’s work in the modern sales space. To those of you that aren’t familiar with his work yet, there isn’t much selling or persuasion required here to show you the power of his concepts, strategies and tools for business growth. You’ll become aware quite rapidly as you begin to turn the pages in front of you.

The future of selling belongs to those who not only appreciate the truth of the chapters ahead, but whom act on it before it becomes fully adapted as ‘the new norm’ in business.

Taking such a phenomenal step away from what the rest of the masses are doing won’t be for everyone, but here’s trusting it’s for you. As always if there is anything we can do to help the growth of your business upon reading, just say the word and we’ll make sure you’re taken care of. The coffee is on us and it always will be.

**Darcy J Smyth**

**Team Bravo**

**Lead Trainer and Creator: Tonal Persuasion Method for Sales**

# INTRODUCTION

Welcome to 'The Future Of Selling': What Happens When the Entire Sales Landscape Has Changed and Learning How to Think Becomes More Important Than Learning What to Say.

You don't have to look too far to notice that business and the way sales conversations are being conducted are changing at a rapid pace. 'The Internet of Things' has well and truly taken shape with everyone being connected with everyone and everything being connected to everything.

Social media, digital streaming, wearable devices, big data, artificial intelligence, virtual reality, augmented reality, lightning fast downloads/uploads and incredibly relevant information available at your fingertips, 24/7/ 365.

Some are terrified. Others are capitalising on the opportunity presently at hand.

One thing for sure, the market place needs us (salespeople) less and less and it looks like that's not going to change any time soon. The marketplace can hit a button and then 'bingo' they have their answer. It's a strange combination of escapism and instant gratification all tied up together.

So with all the above in mind, what impact is that having on human beings in general and most importantly sales professionals?

Well, in my opinion, those who adapt and begin to study, learn and immerse themselves in things like psychology, human behaviour and philosophy will stay relevant and ahead of the curve and those who continue to simply regurgitate the latest 'close' or desire to learn what to say will die.

Gone are the days where you will want to learn ‘100 Things You Can Say to Close a Sale’ and here are the days of looking a thousand feet under the surface towards the inner desires of humanity.

And as the marketplace continues to ‘escape’ from reality along with meaningful human interaction, there will be an opposite and equal desire that will soon follow.

A desire to spend time with someone who thinks deeply and can problem solve with discernment and intuition (something robots will never learn). There will be a desire to spend time with someone who can see below datasets and explore the inner workings of humanity. There will be a desire to spend time with someone who can be emotionally impactful whilst holding authority backed by reason. There will be a desire to spend time with someone who can lead people to a sound decision and there will be a desire to spend time with someone who knows how to think.

This is why I decided to write and rewrite this book. To futureproof sales and sales professionals alike to move away from the scripts and dialogues (not to discredit these) and move toward the creative mind.

Sales has changed and therefore sales professionals need to change.

Now you need to know that a large portion of this book has already been published in a previous work of mine called ‘The Opposite Effect – The Difference between Winning and Losing in the World of Entrepreneurship’. However, the reason for the ‘rewrite’ is to create a dedicated sales handbook to help those who have chosen the profession. Let’s face it; we have our work cut out for us moving forward into this hyper connected world!

Even if you have read ‘The Opposite Effect’, I can assure you of some further surprises along the way including perhaps the greatest discovery of emotional intelligence within the sales process that I didn’t see originally (I won’t give away the surprise right away).



Here's to you for investing in your problem solving ability and creative thought. Here's to you for having a desire to futureproof your sales. Here's to you for choosing less scripts and more critical thought.

**Here's to The Future of Selling.**



## CHAPTER ONE

# **NOT ALL SALES ARE CREATED EQUAL**

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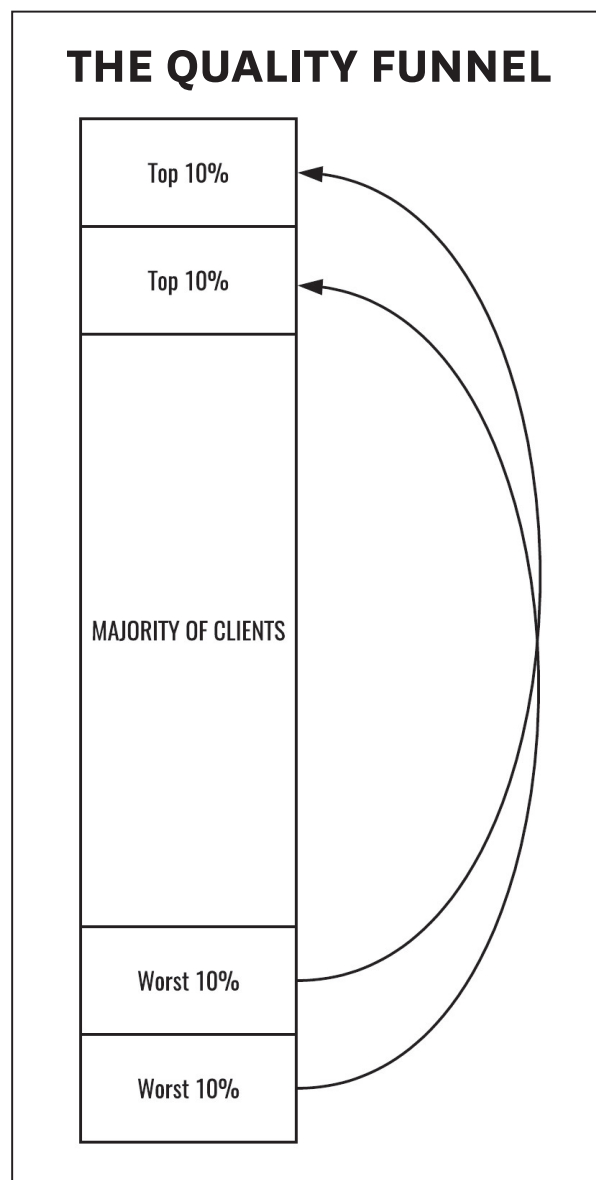
Trying to please everyone and cater to all is a losing strategy. Saying YES is easy. Saying NO is hard. And if there was one thing I've found over the past decade or so, within sales environments, that has led to the biggest breakthroughs of growth it would be this:

If you simply sacked the bottom 10% of your worst clients and chose instead to replace them with finding a new top 10%, your business, your team and the collective wellbeing of all would be way better off! Rinse and repeat year after year.

I refer to this as 'The Quality Funnel' (pictured on page 12).

I truly believe that the lowest standard you accept in your business (and in your life for that matter) is the standard you hold.

Typically the bottom 10% is 'squeaky wheels' meaning they take up a lot of your time, energy and creativity whilst not returning you any real money. No doubt you know exactly what I mean and can most likely even think of a client you have right now that simply isn't 'worth it'.



So this poses the question: ‘Why do we continue to accept them into our business for well-knowing that they are going to cause some fires to put out?’

I think it simply boils down to the fact that human beings typically avoid uncomfortable situations and do not like confrontation—that and the fact that most do not have a grading tool that removes the emotional connection to all of the above.

Well not to worry, I’ve gone ahead and created that very grading tool for you, introducing ‘The Prospect Analysis’!

<b>C CLASS</b> (0 POINTS)	<b>B CLASS</b> (7.5 POINTS)	<b>A CLASS</b> (15 POINTS)
PURE CIRCUMSTANCE / DRAGGED ALONG	SHOPPERS	EDUCATED BUYERS / HOT BUYERS
0-33% PROBABILITY	33-66% PROBABILITY	66-100% PROBABILITY
MISALIGNED VALUES	PARTIAL MATCH OF VALUES	IDEAL MATCH OF VALUES
NO PRODUCT / SOLUTION FIT	PARTIAL PRODUCT / SOLUTION FIT	IDEAL PRODUCT / SOLUTION FIT
LOGISTICAL NIGHTMARE	POSSIBLE BUT NOT IDEAL LOGISTICS	EASY/SIMPLE LOGISTICS
POOR PROFIT	REASONABLE PROFIT	HEALTHY PROFIT
HIGH RISK	MEDIUM RISK	LOW RISK
<b>TOTAL SCORE:</b>	<b>50</b>	<b>100+</b>

You might notice that the above is using a very simple traffic light system or A, B and C Class. Let me explain.

Imagine you jump in your car and decide to go for a drive, what would you do if you came up to a green light? Simple isn't it? You'd carry on like there was no care in the world and continue about your day. The same goes for green light or A Class prospects.

Now imagine that you came up to a yellow light, what would you do? Now I know some of you would be saying in your head right now 'I'd plant it, Steve!' and I'm with you, I'm one of 'them' as well. However, I know some others would be saying 'proceed with caution' or 'prepare to stop' all of which are perfect answers! Where all things go wrong with yellow lights is when little old ladies and gentlemen don't know whether to stop, go, stop, go, stop or go and hesitate for days.

One thing leads to another and they find themselves in the middle of the intersection with chaos around them.

So the answer here is if you find yourself with a yellow light or B Class prospect, be decisive! Don't hesitate, either make it green or make it red; you can't stay in the middle.

Finally, imagine you head towards a red light, what should you do? I hope all of you answered the same here and decided to STOP! Question: what would happen if you decided to go through every red light you could find today?

Carnage! Am I right?

You'd probably be in a world of pain (physically and mentally), you'd probably have a tonne of fines and you would have messed up a bunch of people in collateral damage.

Business is no different, yet I see so many business owners and sales professionals choosing to work with anyone and everyone fully knowing that it's going to go bad. Unfortunately, the shiny dollar hypnotises them long enough to remove rational thought.

My advice to you is to use the 'Prospect Analysis Tool' and work out where your potential clients and existing clients fit before you go on and spend the four most valuable assets you have:

1. Time
2. Money
3. Energy
4. Creativity

You don't get the above 'refilled' unless you find those who are willing to reinvest back into the 'Valuable Assets Tank'. Others will simply waste it, leaving you feeling 'empty' and 'flat'.

Now, you will notice that each column of the 'Prospect Analysis Tool' (A, B & C Class) will give you points ranging from 0 points for C Class, 7.5 points for B Class and 15 points for A Class. As you go through each line (knowing that some clients will zig-zag across the page), you will be left with a total score.

My advice is simple; any prospect scoring lower than a 50 is considered a grenade and should be left for the competition to accept into their business (knowing that they most likely have trouble saying no as well). It's only a matter of time before they detonate leaving all of the A Class

clients being under-served. You simply need to swoop in and optimise your business for more A Class clients (scoring 75+) and watch the quality funnel fill up nicely. Those left who are scoring between 50 and 75 should be considered like a yellow light. Either make it green or make it red. Be decisive. No pondering allowed here.

So with that in mind, let's get stuck into how you will use the 'Prospect Analysis Tool' step by step starting with the five profiles of buyers located on the first row.

## **FIVE TYPES OF BUYERS:**

**'HOT BUYERS':** These clients are in the market and are stressed about it! They know who you are, what you do, the brands you represent and the problems you solve. They know that they need to buy and have a sense of urgency. These people are your best buyers and, in turn, you should spend your best time and energy with them. A key sign for this is when they fire quick questions at you (which are information-based) and tend to try and control the sales process.

**'EDUCATED BUYERS':** These clients are in the market, know they need to do something but still have time on their hands. These customers have usually done some research and are looking at options. They know they will buy; however, it could be this week or two months' time. It doesn't entirely matter to them. These are also solid buyers and half can transition to a 'hot buyer' by building urgency and showing strong value. This is usually when you are in strong competition, so stand out through effective follow-up if the deal is not done straightaway.

**'SHOPPERS':** These are the clients who have the option to buy, but they don't really care! They are usually apathetic about it and you will find it difficult to get them excited about your product or service. This doesn't mean that they won't buy; it just means that it's not high on their priority list right now. It's important to be courteous and still gather intelligence and contact information; just don't spend your best energy and time with them. Sometimes these 'shoppers' will feel pressured if you try to create a sense of urgency as they aren't thinking on that wave length.



**‘DRAGGED ALONG’:** These are the clients who have been ‘dragged along’ by another party (business partner, wife, husband, partner, family member, friend, etc.) As you know, it’s human nature for people to repulse or resist doing something against their will. These customers are reluctant to hear what you have to say, reluctant to engage in conversation, and reluctant to speak at all! Even if one member of the party is engaged and interested, you will notice the other (if the decision-maker) ‘huffing and puffing’ and keeping their distance from you. Once again, it’s important to be courteous and gather their contact details, but they are far from purchasing!

**‘PURE CIRCUMSTANCE’:** These are the clients who are in your vicinity by pure circumstance, whether that be visiting a friend away from home, on holidays, or on a business trip. Although these may be fantastic buyers for small purchases, if they are looking at a significant purchase, you are looking at an uphill battle. In a business to business context ‘Pure Circumstance’ buyers can be those who you have met at a convention/seminar or those you have directly ‘cold’ contacted either online or offline. It’s crucial that you ask good qualifying questions early to find out how long they have been in the market for, what led them to you or your product, and if they are working on a specific timeframe, to see if they are actually in the market or just wasting time.

So once you have established what profile your prospect fits, select that box and move on to row two.

## **PROBABILITY:**

Let’s keep this one simple; it doesn’t need to be rocket science. Sometimes you will be working with a client that is a ‘long shot’. Meaning the deal is way too big or is simply an incredibly competitive deal. This will land you in the C Class territory at a 0-33% probability.

33-66% Probability is for those who have a reasonable but doubtful shot at selecting you as their preferred, this could be due to their previous business relationships with another supplier or the fact that they are brand new to the market for you.

Lastly, 66-100% Probability is for those repeat, referral deals or the opportunities that come with a strong recommendation coupled with strong buying signals towards you. This can usually be found in the language patterns the prospect is using and/or the types of questions they are asking.

Once again, select which fits best and move on to row three.

### **VALUES MATCH:**

This is a critical path to either success or misery and one that is often overlooked by sales professionals and business owners across the globe. Does your potential client share values and do they see the world in the same way as you?

If not, you will have misaligned values and I can guarantee that the relationship will not last and will, in fact, be a problem for all involved. An example of this is if you hold integrity to the highest level and your potential client wants to cut corners and do dodgy deals. It's simply not going to work out. Hence, you score yourself a massive zero points if it falls into this category.

The next column is titled 'Partial Match of Values' which means that there are some values that line up and some that do not. An example of this could be the fact that integrity lines up but quality does not meaning that they only want the cheapest (regardless of whether it solves the true need) and we prefer to sell a more expensive yet higher quality solution. It may still work but be ready for some friction along the way.

Lastly is 'Ideal Match of Values' which means you both see the world in the same way and your values intersect. This allows for a long term partnership and you can be assured that negotiation and the sales process will be a lot smoother than otherwise.

Pick your column and move on ahead to Row Four.

## **PRODUCT/SOLUTION FIT:**

This is where you begin to analyse how well you can solve their problem with your current product/solution offerings starting from 'No Product/Solution Fit' moving to 'Possible Product/Solution Fit' right through to 'Ideal Product/Solution Fit'.

An example of this could be the fact that your potential client wants you to source/build something you've never even heard of versus you being a specialist in it for the past 10 years with the entire supply chain all ready to go.

Very simple to analyse yet incredibly powerful in either helping you get ahead or wasting days of your time trying to put a proposal together or worse yet, winning the work because you 'winged it' and then saying goodbye to 6 months of your life trying to work out how you're going to fulfil it? Most of the time, the client will be unhappy if you choose the later and no doubt mistakes will be made.

This is not to discredit a careful bet every now and then when you see opportunity that doesn't pose a massive risk to your organisation.

All I'm saying is to choose carefully and move on to Row Five.

## **LOGISTICS:**

Once again, quite a simple one to work out yet an incredibly important one to get right starting with 'Logistical Nightmare' to 'Possible but Not Ideal Logistics' through to 'Easy/Simple Logistics'.

The key questions to ask yourself here are 'How easy will this be to fulfil?', 'Is there much room for error logistically?', 'Are there serious time-based consequences or unforeseen costs that are linked to the logistics?', 'How will human capital come into this? Is there serious travel involved?'

Select which fits the bill and move ahead to Row Six.

## **PROFIT/VOLUME:**

At the end of the day, and an uncomfortable truth to some, is the fact that the sole purpose of business is to make money in both volume and profit. It's the only way a company can survive long term.

So, it would be wise to evaluate how much profit and how much volume can be achieved by going after this business? If there is poor volume and profit, it really is a grenade and should most definitely be left for the competition. If there is reasonable volume and profit, it should be treated like a yellow light (perhaps for the sake that although you might not be getting ahead on the first deal, there is room to grow long term i.e. acquisition strategy) or if there is healthy volume and profit, you should treat it like a green light and plant that foot.

Tap into the gut feel (no need to do a full sales workings sheet before you decide); select the right box and move on to the final row—Row Seven.

## **RISK:**

Ok, here we are at the end of the 'Prospect Analysis' with one of the most important factors, risk! Although the points scoring system allows for an unbiased score for each row, I would recommend that you consider this one strongly.

Let's face it; you can have everything lining up beautifully: great match of values, right solution, healthy volume and profit, logistics are easy, however if you have an excessive risk exposure (financially, emotionally, capital loss, damages etc.) that far outweigh the upside, well then that is kind of a silly thing to pursue—the greatest grenade of all if you're not careful.

So, evaluate this one carefully and play the game of chess. Where will I move? Where will they move? What will happen after that? What have I missed?

Choose carefully and tally your entire score.

Once again, anything under 50 as a total score should be passed on to the competition as a grenade. Anything scoring from 50-75 should be considered a yellow light and therefore either make it green or make it red, just don't hesitate! And lastly anything 75+ as a total score should be pursued with all valuable resources (time, money, energy and creativity).



## CHAPTER TWO

# **GATHERING INTELLIGENCE (W5H2)**

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Once you have established that the prospect is a great fit and you have decided to pursue the business, it's now time to move into 'Gathering Intelligence' and begin to uncover their world in detail.

I know that you may do Chapter 1 and Chapter 2 back to front depending on whether they are an incoming lead or a proactive outbound. However, you need to know that it doesn't really matter.

If they are an incoming lead, begin to gather intelligence and then go back to the 'Prospect Analysis Tool' and see how they score based on what you have just found out. This will help you allocate 'The Valuable Resources' accordingly and prioritise your time. Some of you will even find that you'd rather decline to bid after the fact. This will increase your perceived value to the marketplace and do your business and sales results wonders! Some of my clients' greatest business has come after they sent their own 'Dear John' letter stating that whilst they appreciate the opportunity to provide them with a proposal, at this point and time they don't feel that they can be competitive.



Fifteen minutes later, they receive a phone call from the potential client pleading that they put together a proposal as they would love to work with them. Amazing, isn't it? Who is selling to whom now?

I personally have declined to bid with a billionaire in the past on a marketing project. Two weeks later, I received a handwritten letter and a cheque in the mail thanking me for my time for the initial meeting with a closing sentence of 'Please think of this and come back to me'.

Never be afraid to objectively analyse a deal before jumping into it. It shows that you value not only your own valuable resources but also theirs. Hence, the desire and value go up with it.

Now, you may be asking what this **W5H2** thing is all about and I'm glad you asked:

- 1. WHO?**
- 2. WHAT?**
- 3. WHEN?**
- 4. WHERE?**
- 5. WHY?**
- 6. HOW?**
- 7. HOW MUCH?**

These are the seven key areas of intelligence that you need to gather in the early stages to establish the deal in detail. Most of this is done with internal reflection rather than script-based questions (hopefully you get my approach by now) however to make the process a little easier for you, I have drafted some thought starters.

### **WHO:**

- Who are all the parties involved in the deal?
- Who is the primary decision maker?
- Who are we competing against?

**WHAT:**

- What exactly are they looking for?
- What is the problem they are trying to solve?
- What is the perfect solution?
- What is the process on their end?
- What is their biggest frustration, fear, and headache?

**WHEN:**

- When are they looking to make a decision?
- When do they need the solution in place by?
- When will the opportunity close?

**WHERE:**

- Where are they located?
- Where is the project located?
- Where are the decision makers located?

**WHY:**

- Why are they motivated to do something?
- Why are they interested in working with us?
- Why has this been a problem?
- Why aren't they ready to move ahead on this yet?

**HOW:**

- How does the decision maker like to do business personally?
- How are they going to make a decision?
- How long have they been thinking about this or how long has this been a problem?

**HOW MUCH:**

- How much are they willing to invest?
- How much is the problem costing them/potentially costing them?
- How much have they spent in the past?

## GATHER INTELLIGENCE

WHO?	WHAT?	WHEN?	WHERE?	WHY?	HOW/HOW MUCH?

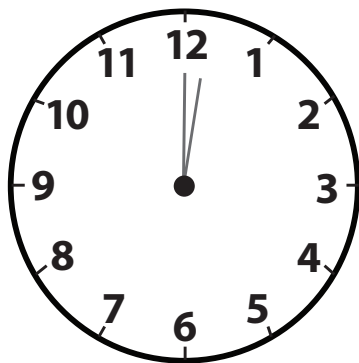
A visual way to ensure you haven't missed a step is to fill out the detail side by side as you guide your potential clients through the questions that feel right in that given conversation. This will allow you to see what you're missing as let's face it, if you don't have all seven filled out, you simply won't have enough intelligence to help them with an intelligent decision



## CHAPTER THREE

# THE DEAL CLOCK – THE COMPLETE SALES PROCESS

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### **The Deal Clock:**

*“You’re closing at every hour...  
Just with a different outcome in  
mind”*

So, you may have noticed in the above text that I’ve come up with this concept that you’re closing at every single hour of ‘The Deal Clock’ just with a different outcome in mind.

You see I know from personal buying experience that you’re always and I mean *always* making a choice of either buying or exiting at any given time.

The first impression, your gut feeling, the transfer of other people’s ideas and words, your past experience, the way you use your senses

to process the information around you, the price, the person sitting outside the store, everything!

24/7 365 you're buying 'the next step' or you're looking for the exit door, sometimes even the fire escape.

So, with that in mind, when you know how someone processes information and know the smoothest route all the way around the clock, boy can you be positively influential and create the outcomes that you want, desire and deserve.

Also with the pre-context for the deal clock, please know that each 'hour' builds upon the next meaning that '3 o'clock' is only as good as '2 o'clock' so on and so forth—all the while building certainty as you go along.

When the process is followed properly, you will 'stay on time'. If not, your potential client will fly off the clock.

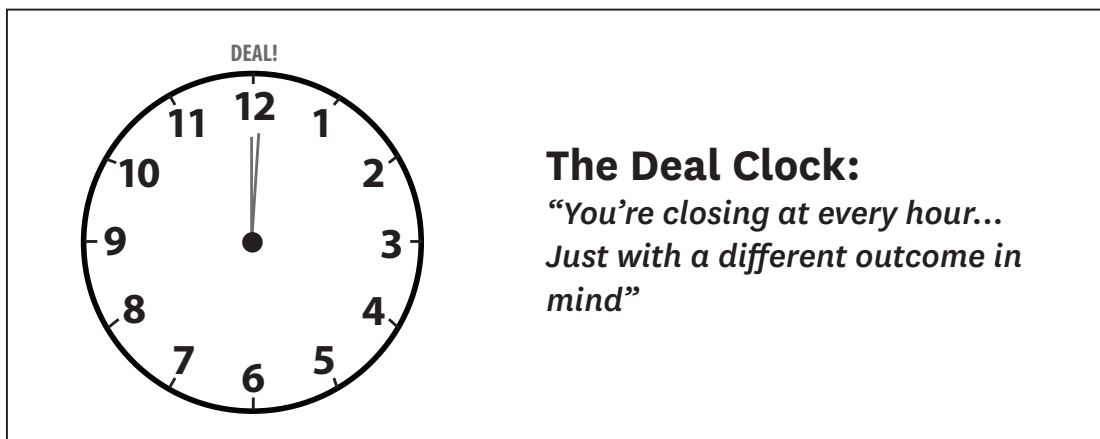
Let me illustrate; I'm sure you know how centrifugal force works, yeah? You know the idea that you grab a 'hammer throw' and swing it above your head. You are the central point or anchor yet that piece of lead wants to fly outward and away from you.

The deal clock is the same; it works with centrifugal force. You are the anchor in the very centre of the clock and your job is to effectively lead your clients by guiding them around the clock, keeping them 'on time'.

Also know that this clock isn't to scale, meaning that each sale that you make doesn't need to take 12 hours, some may take 12 minutes, others may take 12 years. It still works with the same principles, steps and 'hours'.

Trust that makes sense and gives you all the back story you need to start working through each hour

OK, let's get started with 'the top of the hour', 12 o'clock which is DEAL TIME!



Meaning that the deal has been closed, the hand has been 'shaken', the dotted line has been signed, the deposit has been paid or the date has been set, the money has been transferred or the credit card has been swiped.

It is the ultimate goal that we are working towards and the only time that a value exchange has truly taken place, meaning that you have properly solved their problem and will be rewarded for it.

Let's face it; nothing happens in this world until a sale has been made. It's kind of important.

Trust me, the stuff you're going to hear in this chapter will be very different to what you've heard before in the sales world and I intend for it to be.

Also, you need to know that we could create a whole other clock called the 'delivery clock' which goes on to show you what you need to actually do to deliver on your promises made at the point of the sale however that's another story.

Simply do what you said you're going to do and deliver an experience greater than their expectations and you can't go wrong.

I'm sure you'll agree with me on the fact that reputation in business is incredibly important. I'm sure you'll also agree that it takes years to



build and seconds to destroy. So be the only one who asks your client 'what are your expectations exactly?' and go ahead and blow them away with your delivery.

Always and I mean *always* do everything in your power to exceed expectation with experience and be the only one who executes against the little things (the one percenters) with class.

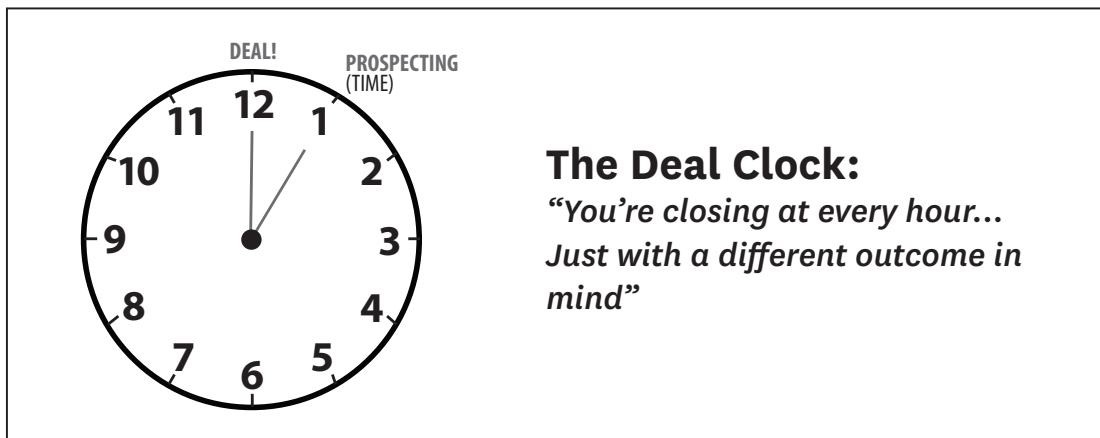
Trust that came through loud and clear. So with that in mind if '12 o'clock' is the deal time, we need to start from '1 o'clock' and work right around each hour to get back there again.



## CHAPTER FOUR

# ONE O'CLOCK: PROSPECTING

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As you know, there are millions of different ways that you can prospect and fill your 'pipeline' of potential clients and create the opportunities you need to stay in business.

There's marketing, TV advertising, social media advertising, content creation, video's, blogs, long form posts, networking, referral partnerships, joint ventures, radio advertising, coffee catch ups, boardroom meetings, events, word of mouth, repeat purchase programs, homing pidgins, sky writing... you name it! We could go on

all day about this. However, there is one and only one outcome that you need to have in your mind when you're doing ANY piece of prospecting.

Any guesses what that may be? I'll give you a hint, what is a clock's purpose?

You got it, to tell you the time and that's exactly the outcome that you need in your mind as you go to fill your pipeline. You need to ask yourself a few important questions: 'How can I get 5, 10, and 45 minutes of my prospects time?', 'how can I get a day or two of my prospects time?', and finally 'how can I even get 1 second of my prospects time and capture their attention?'

Within these questions lie all the answers to the attention economy. At '1 o'clock' that is your mission, that is your purpose as once again your potential clients are making a buying decision or exiting decision from the get go.

From every piece of content that you produce to every phone call, text or email you send, your potential client is choosing to give you their time or not. Let's face it; we've all been there, the phone ringing in your hand with the caller ID showing and you decide to let it ring out. You simply decided that you didn't want to give that person on the other line the time of day.

A deal is either beginning or ending from this very moment of the deal clock and without your prospects attention and time you have no hope of a sale moving forward.

Now you're probably asking me right now, 'hey I get the theory, let's get practical'. Sounds good, let's do that! Allow me to give you some examples of how I use this idea of grabbing time and attention to my advantage and how you can do the same from the get go.

I'll frame it in a way for those who once again assume the 'consultative-based' sales approach, meaning that you play a vital part in the decision-making process for your potential clients. This includes human-to-human interaction both Business-to-Business sales and

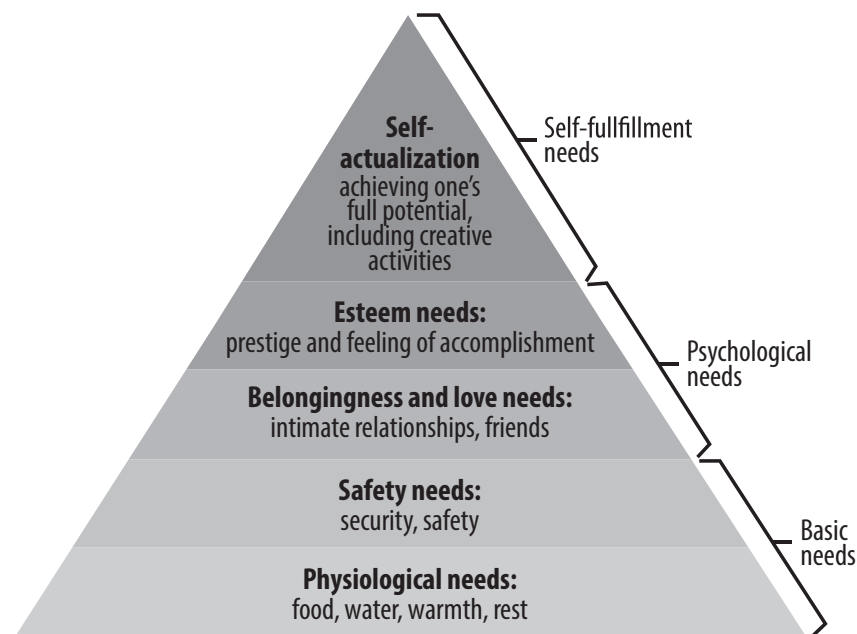
Business-to-Consumer sales. You would have heard me already talk about this way back in Day 1.

Now before we get practical, let's take some time to have a look at Maslow's Hierarchy of Needs dating back to the mid 1940's and 1950's.

*This hierarchy of needs is a 'motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.*

*Maslow wanted to understand what motivates people. He believed that people possess a set of motivation systems unrelated to rewards or unconscious desires.*

*Maslow (1943) stated that people are motivated to achieve certain needs, and that some needs take precedence over others. Our most basic need is for physical survival, and this will be the first thing that motivates our behaviour. Once that level is fulfilled the next level up is what motivates us, and so on.*



*This five-stage model can be divided into deficiency needs and growth needs. The first four levels are often referred to as deficiency needs and the top level is known as growth or being needs.*

*The deficiency needs are said to motivate people when they are unmet. Also, the need to fulfil such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food the hungrier they will become.*

*One must satisfy lower level deficit needs before progressing on to meet higher level growth needs. When a deficit need has been satisfied, it will go away.*

*Our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged. Once these growth needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization.*

Making sense so far? Awesome stick with me for a moment as this will all come together in a very profound way that you can implement right away.

## **THE ORIGINAL HEIRACHY OF NEEDS:**

1. Biological and physiological needs: air, food, drink, shelter, warmth, sex, and sleep.
2. Safety needs: protection from elements, security, order, law, stability, and freedom from fear.
3. Love and belongingness needs: friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).
4. Esteem needs: achievement, mastery, independence, status, dominance, prestige, self-respect, and respect from others.
5. Self-actualization needs: realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.

Before I give you all the answers, I want you to focus in on the first set of needs and start to think about how that may be used in face to face selling both business to business and business to consumer.

For those who are in the mood to explore further into the 'Hierarchy of Needs' and enjoying the psychology aspect to it plus the addition of self-awareness, I'd love to share the addition of three other needs to the original five that were discovered during the 1970's and 1980's.

### **THE MODIFIED HEIRACHY OF NEEDS:**

1. Biological and physiological needs: air, food, drink, shelter, warmth, sex, sleep, etc.
2. Safety needs: protection from elements, security, order, law, stability, etc.
3. Love and belongingness needs: friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).
4. Esteem needs: self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
5. Cognitive needs: knowledge and understanding, curiosity, exploration, need for meaning and predictability.
6. Aesthetic needs: appreciation and search for beauty, balance, form, etc.
7. Self-actualization needs: realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.
8. Transcendence needs: helping others to achieve self-actualization.

I'd imagine that many of you reading this book would have experienced the 'levelling up' throughout those stages as you solve certain problems and then higher quality problems have been created on the search for level's 7 and 8.



The reason I wanted to take the time to really go deep into Maslow's work was to simply encourage you to continually find self-awareness or 'self-actualization' as Maslow puts it whilst having the required empathy to 'get' where others are at including your potential clients.

Like I said earlier, in this book I believe that everyone can learn 'discernment' even though others may have a natural disposition toward it.

If you want to go even deeper into Maslow's work, please take the time to find the references and links toward the back of this book so that you can find more on the topic. I'd encourage it.

OK with all of that in mind, let's go back to prospecting and how you can use Maslow's Hierarchy of Needs to your advantage and position yourself of having the best shot to earn your potential clients time.

Let's start with face to face selling that I'm sure many of you do. Now knowing that the number one need of any human being is the 'Biological and Physiological Needs' including the enjoyment of food and beverages, let me show you one piece of language that has changed the game for me for my outbound prospecting and the agreement of time from the other party.

*'Hey John, I was talking with 'mutual connection' earlier this week and your name popped up. When would be a good time for me and you to catch up over a quick coffee this week? I'd love to learn more about you and your business?'*

That's it, so simple yet so powerful and here's why; the brain goes 'I like food and beverage' so you will find the agreement will take place much more when articulated in this way.

You may notice that I have also used some other principles of persuasion within that language pattern and purposefully articulated a few points to hit the other needs.

I'd love you to look back over the 'coffee close' language pattern above and cross reference it to the other 'higher level' needs to see why it

works on a deep psychological level. Don't skip over this; spend the time to see how it all links as you will find that every word has been placed with purpose even though it may not seem like it at first.

Now, I know that some of you reading this book have some serious limiting beliefs and have just said to yourself, 'boy that's manipulation!' Well I'm sorry it's not.

Did you know that all business is predicated on solving problems? The point of the meeting is to see if I can help solve some of their problems and I'm sure you'd agree that is a noble thing to do.

Do you want some of your problems solved? Of course, you do! So if someone came along who was effective at drawing out those problems and then helped you solve them, would you appreciate and like that person? Absolutely!

That's what this is all about, becoming the ultimate problem solver and know how to help people better than they know how to help themselves. Got it? OK sweet let's move along.

Now, for those who don't do a lot of face to face selling, let's work through a couple other examples of how you can use the Hierarchy of Needs as a strategy booster in all your marketing and other forms of prospecting.

Let's start by listing out all the needs in a dot point form and I want you to think if it relates to your industry or business. Take the time to highlight them for an exercise at the end of this piece.

- **The need to breathe**
- **The need to eat**
- **The need to drink**
- **The need to have shelter**
- **The need to be warm**
- **The need to procreate**
- **The need to sleep**

- The need to be protected by the elements
- The need for security
- The need for order
- The need for law
- The need for stability
- The need for friendship
- The need for intimacy
- The need for trust
- The need for acceptance
- The need for giving and receiving love
- The need for giving and receiving affection
- The need for affiliation
- The need for being a part of a group
- The need for being a part of a family
- The need for being a part of a group of friends
- The need for being a part of a group of colleagues
- The need for self esteem
- The need for achievement
- The need for mastery
- The need for independence
- The need for status
- The need for dominance
- The need for prestige
- The need for responsibility
- The need for managerial responsibility
- The need for knowledge
- The need for understanding
- The need for curiosity
- The need for exploration
- The need for predictability

- **The need for meaning**
- **The need for appreciation and search for beauty**
- **The need for balance**
- **The need for form**
- **The need for realizing personal potential**
- **The need for self-fulfillment**
- **The need for personal growth**
- **The need for peak experiences**
- **The need for helping others achieve self-actualization**

Whilst there may be a bunch of other needs that weave in and out of those listed above, I trust that you have highlighted a few and saw that some were applicable to your ideal client and others weren't.

The truth is your ideal client will always fit within a range NOT the whole lot.

The way that someone buys water because they are dying of thirst is different from someone who is buying an online coaching program because they have realized the need for helping others achieve self-actualization.

Within those needs above with the addition of empathy and understanding lies every piece of marketing messaging both online and off to allow your potential clients to STOP and give you their attention and time.

When you master this, you will have an uncanny ability to voice the thoughts and feelings of those you want to help even if they can't for themselves. You will be able to articulate it to the absolute 't' and they will say, think and feel 'finally! Someone who really 'gets' me!'

That's what 'The Future of Selling' is all about. Giving you the underlying frameworks so you know how to work effectively but also to know exactly why it's working on a very deep psychological level.

Did you enjoy that piece of writing? I sure enjoyed sharing it and hope that you have that newfound clarity and certainty of how to go out and achieve '1 o'clock' with absolute precision.

Trust me, it's powerful beyond measure and takes some serious practice and repetition but stick at it. Your goal is to have every 'need' in the top of your mind and become 'unconsciously competent' at it.

Pop quiz: What need did I just talk about within that last sentence, selling you on the idea to go hard into studying it?

Feel free to go through the notes above. \* Winky Face \*

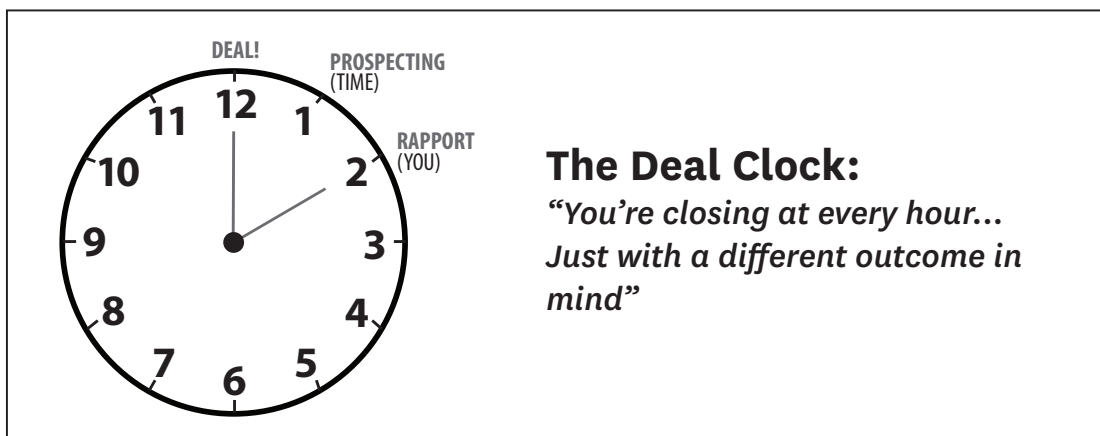
So, in closing for '1 o'clock' the category is 'Prospecting' and the outcome is 'Time'. Go take the necessary action to gain attention and be awarded with other people's time. That's the first step in building the attraction business that you so want and deserve.



## CHAPTER FIVE

# TWO O'CLOCK: RAPPORT

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### The Deal Clock:

*"You're closing at every hour...  
Just with a different outcome in  
mind"*

OK great, your potential client has consciously or sub-consciously decided to give you some of their precious time. Fantastic work!

However, you're only just getting started and have a long way to go. Just like before, your clients are still making either buying or exiting decisions at this 'hour' however due our desire to avoid conflict and stay comfortable sometimes your potential client may have exited a while back but 'play nice' with you.

I noticed this a couple of weeks ago where a man was walking down Margaret Street, the main street of my home town Toowoomba, handing out business cards for his new mowing and gardening business.

‘Hey, I’ve just started my lawn mowing business and if you know of anyone who needs their lawns mowed or gardens cleaned up be sure to pass on my card’.

What do you think fifty people said to this poor guy (including myself) in the space of fifteen minutes? ‘Yeah, no worries’ with a fake smile on our faces.

What do you think happened to that business card immediately after the conversation had ended? You go it, in the pocket or in the bin never to be seen again.

Who knows he may have got lucky and got an extra deal that he may not have had before but I knew that poor businessman was delusional with his efforts. He was probably ecstatic that he took all that action and went out and ‘hustled’ the street but not one person told him the hard truth.

‘Hey man, the reason I’m taking your business card and smiling back at you is so that this conversation can end quickly and painlessly. The truth is I’m going to place this card in my pocket and forget about it until it goes through the wash and then I’m going to curse your name for giving it to me. Otherwise, I might throw it in the nearest bin and continue doing what I have always done or use the mowing guy that I already have a relationship with. Why? Because I don’t like you or trust you, in fact I just met you and the value exchange is not there.’

I hope you can see where I’m going with this. Not one of the fifty people I witnessed who took his cards said the honest and full truth. That’s why I feel sorry for the guy.

I see other people in my business community doing the same thing with sponsoring local events so that they have the opportunity to speak in

front of a couple hundred people for 10 minutes, thinking that is going to give their business the boost it needs.

Unfortunately, the same scenario applies as before, 'I don't like you or trust you yet, you have given me no value to this point and after this boring 10-minute presentation I'm most likely going to forget about you and continue to do what I've always done or work with the person I already have a relationship with or for this example have 'rapport' with.

I've come to the slightly abrupt conclusion that you're not in business to make friends. You already have enough of them and your potential clients do too. You're in business to solve quality problems. That's it.

If you're the one who solves the quality problem for your clients, then you're naturally going to be liked and make a couple of friends in the process.

Let me explain through a story.

As you know, I busted my ankle a few weeks back and needed some attention from the doctor and hospital. I booked an appointment with my local GP as I had a serious problem that needed some fixing.

Now the worst thing that the doctor could have possibly done would be to get caught up in small talk and finding common ground, 'so what do you like doing in your downtime?', 'have you got any kids?', 'do you like to travel?'

You know the ones, those uneducated sales 'professionals' who have been taught to build rapport by embracing small talk and finding irrelevant common ground to bluff the idea that we are so similar therefore you should trust me and do business with me.

As a great artist once said by the name of Chet Faker, 'talk is cheap', particularly small talk.

So, you know the best thing the doctor could have possibly done and in fact did? Ask brilliant questions with genuine curiosity to build the



case for a perfect diagnosis and therefore the correct solution to my problem.

Yep! That's exactly how you build true and heightened rapport with someone! Genuine curiosity coupled with brilliant questions that are completely and only relevant to solving the problem that they have.

It's about positioning yourself as an authority figure or expert in your field that has empathy and intimately knows what you're going through and most importantly how to solve it!

That's what rapport is all about.

Now you may be thinking 'what is the outcome for this '2 o'clock'? Well it's simple; your main outcome that you're trying to solve is the sale of yourself. It's selling the fact that you care and are interested in helping them. It's about selling your curiosity and empathy. It's about showing that you know how to communicate effectively and know how to build significance in them and their situation whilst showing them the real pain of it.

For those looking for a sure-fire way to build real relationships with people both personally and professionally, work with the following;

- Be more interested than you are interesting
- Ensure that your communication with them is frequent
- Believe in the brightness of their future.

Those three things are the key to long-lasting and fruitful relationships both personally and professionally.

Now I want to take it a step further and share with you the art of building true and heightened rapport knowing that people like people like themselves or people like people who are how they aspire to be.

So, with that in mind, how do you become like someone? Well I'm glad you asked. For me, it's about being consciously aware of what makes up communication both verbally and non-verbally and then tweaking your approach to suit with genuine empathy and care.

Below are the main factors of what makes up effective communication and in my experience, are missed during meaningful sales related conversation when they aren't top of mind.

## **TONE:**

How does your potential client speak, is it high or low on the register? Do they use certain inflection or deliver their responses in a certain way? Now I'm not asking you to change your accent to mimic the other person but you may have noticed that when you spend a lot of time in another country you may notice that your own accent begins to change. This is for a couple of reasons; 1) so the locals can understand what you're saying but 2) you have a deep-seated belief that the way you fit in is by being like those around you. It's your natural mission to fit into the herd and not be outstanding for your own safety and continued survival.

Now whilst it's important that you are completely abnormal in the context of entrepreneurship and business, you do need to 'fit in' with those that you're having a meaningful sales related conversation with.

Now for those who play music and sing, you have probably come to realize that you have a certain key in which you can sing comfortably—your sweet spot so to speak. Well the way you speak daily is no different.

By my belief and in the simplest format there are three levels of your tone. That is the *rapport seeking* tone when you're looking to make friends and be accepted, the *neutral* everyday tone and the *declarative* when you're looking to get your point across. (We could seriously go incredibly deep into tone and there is no one better on the planet to teach you this than my good friend and foreword contributor, Darcy J Smyth).

So, if you're looking to find out about the perfect key for you so that you know where your natural limits are, then do the following exercise with me.

I want you to say the following words: ‘Voice go down’ starting with the ‘voice’ being the highest natural tone for you, the ‘go’ being the normal everyday tone that you use when you’re having a simple chat with your friends and the ‘down’ being the lowest you naturally go when you finish a sentence or voice an opinion.

Practice that a few times and you have now just found the authentic and natural tone that you can work in. Your authentic key.

You see, the world’s most dynamic and interesting speakers all know their key and work it up and down throughout their speeches to keep their audience engaged as well as inflict certain meanings and desired ‘lightbulb moments’ in their audience’s mind.

It’s powerful and not to be overlooked!

So here is how it is used: Have you noticed a group of ladies chatting at a coffee shop or a bunch of guys chatting at the bar before? Have you ever stopped to listen to how their tone changes after being in the same environment for a good 45 minutes or so?

Noticed how the ladies all begin to match their tone of voice including the way they laughed just the same as the guys at the bar?

So where this comes into play is that people like people like themselves, including people liking people who speak the same way that they do.

Now, it’s crucial that you stay genuine and behave in an authentic way, however we all have a couple different versions of ourselves that match in with certain social situations better than others. That’s what I’m talking about here.

So, if you come across someone who speaks a little higher on the tonal register, adapt toward the ‘Voice’ part of your key. Likewise, if you come across someone who speaks a little lower on the tonal register, adapt toward the ‘Down’ part of your key.

Believe me, it's not to be underestimated and a big contributor to being likeable and building heightened and authentic rapport on both a conscious and sub-conscious level.

In finishing for this first topic of 'Tone' please allow me to remind you that every single dollar that stems through your organization stems from your ability to communicate.

From the marketing to the sales conversation everything is about effective communication and in fact that's all sales is in its entirety. It's all about mastering communication as let's face it; no matter what business you're in, you absolutely need another human being involved for it to be a viable one. Step one is the actual problem that needs solving and once that has been established you then need to articulate that you have empathy for it and can solve it.

I'm not sure if you realized just yet but we are unceasing communicators, whether we are talking or staying quiet, we are always communicating something. Be the one who knows how to communicate better than the next and you'll find that you're in the winning position.

Get it? Awesome.

## **VOLUME:**

OK now that we have uncovered 'Tone', it's time to talk about volume as they go hand-in-hand.

You may be speaking in the right key and in the right range to put your potential client at ease, however if you get the volume wrong it can be all over in an instant and they will go searching for the 'exit' sign.

You may have noticed in the past that big loud boisterous men don't seem to normally hang out with the soft spoken and proper Englishmen whilst the soft spoken and proper Englishmen don't tend to get along with the big loud boisterous men.

This goes for any other ‘stereotype’ as let’s face it, whilst stereotypes are massive generalizations, there has to be a strong element of truth to them for them to be a stereotype at all.

So once again, it’s all about matching and mirroring the person that you’re having a meaningful conversation with whilst staying authentically you.

We all have different versions of ourselves that are still us! Can you remember back to the time when you had to raise your voice to discipline your children or raise your voice to yell out to a friend? Or can you remember the time that you lowered your voice to tell a secret to someone?

Very different versions but still genuinely you.

It’s all about being consciously aware of what volume the other person is using whilst adapting yours to suit.

Don’t be the boisterous loud man in the sea of well spoken Englishmen and vice versa.

Trust that makes sense?

## **SPEED:**

Once again this concept of speed also matches in with the first two factors of tone and volume which culminate into effective communication.

Much like the tone and volume, you would have come to notice that a group of ladies having coffee eventually all chat at the same speed as each other just like the group of guys at a sports game.

We all morph into one when in a social and group context where we want to be accepted and liked.

So be consciously aware of how fast the other person is speaking and adapt to suit whilst being authentically you.

I trust that I don't need to spell out more examples of how you speak at different speeds depending on the context and situation? Awesome, you're all over it.

The key is to use all three in sequence. Find the tone, the volume and the speed to match. Super powerful. Super fun.

## **WORDS:**

So, this one is a bit of fun when you listen to understand rather than listen to respond. Often we get that so wrong and are simply waiting for our turn to speak and not truly listening with the intent of understanding.

When you listen with the intent of understanding you will come to notice that we use certain words or catch phrases more than others. We all have trigger words that make us feel something and certain trigger words that make us respond in certain ways.

Listen out for these and use them in an appropriate manner.

Let me explain further by taking you back to the school yard, namely the primary school yard. You may remember hearing words for the first time which intrigued you and interested you.

You may remember the popular kids saying certain things and you naturally thought that it would be a good idea to adopt them so you too could be a part of the herd.

Anyone reading this with school aged kids will know what I mean. You know the times when your children come home saying something that you have never heard them say before and you naturally ask 'who did you learn that from?' or 'where did you get that from?'

Within those comments lies the power of certain words and when you're consciously aware of them you can use them to your advantage to show that you 'get them' and are speaking the same language.

It's important that you get your timing right and execute with precision otherwise you will just seem like a copycat.

Be sure to use words that are relevant to your natural vocabulary. I cannot stress enough that authenticity is the key; we just want to use leveraged authenticity.

I also want to take it a step further and give you what I call my set of 'trigger words'. These are one, two sometimes three or more words that you can add to your language patterns to be incredibly persuasive and agreeable.

Not often will I tell you what to say in this book as words only make up a small percentage of effective communication (rather body language and tone is more powerful) however they still play a part so I thought you may benefit from them.

Once again, if certain trigger words don't resonate with you, DON'T use them! You must ensure that you work with authenticity throughout every meaningful sales related conversation. I can't stress that enough.

For the quick back story of how these came about, I have been compiling this list for the past 24 months, every time I heard something that was agreeable to me or persuasive I would write it down and test it for myself. Whether that be from the kid in the McDonald's drive through to a scene in a movie.

I then went out and tested them with the right tone of voice to see if it passed my test. The test was simple, if different people nodded their head in agreement five or more times in different circumstances, it was a pass for me and I went on to remember them all off by heart.

So, you can know that once again these trigger words weren't just pulled out of thin air but rather went through a fairly time consuming and rigorous test before they made the cut.

Here they are.

## TRIGGER WORDS:

- **‘What specifically...’** (clarification of motive)’
- **‘The best thing about...’** (emotional attachment based on Hierarchy Of Needs)’
- **‘Virtually...’** (hedge word whilst making a bold claim)’
- **‘Only...’** (used for asking for something rather than price i.e. ‘The only thing I need from you to get started is...’)
- **‘Investment’** (delete ‘price’)
- **‘Just so I...’** (justifier)
- **‘Based on everything you said...’**(ownership of logical and emotional case)’
- **‘Okay’** (add a three second pause afterwards)
- **‘Let me suggest...’** (leading the next step)
- **‘Now...’** (rapport seeking tone, implies that we are moving ahead and what has happened up until that point is set)
- **‘I understand...’** (empathetic agreement)’
- **‘Challenge’** (delete ‘issue’)
- **‘And...’** (delete ‘but’ unless you want to discredit the thing you just said which can be useful when you’re sharing bad news)
- **‘Just out of curiosity...’** (justification of curiosity)’
- **‘That’s a great question...’** (time stall for when you don’t have the answer right away and initial agreement)’
- **‘I’d be glad to...’** (empathy and care)



- **‘I hear what you’re saying...’** (initial agreement to lower resistance so you can further add irrefutable logical statements)
- **‘Absolutely!’** (rapport seeking agreement!)
- **‘Long term relationship...’** (creates future emotional certainty)
- **‘Contact me anytime...’** (creates future emotional certainty and reduction of risk)
- **‘As you know...’** (add logical statement here for 100% agreement)
- **‘We’re here to help you...’** (creates future emotional certainty)
- **‘After this is...’** (future pace and leads the ‘next step’)
- **‘Tailored...’** (well thought out and carefully considered)
- **‘Specifically...’** (well thought out and carefully considered)
- **‘Do you mind if I take notes?’ OR ‘Do you mind if I jot this down while we chat?’** (100% agreement and shows care, also allows you to maintain control by asking brilliant questions and you will naturally influence through silence as it takes you longer to write than it does for them to speak)
- **‘I’m wondering if you can help me...’** (initial yes and curiosity is triggered in the mind)
- **‘Proposal’** (delete ‘quote’)
- **‘Opportunity’** (positive future)
- **‘Perfect!’** (rapport seeking agreement/settlement)
- **‘Ok great!’** (rapport seeking agreement/settlement)
- **‘On average...’** (implies that you’re looking for a range and not asking for specifics which lowers the risk in their mind of telling you the wrong answer even if they know it)

- **‘Tell me about...’** (implies that you want the long answer)
- **‘Right’** (empathetic yet reserved agreement)
- **‘One hundred percent...’** (rapport seeking/ empathetic agreement)
- **‘Does that make sense?’** (micro-agreement)
- **‘Trust that makes sense?’** (implied agreement)
- **‘How does that sound?’** (auditory agreement online and off)
- **‘For sure!’** (rapport seeking agreement)
- **‘How so?’** (deep clarification)
- **‘Feedback’** (draws logical objections)
- **‘Why do you ask?’** (Gives you the right answer whilst maintaining control of the conversation, perfect for ‘loaded questions’)
- **‘What makes you say that?’** (Overcomes statement objections and gives further context)
- **‘What draws you to that conclusion?’** (Overcomes statement objections and gives you further context)
- **‘Would it be useful if/Would it be helpful if?’** (Agreement with care, leading process)

So there you have it, over two years of work over a couple of pages listing the trigger words and the associated meanings that it evokes in your potential clients mind.

I hope that you have picked out a couple that you can now use in person, on the phone, online and off.

Believe me when I say that they can be extremely powerful when used in the right context and at the right time of the deal clock.

I will continue to go deeper into these around the four and five o'clock mark.

## **TIMBRE:**

Now the word 'Timbre' may not be something that you have heard often so please allow me to share the full definition as stated by the Merriam Webster dictionary.

### ***Full Definition of TIMBRE***

*the quality given to a sound by its overtones by:*

**a :** *the resonance by which the ear recognizes and identifies a voiced speech sound*

**b :** *the quality of tone distinctive of a particular singing voice or musical instrument*

So, you may be thinking, what does that have to do with sales and how can you use Timbre within the Art of Rapport?

Well once again, allow me to illustrate using another example of a pub. A good friend of mine is 'Paddy' from Cork, Ireland. One New Year's Eve I decided to venture out to a few pubs with three of his other Irish friends.

Now if you have ever been with a group of Irish folk enjoying a few drinks, you would have come to notice that the accent becomes stronger and stronger the further the night goes on.

Even if they continue to speak in English, it sounds like they are speaking Irish Gaelic. It's quick, it's fairly 'sing song' whilst being a little rough toward the back of the throat. They finish sentences with the word 'like' and some sentence structures get switched around, 'It's pretty good like?'

What's interesting about this story is I found myself absolutely lost trying to keep up with conversation until my brain 'clicked'. Perhaps it was the couple of pints I had or simply the time in the environment that after an hour or two I could totally comprehend what was being said.

It's amazing what the brain can do when under pressure to perform.

Long story short, by the early hours of the morning I found that my timbre had changed and I was beginning to inflict certain tones to match.

Now I wasn't putting on an Irish accent or being someone that I wasn't, I just changed my timbre a couple of per cent to suit the situation.

So, that's what I mean my timbre, work out the sentence structure, the ebbs and flows of the conversation and whether it is silky smooth or rough as sandpaper.

Adjust the couple of per cent to suit and you will find that conversation takes place in a much effective way than otherwise.

## **POSTURE:**

My favourite! This one is incredibly interesting to witness and incredibly powerful to harness when done well.

Once again, it is human nature for us to need and want acceptance from the people around us, therefore we naturally know that to be accepted we must be *like* the other people within the group, verbally and non-verbally.

We use our posture and body language to speed up this process of rapport even if it's mostly sub-conscious. In fact, right now I am looking over at various groups of people conversing in the neighbouring restaurants and cafés and can tell if they are in tight rapport or not simply by the way they are communicating non-verbally with each other.

Two police officers are sitting right in front of me having a coffee and they are absolutely matching and mirroring each other's posture. Both leaning forward with their forearms on the table, both holding their cups with both hands. Both their right feet tilted directly underneath their chairs with the tip of their shoes on the pavement whilst their left foot is outstretched in front.

Two physical clones yet they wouldn't be aware of it. Now as the outsider looking in from the outside it makes complete sense. They most likely have been on shift and in each other's company for the past few hours so naturally their physiology would have matched over time.

Have you ever been in a social situation where you were deep in conversation but somehow snapped out of it to notice that everyone had their arms crossed or hands in their pockets?

This is what I'm talking about. It happens naturally over time as we become comfortable with those we are chatting with, I'm just here to give you the conscious awareness so that you can speed up the process.

Now you need to know that this topic of matching and mirroring is nothing new, it has been taught and developed by thousands of people and stems back from the personal findings and teachings of Doctor Milton H Erickson. I personally don't agree with a whole lot of Erickson's teachings and aren't comfortable with the way people idolize and worship his teachings alongside Neuro-Linguistic Programming, however if you take it with a grain of salt there are some valuable learnings within the teachings—this being one of them.

So, all I want you to do is be mindful of how the other person is carrying themselves. If they are leaning back in their chair, position yourself to be chilled out in the back of your chair. If they are leaning forward in their chair with anticipation, lean forward in your chair with anticipation. That is unless you want to play the 'alpha' and sit back in a power pose whilst the other person is assuming the opposite.

Take the time to be consciously aware of what's going on around you both verbal and non-verbal and adapt to suit. It's self-awareness and EQ at its finest.

Now for those who are inexperienced with this form of matching and mirroring and haven't done the research and study to accompany it, be careful as you can absolutely butcher this form of rapport when it's not executed well.

I don't want you to become a mime and do exactly what the other person is doing at any given time, no not at all. What you need to do is hold yourself naturally and don't purposefully move until it's your time to ask another question or add to the conversation.

That's the key here; you can only assume a new physiological state when it's paired with verbal communication.

It all gets weird when you're moving without speaking and become the mirror to the other person, however every time you speak your body and hands are doing something, even if you're not consciously aware of it.

Trust that makes sense. I want you to observe this the next time you're out in a public space. Watch how people match and mirror the other people they are in proximity with.

It's quite bizarre and entertaining (in a non-creepy way).

The other good news is that you're already doing these forms of rapport building with people. You just may not have been consciously aware of it until now.

So, my call to you is to be authentically you (yes, I'm saying it again) but be consciously aware of how your body language plays a big part to either building or breaking rapport. Remember that we all are unceasing communicators!

## **GESTURES:**

This is a natural progression of the 'Posture' element that we have just discovered and is the icing on the cake.

What I'm talking about here is the way that you use your hands when you're communicating with others and how they play such a vital role in the way information is processed on a sub-conscious level.

Let me explain through an analogy. I want you to stop for a moment and pretend that you're asking the following question three times in

the same tonality, the only difference is how you use your palms in the process.

1. ‘What do you think?’ with an open palm like you’re holding your hand out to receive a handful of change.
2. ‘What do you think?’ with your palms facing down like you’re going to pat someone on the shoulder.
3. ‘What do you think?’ with your index finger pointed toward their face.

Are you picking up what I’m putting down here? You see, you can say the same words in the same tone yet those palms of yours can give off three different meanings and greatly affect the response.

I’d encourage you to use open palms as you ask questions and communicate with your potential clients. This will allow them to be at ease and strongly verbalise that you’re there to help with genuinely care and curiosity.

Palms down shows them that you’re a bit of a dictator in your approach. Can you think of a particular German who made the palms down approach quite famous?

Pointing your finger at someone shows that you’re trying to belittle them and don’t care too much about their response. It’s often used with sentences like ‘you said...!’ in an attempt to make someone wrong.

Please, please, please don’t underestimate the power of using ‘open palms’ when you’re chatting with people—that unless you’re in a stressful situation and need to clearly tell people to avoid some danger. That is when open palms would be virtually pointless and downright a little strange. Only then can you bust out that index finger of yours.

## **FACIAL EXPRESSIONS:**

If you’re anything like me, you would have the secret schoolyard desire to become a mentalist, meaning that you have the incredible ability to read people’s minds and play some impressive party tricks.

You know the ones, ‘pick a number between 1 and 100’ and then go on to amaze everyone by reading the mind to select the correct number.

No? Just me? Well that’s OK; it’s still useful for sales and business.

The strategies used by mentalists, interrogators and detectives all share one commonality and that is to study one’s micro expressions to search for clues about what’s going on inside the brain and find the truth.

Whilst I could go on all day about micro expressions please allow me to briefly share some that I look for when having meaningful sales related conversations and how they often allow me to see the full picture, even if they are to the smallest degree and last a millisecond.

### **1. Surprise Micro Expression:**

- The brows are raised and curved
- Skin below the brow is stretched
- Horizontal wrinkles across the forehead
- Eyelids are opened, white of the eye showing above and below
- Jaw drops open and teeth are parted but there is not tension or stretching of the mouth

### **2. Fear Micro Expression:**

- Brows are raised and drawn together, usually in a flat line
- Wrinkles in the forehead are in the center between the brows, not across
- Upper eyelid is raised, but the lower lid is tense and drawn up
- Upper eye has white showing, but not the lower white
- Mouth is open and lips are slightly tensed or stretched and drawn back

### **3. Disgust Micro Expression:**

- Upper lid is raised



- Lower lip is raised
- Nose is wrinkled
- Cheeks are raised
- Lines show below the lower lid

#### **4. Anger Micro Expression:**

- The brows are lowered and drawn together
- Vertical lines appear between the brows
- Lower lid is tensed
- Eyes hard stare or bulging
- Lips can be pressed firmly together with corners down or square shape as if shouting
- Nostrils may be dilated
- The lower jaw juts out

#### **5. Happiness Micro Expression:**

- Corners of the lips are drawn back and up
- Mouth may or may not be parted, teeth exposed
- A wrinkle runs from outer nose to outer lip
- Cheeks are raised
- Lower lid may show wrinkles or be tense
- Crows feet near the outside of the eyes

Please note that you can tell genuine happiness and fake happiness by observing beside the eyes, if contracted it is genuine, if at rest it is fake.

#### **6. Sadness Micro Expression:**

- Inner corners of the eyebrows are drawn in and then up
- Skin below eyebrow triangulated, with inner corner up

- Corner of the lips are drawn down
- Jaw comes up
- Lower lip pouts out
- This is the hardest micro Expression to fake!

## **7. Contempt/Hate Micro Expression:**

- One side of the mouth rises
- Lips slightly pursed

Once again, practice these micro expressions yourself to see how they evoke a certain emotion within you. Please know that the emotion you're seeing is just as important as the emotion that you're not seeing.

These micro expressions are just that, micro! So be on the ball to catch them as sometimes they only move a millimeter over a millisecond.

By doing so, you will have an extraordinary ability to 'read' people and have genuine empathy and care for them.

Remember that you can have instant and heightened rapport if you are the only who can articulate what someone may be feeling or thinking but cannot say for themselves.

That's why I have dug deep on this point.

## **EYE CONTACT:**

Have you ever had an experience where you have just met someone for the first time and the mutual eye contact was a little uncomfortable?

Well within that experience lies the true power of eye contact when embraced and done well.

Let me explain by asking you a question: Have you ever felt uncomfortable looking at someone in the eye that you have known for a long time, say a family member a long-term colleague or even your spouse?

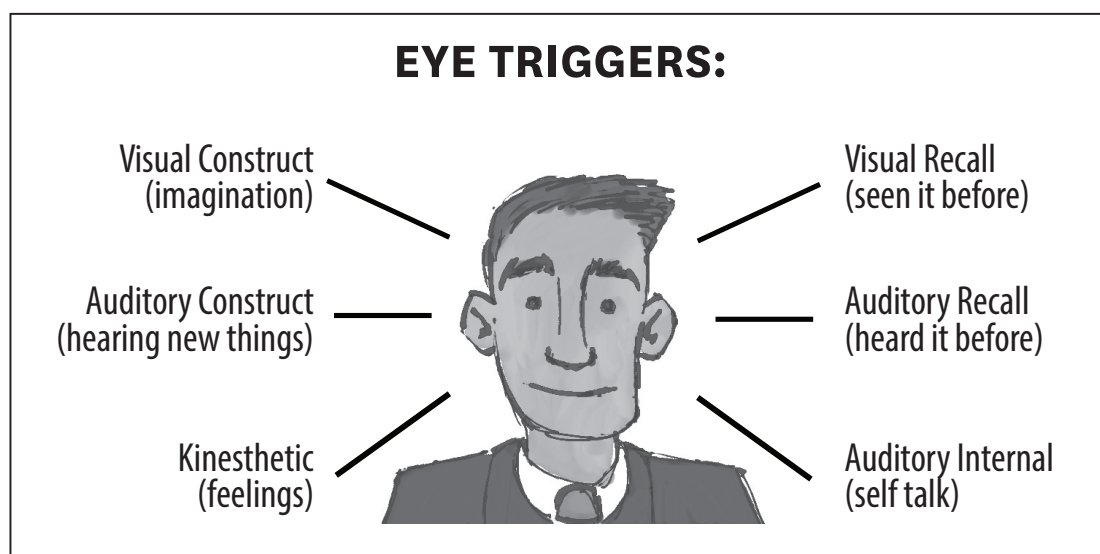
Of course not! Why? Well because you are already in tight and long lasting rapport with them. You don't even have that internal dialogue of 'boy this is uncomfortable'.

So, if you are feeling uncomfortable or sensing that the other person is feeling uncomfortable by looking away from you often, it's safe to say that heightened and tight rapport has not been established yet.

I'd encourage you to be the one who doesn't look away from your potential clients as you're talking to them—particularly if you want to portray certainty in your offering and investment. It's OK for them to be looking away; you just want to be there to catch the eye contact when they look back again. It's all about the confidence play and certainty game. Trust me, every single person on the planet has a secret desire to be lead, so lead them in your certainty and make it ok over time to maintain eye contact.

The greatest sales people in the world are the ones who get comfortable being uncomfortable. Be like them.

Secondly, just like facial micro-expressions, Visual Accessing Cues as formulated by Richard Bandler and John Grinder in their book *'Frogs into Princes: Neuro Linguistic Programming'* can give you some pretty in-depth context to what's going on inside your potential client's mind and how they are processing information as well.



As you can see in the previous image, there are six directions where people's eyes dart as they are processing information and looking in the mind for certain conclusions and answers.

The way they are laid out is exactly how you will view them from a face-to-face experience, imagine 'Joe' is your potential client and he is sitting across the boardroom table from you.

If Joe's eyes dart up and to your left, he is working within 'Visual Construct' meaning that he is imagining something that he has not seen before. If his eyes dart up and to your right he is working within 'Visual Recall' and is looking for a picture in his mind, an experience or something he has seen before.

Either way, if you find someone that is looking up toward the sky as they think or stop mid-sentence you can be assured that they are 'seeing' something and processing the information visually. By asking vision-based questions like: 'How is this looking to you?' or 'Is this painting a good picture for you?' you will find that you're intersecting with their thought patterns and in turn the response will be agreeable.

If Joe is looking horizontally and to your left, he is working within 'Auditory Construct' and is hearing something new or hearing an idea that he may not have considered. Likewise, he may be cross referencing what you have said to something he has heard before which leads us to horizontally and to the right, 'Auditory Recall' meaning that Joe has heard it before.

Either way, if you find someone that is looking horizontally as they think or stop mid-sentence you can be assure that they are 'hearing' something and processing the information with their auditory senses. By asking auditory-based questions like: 'How does that sound?' or 'Is this resonating with you?' you will find that you're once again intersecting with their thought patterns and your questions will be embraced.

Finally, if Joe is looking down and to your left he is working within his kinaesthetic framework meaning that he is feeling something and is

processing the information emotionally. Likewise, if he is looking down and to the right he is having a conversation in his head and working within 'Auditory Internal'.

If you have ever played an intense game of poker before you would have noticed that when you were trying to make your decision to either call or fold you would have been staring into space with your head down. Darting between the feeling and the conversation in your head.

Eye triggers are a lot of fun and when practiced will allow you to tailor your questions to suit how the other person processes information. We all have a dominant way of processing information in the same way that has a dominant hand and foot. 'I'm a visual learner' or 'I like to sound things out' are both statements based around the dominant way that we learn and process information.

Find out what this is for your clients, whether that is visual, auditory or kinaesthetic. It's also a good thing to know for yourself. Do you learn best through 'seeing' something or spend a lot of time day dreaming/ playing movies in your head? Or perhaps you learn best by 'hearing' something and spend time thinking about how something sounds. Does it sound right? Was that the right word to use?

Or finally, do you make decisions and learn through 'feeling' or 'experiencing' certain things. Do you go on 'gut feel' and need to 'touch and feel' something before deciding?

It's a great exercise for self-awareness which you would have noticed is something I am passionate about utilizing and wish the same for you.

## **TOUCH:**

OK, I'm going to keep this one simple and straight forward. If you're in face to face sales, you need to get your handshake right and ensure that it's met with mutual respect.

It's quite simple but does play a significant part of either building rapport or breaking rapport.

Have you ever met with someone who decided that it was a good idea to try and break your hand upon meeting? Or perhaps you have found yourself on the other side of the 'upper hand' as they twisted their hand over yours? You would have noticed that there was an internal conversation going on between you both as you made eye contact in the greeting.

On the contrary, you may have met with someone who gave you a limp handshake with very little pressure, almost to give off the impression that they don't care or are feeling very awkward.

Both are great examples of a strong break of rapport at the early beginnings or 'Two O'clock' on the deal clock.

The key with a positive and mutual handshake is to be the one who initiates it. I don't give two hoots whether it's male to female, female to male, male to male or female to female. I think it's time we all grew up and greeted people with a warm, positive and neutral handshake,

Whilst I know in some contexts and cultures that it's not appropriate to give someone a handshake, I trust that you get that this is predominantly written for the business community in Australia.

With that 'asterix' out of the way, let's get on with it.

So, all I want you to do is initiate the handshake, outstretch your palm so it's vertical, make great eye contact and apply equal pressure. Don't leave anyone out.

That's it. Super simple and absolutely a big contributor for building rapport from the start. I don't feel like we need to spend any more time on this one.

## **PROXIMITY:**

Last but not least, let's have a chat about the importance of getting your proximity right with your potential clients.

Simply put, if you're too far away from them in person you will break rapport and if you're too close to them you will enter their 'personal bubble' and absolutely destroy rapport. In fact, if the latter happens, good luck ever getting it back.

The 'exit' sign is well and truly illuminated by this point.

I'm not going to go into great detail with this point; you're more than welcome to track down my first book 'Sales Juice – A Concentrated and Complete Selling System' for a bigger run down of male to male, female to female and male to female variants of proximity.

All I want you to do is look for the micro expressions that I shared earlier, in particular looking at the tension of their neck to give away the signs that you've entered their personal space or look for their slight movements toward you if you're too far away.

Sales has very little to do with your comfort, but rather it's all about their comfort so once again become comfortable being uncomfortable for the sake of them being comfortable. By doing so, you are well on your way to building heightened and lasting rapport.

So, there you have it, the eleven contributing factors to either building rapport or breaking it and the frameworks behind how you too can successfully build upon 'Two O'clock' and well on your way to 'Deal Time'.

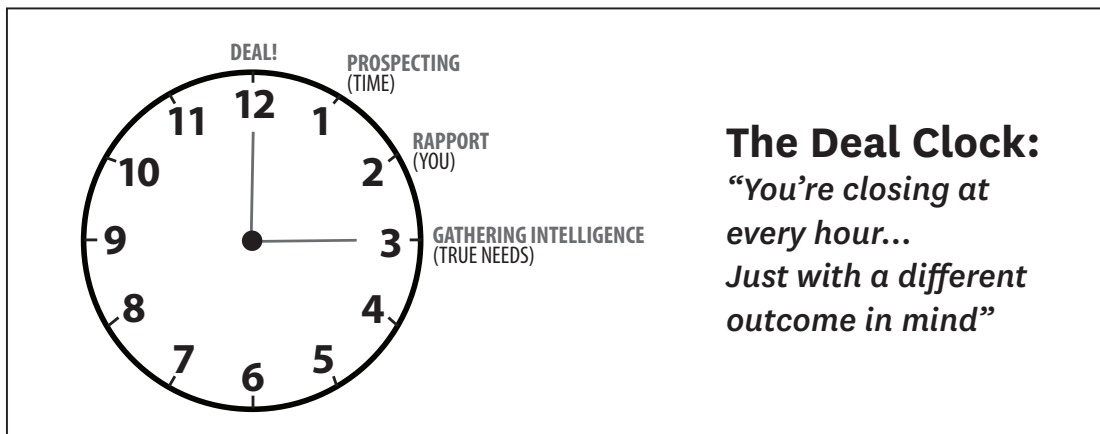
I trust that all of it resonated with you, and for those who have already done some research in the area of building rapport, I trust that this piece of writing served you as a timely reminder about the importance of scanning the people around you for the subtle clues both verbal and non-verbal.



## CHAPTER SIX

# THREE O'CLOCK: GATHERING INTELLIGENCE

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Welcome to Three O'clock on the Deal clock, Gathering Intelligence! Arguably the most important hour to focus on and drill down into.

This is where you need to take some time to find out about your potential client's true needs. I use the words 'true needs' rather than 'needs' for one very important reason.

Your potential clients will either feel at ease to tell you the whole situation or continue to smile along in the process telling you parts of the story.



Have you ever had a client who has said to you, ‘we are just getting some information and ideas together at this stage’, or ‘we aren’t going to be making any decisions’ yet found out that they made a decision elsewhere the very same day?

‘What happened?’ you say to yourself, well two things happened; significant rapport and the exploration of their true needs.

The coined term ‘buyers are liars’ has been created by people not establishing the necessary rapport for their potential client to trust and share openly. That’s why they ‘lie’. It’s simply to avoid conflict and find the fastest route to the exit sign.

Always remember that this deal clock sales process works by building on each hour, if Two O’clock hasn’t been well established, you can’t expect Three O’clock to work out well for you.

So, with that in mind let’s dig a little deeper into how you can gauge if Three O’clock is working for you or against you and how we can use some trigger words and ‘anchors’ that we have touched on before.

What we are looking for is the expansive answers of our targeted and specific questions by using language patterns like ‘so tell me about...’ or ‘so what are you looking to achieve?’ or ‘so what are your big challenges right now?’

If the response doesn’t include all the details or hasn’t been engaged with at a holistic level, you can be sure that the rapport hasn’t been established at the level that it should for the sale to progress nicely.

What you’re looking for here is either brick walls of self-protection or an open invite for you to learn more about their situation, problems, fears and desires. You’ll know whether you’re on the right path by their verbal and non-verbal responses plus the addition on the micro expressions that we uncovered earlier.

Please know and embrace the term ‘Stop the Clock’ with this process meaning that if you haven’t successfully established and completed ‘X o’clock’ you need to slow down and recreate your strategy.

Now for those wondering how you break down the brick wall of self-protection that some clients may have built for themselves due to a negative past experience or the lack of rapport that has been established, please allow me to share one of my strongest 'anchors'.

An anchor is a certain language pattern or state that you assume to know exactly where you are in a process. It allows you to self-check and find out where they are, where you are and where you both should be.

Also, please never forget that whoever is asking questions is in control, whoever is talking is buying and whoever is embracing silence is influencing. Your mission at this point in the deal clock is to be the one asking purposeful questions, allowing all the other parties to be the ones doing the talking that is relevant to positioning yourself as the ultimate problem solver whilst you embrace silence throughout.

How do you do this? Well it's very simple for those who gather intelligence over the phone, on a webinar or in person (which I'd imagine is a large chunk of you).

All you need is a great pen and a great journal or notepad and use the following anchor;

'Do you mind if I jot a few things down while we chat?' or 'Do you mind if I take notes?'

During my thousands upon thousands of meetings and phone calls I have NEVER had a single person say 'NO' instead I am always embraced with a positive 'YES' and in fact one high level decision maker once responded 'I'd be worried if you didn't Steve'.

Now what's brilliant about this anchor is that it's extremely simple; it shows that you care and want to learn but it also naturally chops out the small talk if there has been too much of it and allows you to get down to business and find the problems that you can hopefully solve.

The next brilliant thing about this anchor is that you naturally take longer to write than it does for them to speak, therefore you are naturally influencing the situation whilst they do all the talking.

People hate silence! It's uncomfortable so they will continue to fill in all the gaps and give you all the necessary intelligence you need even if they entered the situation with a brick wall up.

Trust me on this one team, notepads and pens should be your best friend!

The amount of times I've entered a sales-related conversation whereby the other party convincingly had their wall up with their short sharp answers and their arms folded that I managed to turn around with asking great questions with genuine care and empathy whilst taking notes has been phenomenal.

Even to the point where they have said at the end, 'well I wasn't planning on telling you all of that!'

So, here's what I want you to do at 3 o'clock, pull out that Mont Blanc pen and the leather-bound journal and simply say those simple questions above in a rapport seeking tone with a splash of certainty.

Watch what happens next. It's sheer brilliance. True needs will be explored and shared even if they didn't think they were going to.

It's also crucial at this point that you completely remove yourself from the outcome of closing a sale. You don't even know if you are a great fit yet or have had the chance to explore their fears, frustrations, wants, desires or dreams.

In my opinion, by focusing in on the close at this early stage of the sale is the worst thing you can do. It is the ultimate self-sabotage as we have all had those brilliant yet somewhat uncomfortable questions to ask, they have been bouncing around in our heads yet we were scared to ask for the fear of sabotaging the close.

Want to know the ultimate power as a sales professional? Don't even think about the close at this stage! Don't even bother contemplating whether you're going to get the signed order or not! Your primary objective here is to gather intelligence and build upon your research. By

focusing in on that you have the ultimate power to ask any question you need and believe me, your potential client will love you for it.

*As the late J. Piermont Morgan Sr. once said 'A man generally has two reasons for doing a thing - one that sounds good, and a real one'.* Your mission as a sales professional is to be the only person who understands the 'real one' and uncovers the true needs and true buying motivation. Call the elephant in the room and tell the whole truth. You both know it's there, just be the only one to describe it.

Find out about their key issue, find out about their major point of interest, find out what the most vulnerable point and most importantly find out how you fit into the big picture.

Imagine that your client is a puzzle; your job is to find all the pieces and put them together so that you have a thorough and in-depth picture in your mind about their problems and the correct solutions.

Where most sales professionals go wrong is they assume that they have the whole picture when they in fact have large holes in the picture yet are too scared to ask for help in finding the missing pieces.

I trust that makes sense.

The next couple of 'hours' are a continuation of 'Gathering Intelligence' and is where we are going to drill down into asking those brilliant and purposeful questions to gather everything you need to put yourself in the winning position.

Now is when I would advise you to get out the highlighter.

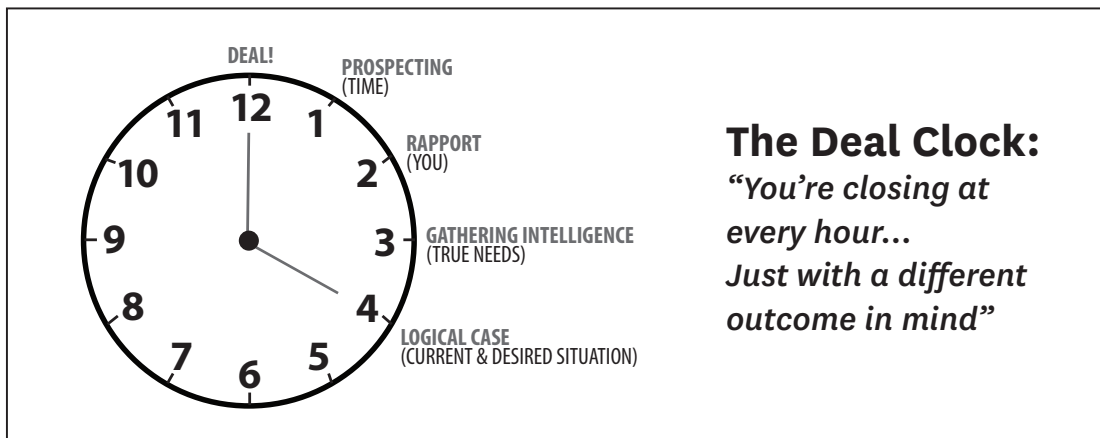




## CHAPTER SEVEN

# FOUR O'CLOCK: LOGICAL CASE

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OK so by now we have been awarded with some of their time, you have established significant rapport through matching and mirroring and have started to take some notes coupled with some purposeful and quality questions.

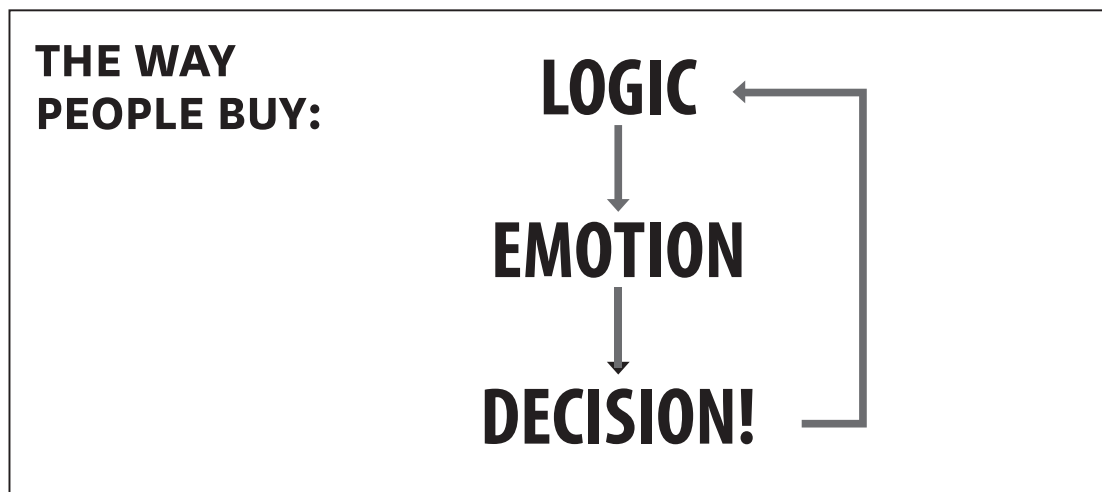
It's now time to build your airtight logical case the facts and figures and the irrefutable logical statements.

For me, a deal is either won or lost at this point and you can truly be a breath of fresh air to your potential clients if you embrace the logic within the situation.

The reason being is for decades so many people have been taught to embrace emotional based sales as that's how people make decisions.

Whilst that's true, we do in fact make decisions based on our emotions, however we always go looking for the logic to back it up otherwise we experience the beautiful feeling of buyer's remorse or guilt.

Let me explain further by showing you the way that we buy as pictured below:



You see, whenever you are making a purchasing decision it always starts from a place of logic well before the associated emotion sets in.

Even if we take the example and potential rebuttal of someone buying shiny new shoes, saying 'Steve, it's purely an emotional purchase, I don't need them!'

Whilst that may be the case, your brain has still run through a couple of logical factors to even contemplate that purchase of your shiny new shoes i.e. the logical fact that you have feet and they are of a certain size.

Once the logic component has been ticked we progress to the associated emotion and how it makes us feel. We future pace ourselves and imagine how we are going to look and feel after we have made the purchase.

If it's all lining up, we then make the decision based on the emotion justified by the logic. The key word being justified.

You may have had a not so favourable experience in the past where you have got excited about purchasing something, made a somewhat rash decision and as soon as you started pulling out the credit card had the voice in your head saying 'what have you done?'

That is the definition of buyer's remorse and a purchase that has been made through emotion with limited logical substance.

So, with that in mind, that's why I believe the airtight logical sell is the most powerful way to sell as emotions change with time but the logic remains forever. The justification of the purchase has been established and we can assure ourselves that we made the decision because of 'x', 'y' and 'z' all of which are favourable in our minds.

We can justify it not only to ourselves but to others too and that makes us feel like we have made a smart decision rather than a rash and unreasonable one.

So, please take the time to establish the airtight logical case for your potential clients. Establish all the facts and figures of their situation, dreams, aspirations, challenges and past experiences.

Find out the truth. Ask the quality questions to gain all the intelligence you need to move forward whilst being completely removed from the outcome of closing a sale. You're not there yet so be willing to ask those poignant questions; you've got nothing to lose. Better for it be said and explored than not at all.

If you're needing some guidance with what you need to establish, allow me to share some of the key factors that most often will come into play with any sale you're going to make.



- **Timeframes**
- **Locations**
- **Number of people involved**
- **Past experience**
- **Investment**
- **Product comparison or association**
- **Capabilities**
- **Quality & Quantities**
- **Options**
- **Decision makers involved**
- **Current situation**
- **Desired outcome**
- **Style**
- **Personal tastes**
- **Specification**
- **Application**
- **Logistics**
- **Intention**

Take the time to ask the one extra question to ensure that you have the whole picture in your mind and more importantly in their mind. The intention here is for it to all make sense from a logical standpoint.

One thing I've come to realize is that human beings are parrots and sheep. Meaning that we often repeat that which we have heard and we do that which we have seen others do.

Please know that while you're exploring the airtight logical case for your clients, the way that you are speaking and the language that you are using is building the parrots vocabulary. After the sale has been made (or during the process of trying to win the approval of others), they will find your words in their heads yet will claim them as their own.

Squawk, squawk, squawk!

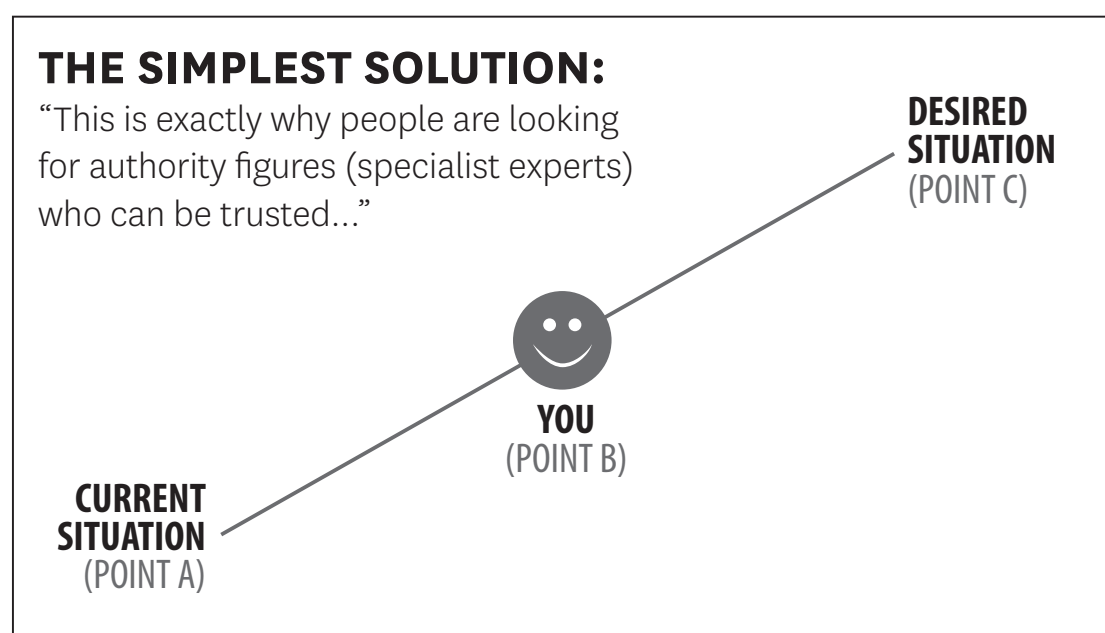
They will justify it to themselves using your words and will on sell the justification to other people. So, train your parrot well, particularly if you don't have the final decision maker present. Don't try and move on to the close as you will most likely not be able to. Rather train your parrot to become your best sales person.

Likewise, human beings are sheep meaning that we often look to and follow the actions of all the other sheep out there. Know that the power on consensus is extremely powerful, both consciously and subconsciously.

So, take the time to create the logical consensus for your potential clients by showing them that they are not the first person to make a decision like this and in fact they themselves have made similar decisions in the past, therefore it's all OK. Train your parrots and guide your sheep. That is the key here.

### **POINT A TO POINT C:**

OK, now that you have all the frameworks in place and you also understand what areas you need to explore logically to gain the necessary intelligence to build your solution, allow me to take it a step further by sharing the 'Point A to Point C' methodology as you can see pictured below.



You see, every single one of your potential clients will have a Current Situation (Point A) and a Desired Situation (Point C). It's in fact why we buy anything.

For example, my current situation is that I have a headache, and my desired situation is that I don't want to have a headache anymore. Point B is the choice I have to bridge the gap which in this case could be a packet of Panadol from the local corner store.

Another example: My current situation is that I am in San Francisco and my desired situation is that I want to be back in my hometown of Toowoomba by Monday the 7th of November. Once again, Point B is the variable of how I choose to get there and which airline I associate myself with.

The fundamental to consider here is the fact that Point A and Point C are fixed, Point B is the ultimate variable and is exactly where you need to position yourself, your company along with your products and services in your potential clients mind as the expert or the 'perfect fit' to bridge the gap.

Remember how we explored the fact that all business is predicated on solving problems? Well, this is the simplest way I can illustrate it for you.

What you need to do as a sales professional is absolutely establish the logical case for your potential client's current situation and desired situation. It must make sense in their mind and you must show them the gap. Otherwise a decision will never be made.

Have you ever heard someone say that they finally went to the dentist because a bad tooth ache suddenly flared up? They may have known that it needed some attention for a while but it wasn't until the current situation was far enough away from the desired situation that they took action.

It's all about establishing the gap (the pain/the problem) in the buyer's mind so that cognitive dissonance occurs meaning that they

consciously know exactly where they are now and where they want to be and consciously know that there is gap that needs bridging.

You, your products, your services, and your company are the bridge.

Following along ok? Awesome let's dig a little further.

Now you need to know that your mission is to be the ultimate 'Point B' and if you are even a centimetre off the direct route you won't be considered.

The way it works is simple; people will choose you, your products, your services, your company for four reasons.

1. It will save them time/give them time
2. It will make them money
3. It's something they can't do on their own
4. It is aligned with their perceived identity

You may have noticed that I didn't include the fact that it was the cheapest because price is never the sole reason why someone makes a purchase. I will explain more on this in the coming chapters. Just wanted to challenge your thinking in preparation.

So, explore those four points above with your potential clients and ask the purposeful and associated questions to build on those four points, particularly number four which in my opinion is the most powerful one when harnessed.

It's why we buy certain brands, fly certain airlines, stay at certain hotels, buy certain cars and drink certain coffee.

It's always a question of how this product, service or company matches the first three points but also how it matches with the perceived identity of how they see themselves, even if it may not be as good as other places, products and things.

This is very prominent within the hospitality industry; yes, we want great food, drink and service but we also make purchasing decisions based on ‘the vibe’. It’s crazy to think but true. Once again, we make a conscious or subconscious decision of who and what we want to associate with and how it will make us look and feel by that very association.

So, my question to you is: What is your ‘vibe’ and who are you going to attract by association?

Likewise, if you can drill into the buying motivation of your potential client and really ‘get’ their perceived identity, you will be able to create an incredibly airtight logical case for them to allow you, your products, services and company to be awarded as ‘Point B’.

So, take the time to establish where they are now and where they want to be. Establish logically how you can help them get there whilst helping them make money (investment mindset rather than a cost mindset). Show them that they couldn’t possibly do it on their own (or to the same standard) and explore how you can help them get to their desired situation much faster than anyone or anything else.

Finally explore and analyse their perceived identity and how it may match with you, your product, your service and your company. Look for clues; they’re everywhere—identities screaming out for attention from head to toe. Look for trends, look for sheep. At best, you will have the ‘inside scoop’ of their buying motivations and at very least it will be entertaining.

Create the necessary cognitive dissonance and you will be well on your way to making the sale.

Embrace the facts and figures and remember to always ask the one extra question to ensure you have all the intelligence required to move to ‘5 o’clock’. You need to see the whole picture with every puzzle piece explored and put into place.

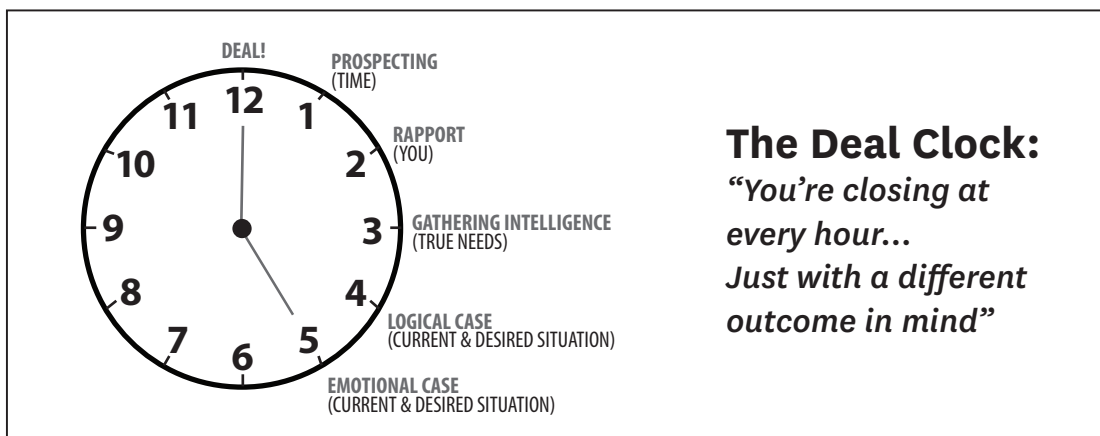
Trust that has got the brain juices flowing and makes sense.



## CHAPTER EIGHT

# FIVE O'CLOCK: EMOTIONAL CASE

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OK, so by now you have gained some of your potential client’s valuable time, you have built significant rapport through matching and mirroring whilst showing genuine care and empathy, you have asked some purposeful and relevant questions to gather some intelligence, you have been taking some notes and you have also built the airtight logical case by establishing Point A and Point C whilst positioning yourself as the ideal Point B. It’s now time to explore the ‘Emotional Case’.

Much like the 'Logical Case', it's crucial that you explore their current emotional state and desired emotional state to create the same cognitive dissonance, they need to 'feel' that there is a gap that needs bridging as this is how people make the purchasing decision and act.

The key concept that you need to know is that every piece of logic also carries an associated feeling. For example, if you log into your bank account and see the number \$1,000,000 staring back in black, you may feel a range of positive emotions, whereas if you log into your bank account and see the number -\$426,387 in red you will feel something different.

Whilst they are just pixels on a screen and pure logic, they are NOT just pixels on a screen. I trust that makes sense.

So, as you're exploring the logic of their situations and the problems they need solving please know that the icing on the cake is when you are the only sales professional to dig down and understand what impact that is having on their personal and professional life.

Yes, it takes a unique strategy and a whole heap of certainty to ask 'and how is that working for you? Or 'so how are you doing with it all?' with empathy and care.

Trust me though, once it has been verbalized either positively or negatively on both a current emotional level and a desired emotional level, you will find that decisions are being made right then and there even though we haven't spoken investment or even presented the solution just yet.

Deep in your potential client's mind, they will be saying loud and clear 'we need to do something' and that's exactly your intention and point of being the ultimate Point B.

You would have also noticed that I purposefully have placed the 'Emotional Case' at 5 o'clock and the 'Logical Case' at 4 o'clock. That's because I want the logical facts out there before we move into the associated emotion.

We are simply working through the way people like to think when making decisions, logic into emotion, a decision made on emotion quickly justified with the logic (remember the *parrot*).

You will find at this point and depending on how well you have completed the previous hours that your clients will be ok talking on an emotional level for a moment.

The key distinction here is that you need both the logic AND the emotion to make, by your belief, a positive and long term decision that you will tell your family and friends about over and over.

If it's too logic heavy they will get bogged down in the details and never have the necessary associated emotion to 'pull the trigger' so to speak, likewise if it's too emotion heavy they may make a decision that they come to regret as it was 'hasty' and not well thought out.

Although they may not say that out loud or expose the truth of the situation, you need to know that they are looking for an 'exit' at any given time.

We, as human beings, are constant justifiers and we love to make smart decisions. Be the one who guides them to make smart decisions by understanding the logic and emotion, current and desired.

So, you may be asking by now, 'great so how do you do it?'

Well it's very simple, all you need to do is language your questions in a way where the person responds with the words 'I' or 'I'm'.

This is the clues you're looking for to tell if someone is speaking logically or emotionally as people's tone can sometimes disguise the fact that it sounds emotional when in fact it's logical.

You need both the left side and the right side of the brain to be working through a meaningful sales-related conversation. Otherwise, one side will dominate, the other will go numb and decisions won't be made.



Let me give you some examples that you can test, go up to someone and say ‘tell me about your week?’

If they respond with ‘yeah, it was good, I went to Sausalito and had a burger at the Barrel House Tavern and it was good that the sun was shining etc.’, you can know that the person has just told you all the logic about their week as the conversation was based on everything EXTERNAL to them.

If you then backed up the next question with, ‘yeah, and how are you doing?’ with a slightly lowered tone of empathy and curiosity, you have just flipped their brain.

They would go on to respond with ‘yeah, I’m...’ sharing everything going on INTERNAL to them.

That is the basis of meaningful conversations, the ones where it has logical substance of relevance and the exploration of the associated emotions.

Remember that every single cent that flows through your business stems from your ability to communicate. With great practice and tweaking, you will come to find that this is exactly how you become a brilliant communicator in all areas.

The brain will be flipped from side to side and will continually build positive momentum.

It’s also the perfect way to deflate or deescalate certain situations. If it’s all logic, flip it to emotion, vice versa if it’s all emotion, flip it to logic. Pattern interrupts at its finest.

Remember that curiosity, empathy and care are the three core states you need to assume when problem solving and asking emotion based questions. You’re looking for ‘I’ and ‘I’m’ on a regular basis woven together with irrefutable logic.

Discern how they are thinking and feeling. Be the one to articulate and voice that which they cannot.

You've never had an argument with someone who thinks the same way you think and believes the same things that you do. So, think the way they think and speak their thoughts and inner most intimate feelings. BE them. See the world through their eyes. Walk in their shoes. Embody them and work with their reasoning.

Let's face it; we don't like other people making decisions for us. We very much want to do that on our own even if we have been completely influenced to come to that conclusion. That's the finest form of selling and exactly what I'm talking about here.

Find Point A and Point C; you will naturally be placed as Point B if you do all the above.

Also, on a side note and little bonus here, let me ask you a question: What is the number one topic that everyone loves to talk about? Yep, you got it. Themselves!

So, if you give people the space to talk about themselves in this emotional light, you will become incredibly likeable to them.

They may even say to you at the end of the sales process, 'you have been brilliant, thank you so much! What was your name again?'

You will find that people often admire themselves, the way they think and the way they view the world around them. We all love to be right and avoid the occurrence of being wrong. So, when someone says 'what was your name again?' in a rapport seeking tone you have simply been a brilliant mirror to guide their thoughts and emotions and explore the answers and decisions they always wanted to make.

Be the ultimate mirror. Be the ultimate Point B. You will be rewarded with the results that you desire and be thanked during the process.

Your mission with 5 o'clock is to solidify all that has occurred before and give your potential clients the opportunity to make the 'we need to do something' decision in their minds. They may even verbalise it or give you a solid micro-expression when it happens.

Create a relationship with them that no other person could possibly create. I trust all of which has made perfect sense.

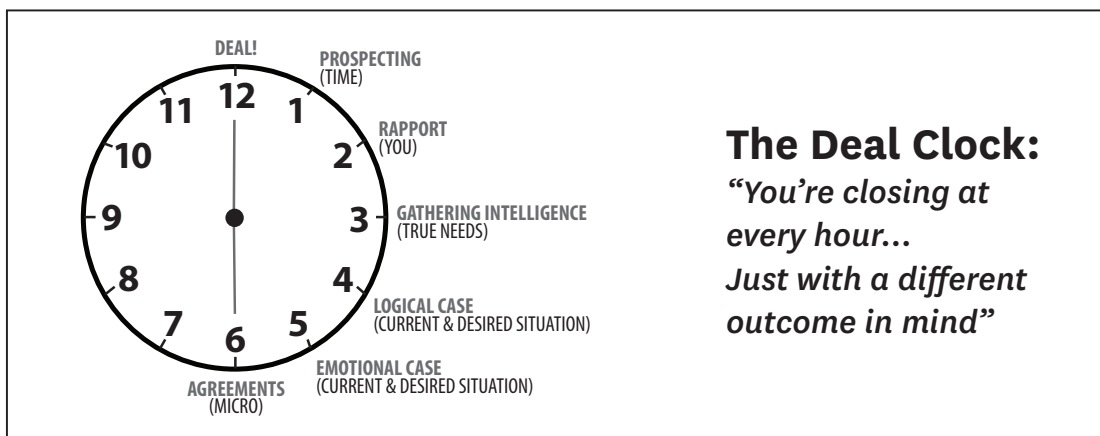
So how are you doing?



## CHAPTER NINE

# SIX O'CLOCK: AGREEMENTS

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OK, we are half way around the clock and just warming up! We have been awarded with our potential client’s time and attention, they are feeling certain that we are an authority figure who is liked and can be trusted, we have taken notes and explored their current and desired situation both logically and emotionally, everything is coming along nicely. It’s time to get some agreements in place.

What I mean by agreements is all those little ‘yesses’ that build up to the big ‘YES’. We are looking for nodding heads and ‘ahuh’ moments to be coming back thick and fast.

I'm sure you have come across sales methodologies in the past that share the importance of getting small commitments and that great selling is simply relaying back the information that your client has already given you and whilst I agree I'm sure you're ready to take it a little deeper than that?

Did you just say 'YES' in your head? Did you just say it again? Did you just give a little closed mouth smile and blow a little air out your nose? Did you just blow a little air out your nose because I said it in the last question?

We could go on all day with the agreements and suggestions here and I hope that you are seeing the almost hypnotic power of agreement when you language your sentences in a certain way and speak in a logical tone most of the time.

You see, your brain is always scanning the world for 'truth' that matches with the way that you see the world. The never-ending justification for your belief patterns and what is agreeable to you.

Subjective truth and absolute truth.

'I told you so' either verbally or internally is one of the sweetest things most humans unfortunately desire—often listening to respond rather than listening to understand.

However, if you truly assume the position of the other person and seek to see the world through their eyes and brain, then and only then can you position every piece of communication both verbally and non-verbally to be agreeable.

I know we are going deep here but stick with me for a moment.

Once again, it's playing on the concept that you have never had a disagreement with a person who thinks the same way you think or believes the same things that you believe (forgive me for being a broken record here but I want it to sink here and last).

So, with that in mind, your ultimate mission at '6 o'clock' is for you and your potential client to be 'one' in and of the same, whilst remaining the 'alpha' by controlling the conversation through questioning and influencing through silence you will naturally know how to build a tonne of agreements in a very short amount of time all throughout the process.

Seek to step into their world and see it the way they do, have incredible 'Emotional Quotient' with the ability to have empathy for their situation whilst avoiding the personal emotional attachment.

One of the fastest and most powerful ways to do this is to summarise their world better than they can for themselves. This is done quite easily if you've taken the time to jot down some notes as they have shared their logical case and emotional case, both current and desired.

Leaving you with a language pattern similar to; "So, what you're saying is, you're currently at 'x' and want to be at 'y', investing at 'z' and looking to get to 'a, b, c' by 'd'... Does that sound about right?"

Soon enough you will have 47 nods of the head and 47 verbal 'yesses!' all finished with a 'finally someone who gets me' feeling.

Now, for those who want to take this concept a step further and give you something tangible to work with other than this esoteric 'airy fairy' concept, don't you worry I've got your back.

The way you build Micro Agreements is by simply relaying the information that they gave you back at four and five o'clock and by flipping your questioning to

- So what you're saying is...
- Just so I'm clear...
- Ok so with that in mind...
- Does that make sense?
- So it's sounding like 'x' is that right?
- All ok with you?

- All good?
- Is this making sense?
- Are you liking the idea of?
- I'm sure you'll agree that...'

I could go on all day with little language patterns that you could use to get the cranium nodding and the 'yep's' to be verbalized however I hope that you can see that they are very simple indeed but very powerful when asked through their own eyes.

Listen to understand rather than listen to respond and build those agreements right throughout the process.

Check in to ensure that all the points have been covered and that you have the entire picture or 'map' in your mind.

Check in to ensure that they have all the points covered and that they have the entire picture or 'map' in their mind.

Remember to stop the clock and go back to three, four or even five o'clock if they need some time and energy directed toward them.

The worst mistake any sales professional could make is to assume—all the while missing vital intelligence and connection that will be needed later.

Don't skip ahead or lose control by doing all the talking. Have empathy, care and immense levels of curiosity. Those who are more curious solve more problems and experience more growth, think creatively and solve more problems than those who assume.

You can't go wrong.

Within curiosity lies all growth. Know that for yourself and know that for your clients. It's seriously powerful when taken with both hands and committed to for the rest of your life.

Does that make sense?

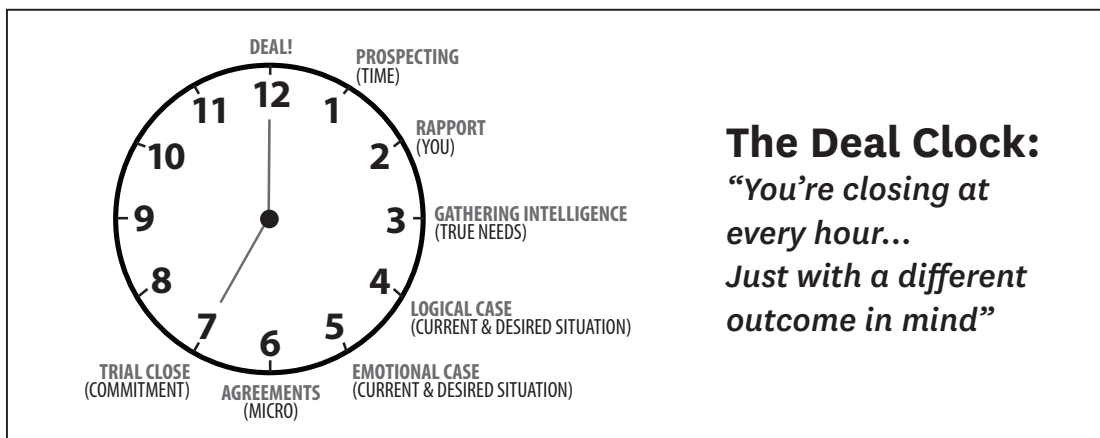
One final micro-agreement for good measure.



## CHAPTER TEN

# SEVEN O'CLOCK: TRIAL CLOSE

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Awesome, now we are flying around the clock and steaming toward the prize with upmost certainty.

If you have taken the time to ensure that all the previous ‘hours’ have been completed successfully and to a high standard then you will find this last half of the clock will move along like, well, clockwork!

By now you have gained some valuable time and attention, they think you’re the best thing since sliced bread, you have the entire map and



strategy in your mind, you have the perfect solution in mind, they have already made 67 agreements and you are positioned as the ultimate Point B.

It's time to gain a valuable commitment with a trial close.

What I mean by that is you're looking for them to voice that they are happy to proceed to you showing them the perfect solution and at that point if it is the perfect fit that they decide to move ahead.

It's also where I use my second 'anchor' to know exactly where I am in the sales process.

Once again, this sales process has been tailored to suit those who take the 'consultative' selling approach, meaning that they play a vital part in the decision-making process for their potential clients however even if that's not exactly you, this process still works. It just may need a little tweak from you.

So, when I say the words 'based on everything you said...' I know that I am exactly at 7 o'clock and usually finish the sentence with 'I'm certain that I can help you' or 'I feel like I have everything I need to show you where we can help'.

I know it has been received extremely well when they respond with 'OK great' like they have passed the test and have been accepted as a potential client.

It is the ultimate reverse qualifier and something completely different to what most clients experience in the world of sales.

Think of it this way, most sales people and marketers spend all their time 'pushing' instead of 'pulling'.

They listen to respond and are looking to promote an idea, product or solution so that they can win a few deals and get paid. Now whilst there is nothing wrong with that, I know for a fact that when I sense that I'm being 'sold' to, I find that I'm much quicker to put up the brick wall

rather than someone who is genuinely interested in seeing if they are the 'right fit' before making the call that they can help.

One of my core values across my group of companies is the concept of 'right fit' as I truly believe that it's the key to doing great business in the 21st century.

So, with all of that in mind, play it cool up until 7 o'clock. Understand the dreams, fears, desires, problems and aspirations of your potential client so that you can place your hand on your notepad and say 'based on everything we've said, I'm certain we can help you' (if you can of course) with absolute conviction and certainty. Get your eye contact right.

The other big plus with this form of trial close is the fact that you have decided if they are going to be a client of yours and not the other way around. That is a way of truly assuming the alpha in the sales conversation and in fact allowing your potential client to feel that win of being accepted.

To be completely removed from the outcome of closing a sale up until this point is the ultimate power for a sales professional.

It's also incredibly important to refer a client on or suggest an alternative if you come to find that you aren't a good fit for doing business and I'd encourage you to do this.

Not only is it noble and necessary, but you will also create a raving fan for life even if they don't transact with you and in fact can be the greatest source of referrals.

The key mission of this 7 o'clock mark is to anchor yourself in the fact that you are now certain that you can solve the 'gap' and are willing to tell them that you are. You're also looking for that agreement of 'OK great' as the acceptance speech. At this point, they will also subconsciously know that you are now transitioning from being intensely curious by gathering intelligence to now leading through presentation.

It's like the moment when you have done enough research and spent enough time reading the IKEA instructions of 'how to build your flat pack desk' to then going ahead and starting the process.

This is no different, you have spent the time studying the instructions, laying out all the pieces, working out which screw is which, clarifying that 'this piece' looks like 'this one', pictured the finish product in your mind and how good it's going to be and thought through some related outcomes. It's now time to start 'doing' something based on this intelligence.

It's where you spark with a little more enthusiasm and inner certainty. It's where you take the lead and sometimes even surprise them by demonstrating on a micro level just how you're going to go about it by purely focusing on the outcomes relevant to Point C.

Don't get caught up in features and benefits, only ever focus on outcomes. That's all people care about.

I'd encourage you to re-read that last paragraph; it may have appeared to be straightforward on the surface however within that paragraph lies a few big nuggets of gold.

If you missed them, allow me to spell it out in a couple dot points:

- Spark with a little more enthusiasm and inner certainty
- Surprise them with your expertise
- Demonstrate only at a Micro level (don't solve the problem in its entirety, simply give them a little insight into how you are the one to do it)
- Only focus on outcomes (that's all people care about)
- Ensure that all the above is relevant to 'Point C' whilst allowing them to still know that they are a long way off from there right now. It's OK for them to feel the pain associated with 'Point A' whilst feeling optimistic toward 'Point C' with having you as 'Point B'.

- Don't rush, keep calm and it's OK to withhold a little, keep your powder dry as they say.

If you were looking at it in a sequence linking 6 o'clock to 7 o'clock, it could look something like the following:

1. **SO WHAT YOU'RE SAYING IS:** "You're currently at 'x' and want to be at 'y', investing at 'z' and looking to get to 'a, b, c' by 'd'?"
2. **EXACTLY!:** "OK great, that's exactly what we can help you with & specialize in, sounds like a great fit"
3. **TRIAL CLOSE:** "So if I can put together a proposal/solution that ticks all the boxes for you, fits the timeframes, meets your budget and takes care of 'INSERT STRONGEST PAIN POINT', would you be happy to partner with us on this?"

The key here is to gain the commitment on a deep psychological level by utilizing the fact that every human being on the planet desires to be accepted whilst positioning you, your products and services and your company as the 'right fit' first and foremost.

It is the ultimate reverse qualifier when done well, meaning that the client is now justifying to themselves both consciously and unconsciously as to why they want to work with you rather than the other way around.

The luxury watch company Patek Phillippe was the epitome of this kind of thinking during their 15-year strong marketing campaign with the suggestive slogan of 'Begin your own tradition'.

It is based on the insight that a man has a unique emotional attachment to his watch, often prompted by his father or grandfather handing it down; a feeling that resonates fully when embodied by the enduring qualities of Patek Philippe watches.

The campaign suggests that 'You never really own a Patek Philippe. You merely look after it for the next generation.'

I hope that you can see what I mean by the reverse qualifier here mixed with a nicely trained ‘parrot’ and a couple of ‘sheep’ to follow. ‘But honey it’s a time piece that will last for generation to generation and is something that I can pass on to our little Johnny. You know how much we love him, right?’ Logic and emotion at their finest.

It’s quite audacious for a watch company to say that ‘you never actually own a Patek Philippe’ but please go ahead and spend tens of thousands on one and ‘begin your own tradition’. However, it works for them and in my opinion is one of the greatest marketing strategies I’ve seen.

It’s exclusive, it’s well positioned, and they know exactly who they are trying to attract into their business. They are more than happy to turn away quite a few in the process, which in turn makes their business and product even more attractive.

Take those same principles and apply them into your own business if relevant. Rip off and develop (R&D) what you see but please and at very least, only ever work within the realm of ‘right fit’.

Some of you reading these words right now may need to go back and spend some more time exploring exactly what that is for you and your business.

So here is the recap for you with your trial close and the successful completion of 7 o’clock; Use the anchor of ‘Based on everything we’ve said...’ and proceed to finish that sentence with a level of enthusiasm and certainty that you know that you can definitely help them bridge the gap from A to C whilst being the ultimate Point B.

Your ultimate ‘tick’ here is when they almost thank you for saying that you can help them and it usually comes back in the form of ‘OK great’ with positivity and an intrigued look on their face.

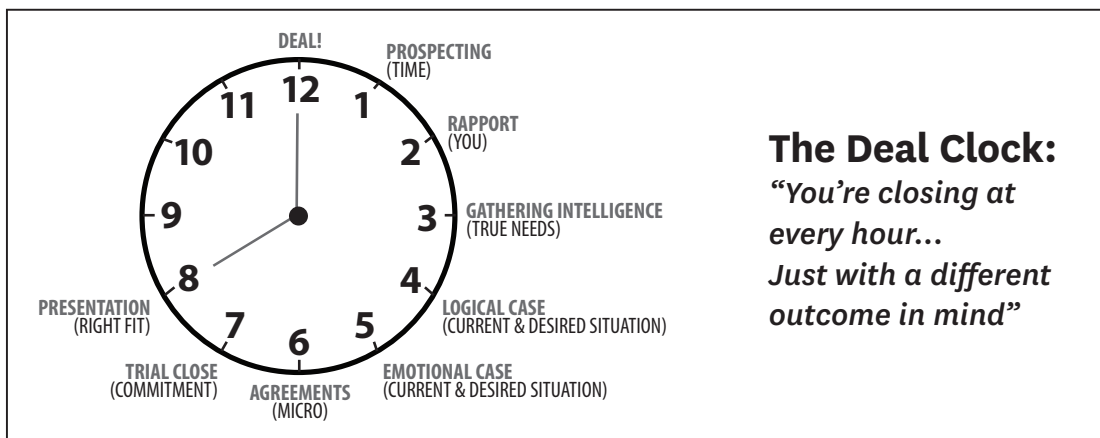
Remember that 7 o’clock is the pivotal moment whereby you start to transition from being intensely curious by asking great questions to an ‘alpha’ or authority figure who is the only ‘Point B’ they should be considering.



## CHAPTER ELEVEN

# EIGHT O'CLOCK: PRESENTATION

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OK, we are on the home straight now!

So, by now you have been awarded with some of your potential clients valuable time and attention, they view you as an authority figure who can be liked and trusted, you have all the intelligence gathered both logically and emotionally to create 'the gap' and have begun to bridge it through agreements and a strong psychological 'trial close', it's time to move toward the Presentation.

Now, in all my experience there are two brilliant and timeless ways to sell in a very congruent and meaningful way, that is;

1. The Consultative Approach
2. Information Assisted Selling.

That is exactly what I want to uncover in this piece of writing so that you know exactly how to present the perfect solution to your potential clients that matches perfectly with all the previous hours.

As we discovered briefly within the previous hour, I'm a hard believer in positioning yourself as someone who a client wants to deal with due to your expertise, pulled with intrigue rather than someone who tries to push an idea or solution on to someone.

I also believe that when you work within the consultative approach, you can be completely different to your competition and absolutely leverage The Opposite Effect.

Now for those who aren't quite sure what the 'Consultative Approach' is all about just yet, let's start with the Merriam Webster definition of consultative to create the context moving forward;

### ***Simple Definition of CONSULTATIVE***

- : *giving advice*
- : *having power only to give advice and not to make decisions*

Making sense so far? Awesome let's now transition to the full definition as stated by Merriam Webster;

### ***Full Definition of CONSULTATIVE***

1. : *of, relating to, or intended for consultation* : *advisory* <a consultative committee> <a consultative document>

Still with me? Trust me, this is all going to make a heap of sense very soon and will give you the light bulb moment of how to be an incredibly effective and influential sales professional.

Now let's move on to the 'act' of a consultation including the simple and full definition as below;

### ***Simple Definition of CONSULTATION***

- *: a meeting in which someone (such as a doctor or lawyer) talks to a person about a problem, question, etc.*
- *: a discussion about something that is being decided*
- *: the act of looking for information in a book, on a map, etc.*

### ***Full Definition of CONSULTATION***

1. *council, conference; specifically : a deliberation between physicians on a case or its treatment*
2. *the act of consulting or conferring*

OK, we are going well with all these definitions and trust that you're seeing the context of how this works in a modern selling environment but please allow me to put the 'icing on the cake' for you and expand a little further.

As you would have seen right back in the first day or two, I am a fan of tracing our English words back to their etymology so I can gain the true meaning and context to understand on a deeper level how I need to 'act' in accordance.

So, let's take a look at where the term 'consultation' came from, as let's face it, we conduct millions of them in the business world but may not know what they are truly there for.

You see the word 'consultation' stems from the Middle French word *consultation*, from the Latin word *consultationem* and from the participle stem of *consultare*, meaning "consult, ask counsel of; reflect, consider maturely." Frequentative of *consulere* meaning "to deliberate, consider" and used in the context of *consulere senatum* meaning 'to gather the senate, ask advice for, take, gather, together to take, seize'.



Wow, what a mouthful our English language is when you take a moment to dig deep into its meaning and history.

OK, so you may be thinking, Steve what the heck does all of that have to do with the way I conduct myself in business and sales?

Well, my friend, I'm so glad you asked because within all the above is exactly how you can leverage until the cows come home and create some pretty incredible results in your business.

To make it super simple for you, please allow me to draw out some key words of the definitions and etymology and how you need to 'act' including what state you need to be in when you are proposing a solution to your clients 'Point A to Point C' problem or challenge.

- You need to 'give advice'.
- You are there to assist with their 'decision making'.
- You need to be their 'trusted advisor'.
- It needs to involve some kind of 'meeting' either online or off.
- You need to discuss the 'problem' and clarify all the 'questions'.
- It needs to be a discussion based around making a 'decision'.
- You need to have the relevant 'information' or 'map' available for you both to research together.
- It is based around a 'deliberation between' NOT a 'deliberation against'.
- You need to allow your client to 'ask counsel of you' and 'consider maturely' as you lead 'maturely' and as a 'physician'.
- You need to 'gather' all parties and work as a team.
- And 'together' you need to 'take' and 'seize' the opportunities you have available to you.

Do you see how powerful it can be to take the extra four minutes to research and learn the true meanings of what we are trying to do and

achieve rather than aimlessly following everyone else around like the classic sheep that we are?

Within those eleven bullet points above lie the answers to creating a perfect presentation and provide the perfect solution.

I'd suggest that you take a moment to go over each dot point for five or ten minutes and see how it applies to you and your business.

Once again, don't just skip over it like most people do on the hunt for the next piece of knowledge without truly digesting it and applying it!

For those wanting a little more 'meat' in each of those bullet points, no worries at all, I've got your back. Let's go through them one by one and add the context around it so you can implement and apply to your business right away.

## **YOU NEED TO GIVE ADVICE:**

It's so important at this point of the clock and at the presentation stage that we embrace the 'alpha' and truly share that we have carefully considered the fact that we are the Ultimate Point B and have the expertise and experience they need to bridge the gap successfully.

You need to be OK with telling your client at this point that you would consider doing it 'this way' or 'that way' even though they may have been misinformed in the past or have been misinformed by their own judgment. Be tactful in your suggestion, especially if it is going against what they have previously thought was the right solution.

Now, you also need to know that these 'suggestions' are made at this point and not earlier, so that it can be backed up by the airtight logical and emotional case that we explored earlier.

Otherwise, you will fall into the trap of trying to be more 'interesting' than 'interested'. The key distinction here is that your suggestion may be 'interesting' to them now because you have been 'interested' in them prior.

Otherwise, it will go down like a lead balloon.

Be okay with giving advice whilst being the alpha. By doing so will give you the leading edge as an authority figure who can lead them and help them to make a positive decision.

The decision is ultimately not controlled by you but you do influence it in a large way. Your advice is crucial to this happening.

It's like going to a restaurant where you ask the waiter, 'what would you recommend?' The ultimate waiter may ask a few personal taste questions first to establish the kind of thing you're looking for and the 'hunger' you're trying to quench before offering their 'advice'.

I don't know about you but if a waiter does this well, 99 out of 100 will go with what they recommend, however if they throw out their advice before asking those valuable questions to create the whole picture I may be more inclined to still decide on my own, against what the waiter has just said.

Trust that gives you a great enough analogy to see what I mean by this.

## **YOU ARE THERE TO ASSIST WITH THEIR DECISION MAKING:**

I hope that I don't need to go too far into this one for it to make sense. Your role as a sales professional and business person is to simply help people make smart decisions that solve their problems.

You're there to lead them to a decision, 'YES' or 'NO'.

What you can't allow is the in-between of 'maybe', indecisiveness doesn't help anybody.

Remember that you can't control their decision but you certainly can influence it! The point of a presentation is to give your clients all the information they need to make a smart decision.

That's it. Simple.

## **YOU NEED TO BE THEIR TRUSTED ADVISOR:**

Once again, I feel that we have dived deep enough into this point over the last couple of chapters however I would like to add one key clue that you're looking out for at this stage of the 'deal clock'.

What you're looking for at this point in the conversation is the transition where your clients are truly listening to you with the intention of understanding rather than the other way around.

I'm sure you have had this occur in your career before whereby your potential client was 'eating out of the palm of your hand' so to speak and was emphatically saying YES to wherever you lead.

If you have ever had someone say 'I'm going to leave all of that up to you as you're the expert' you can be safe to say that you have become the 'trusted advisor' in their mind, particularly when it is said with a rapport seeking and assuring tone.

Please always remember that your presentation and '8 o'clock' will only go as well as 2 through 7 o'clock.

How well you open a deal is directly proportionate to how well you can close a deal. Never forget that.

## **IT NEEDS TO INVOLVE SOME KIND OF MEETING:**

This is an interesting one to think about and discuss however I think crucially important in the sense of closing sales and allowing people to make positive buying decisions.

Far too often I see sales professionals and business people being far too sloppy when it comes to presentations and showing their clients the solutions based on the Point A to Point C scenario.

I know in the past that whenever I have rushed to this presentation stage without fully understanding the whole picture or not being fully prepared for the presentation, it always seems to backfire on me.

That's what I mean by the fact that you need to involve 'some kind of meeting' with it.

It needs to be carefully prepared and thought out, it needs to be agreeable to the decision makers involved, it needs to be a little more professional and well-structured than a 'slap happy, turn up out of the blue' presentation where you find that not all the decision makers are present and you don't even know why they are spending the time with you.

In my experience, the biggest pit fall for many sales professionals is the fact that they progress to presenting solutions far too quickly and with far too little planning and preparation.

That's not to say that you can't go right around the deal clock in one meeting but rather to say that it can often be rushed into before finding out all the facts and therefore you may find yourself having to turn back the clock again, 'well how about this one?' or 'how about we do that?'. Watch your altitude as an authority figure fall faster than you can imagine, like hitting a pocket of air during turbulence.

For me, it's about the all-time desired 'consistency' within our results. The truth is, most things in life occur because of something else that we said or did. I got a headache BECAUSE I didn't drink any water. I didn't get the sales I wanted this month BECAUSE I didn't prioritize my time to do my outbound activity and marketing.

So, with that in mind, if you're not getting a level of consistency in your results it's because you are lacking one or more of the following:

1. Consistent Mindset
2. Consistent Best Practice and Handovers
3. Consistent Sales Process
4. Consistent Planning and Preparation
5. Consistent Sales Interactions

**CONSISTANT SALES=**  
*“Consistancy is king!”*



I want you to focus in on Number Four for the benefit of this piece of writing and you will find that your presentations will become much more influential and positive.

Involve ‘some kind of meeting’ whether it’s over lunch, over coffee, on your showroom floor, at your boardroom, on a webinar, on a golf course... I don’t care! Just ensure that your potential client knows what the meeting is going to be all about, why it needs to happen, and who needs to be there.

When that happens, positive results show.

**DISCUSS THE PROBLEM, CLARIFY ALL THE QUESTIONS  
AND HAVE THE DISCUSSION BASED ON MAKING A  
DECISION:**

I’m going to keep this one simple for you and language it in a way that hopefully sticks with you for a long time.

- Call the elephant in the room, he’s big and grey and just out of sight
- Be that fat kid on the ‘cupcake’ and make sure you’re all over it
- Your client is the star player, you’re the coach. Your job is to help your star player to call the right shot NOT to do nothing.

Always remember that you **win** a game with offence.

Always remember that you **keep** a game with defence.

You may need to re-read that last sentence and think about how it applies to sales and business.

## **YOU NEED TO HAVE THE RELEVANT INFORMATION AVAILABLE:**

This is where the 'Information Assisted Selling' component comes into play to partner with your 'Consultative Approach'.

It's based on a very simple fact that people will often believe more of what they see than what they hear.

You can go right ahead and tell your clients all about the proposed solution and ultimate 'bridge' from A to C, however it can be so much more powerful for you when you have some 'information' that they can see to back it up.

I recently discovered this when I spent the time, money and energy to put together a well-produced, high quality publication in the form of our business overview for Equip Consulting Australia.

It looks, feels and even smells like absolute quality covering our back stories as consultants, our mission vision and values, our core offerings and products, plus a large section showing three or four well prepared case studies and testimonies of what we have done in the past (remember parrots and sheep).

Every time I'm having a meeting with a potential client I ensure that I have enough of them with me to leave with all that were present, and walk them through it page by page.

The amount of comments I get saying, 'these are well put together' or 'who designed and printed these for you?' is astonishing.

You see, not only does it back up the 'verbal' component to my sell but it also plays on the other senses and utilises the power of association in

its finest form. They get to 'look, touch and even smell' this high-quality publication and in turn they see a picture of what our business is like.

This also plays on the fact that we all make purchases in relation to our perceived identity. If a client appreciates and looks for quality, this publication shows them that we do too.

They like themselves and see a little of themselves in us, so in turn they like us too!

I have also noticed that tangible information to leave with potential clients is an incredibly powerful 'top of mind awareness' play as it usually stays on their desk well after I'm gone.

That little green logo stays in their eyesight or peripheral eyesight and makes for some interesting 'water cooler' conversations with other employees or decision makers they may meet along the way.

My call to you is to never stop creating, finding and collating tangible information that you can use in your presentations and sell.

It must be to a high standard and must represent the image or perceived identity that you want to present and attract.

Print well-designed business overviews, product overviews, service overviews, value definitions, books, magazines, business cards, personalized stationary... everything that you can use to your advantage and leverage against your competition to make them mostly irrelevant.

It's incredibly powerful.

### **DELIBERATION BETWEEN NOT DELIBERATION AGAINST:**

This is a big one and can go terribly wrong when not fully embraced. Far too often I see near arguments happening at the presentation stage of a deal as you view it as a 'me versus them' mentality.

Truth be known, that is the worst mentality you can have around sales and I even caution at the sentence of 'I closed them on...'



What you're saying there is 'I won!' or 'I got it my way' which is where all the negativity around sales has stemmed from.

It's unfortunate that there are some who go out of their way to ruin a very noble and needed professional (sales), all because they were attached to the outcome of winning a sale more than being attached to the person on the other end of the sales conversation.

Want to know how you can be incredibly influential as a sales professional and business owner?

1. Remove all your conscious thinking around the 'outcome' and place it on establishing the 'right fit' first.
2. Become intensely curious about understanding them as a person.
3. Play the long game rather than the short
4. Play on their team whilst being the coach (win/win situation)

When all four are harnessed, watch out, world!

So, that's what I mean by having a deliberation 'between' rather than 'against'. You're the coach, they are the star player. There is mutual respect and you're on the same team looking for a win/win situation.

Don't be the coach versus the coach from the rival team where you are trying to outplay each other with only one winner.

That never works. Even if the conversation isn't going as smoothly as you would have liked, never take it personally. Work on a solution together, partner with them to explore and deliberate on the potential outcomes.

Sit beside them, not across from them so to speak.

Be the Mum and Dad helping their kid do their homework. Use words like 'we', 'for us' and 'our'.

Be a good sport AND a great coach. Trust that makes sense?

## **BE THE PHYSICIAN:**

Have you ever gone to the doctor needing some stitches? I know I have a couple of times.

You see, if you have or can imagine the scenario, you have a problem that needs fixing that you know you can't do on your own. (Well, not well anyway)

Makes sense, right? We don't go to the doctor and say 'doc, what I want you to do is stick the needle here and here with anaesthetic and I want you to use that hook and thread and start here finishing here. Got it?'

So, why the heck do you allow your potential clients to not respect you and your expertise as a Physician or Doctor at solving a certain problem? This is what I was referring to in the previous dot point;

- You need to allow your clients to 'ask counsel of you' and 'consider maturely' as you lead 'maturely' or as a 'physician'.

The presentation should be mostly about them asking counsel of you so that they can consider maturely the potential options and decisions they need to make AS YOU LEAD them with maturity as the physician!

From time to time, your client may try to hijack the presentation and call all the shots or tell you how you need to go about it when they are not the people who have spent the last 26,500 hours absolutely devoted to the research and study of your expertise.

You need to 'nip that at the bud' and re-educate your clients through the information you have available to them that this is the way the problem is best solved in your experience and from gathering all the intelligence.

Remember that it's ok to not do business with everyone. In fact, it's very okay and what you should be striving towards in business.

Be the heart surgeon, be the specialist and be the physician. Seek to consider maturely the correct solution together and never allow your potential client to tell you how you're going to insert the needle.

That is unless they are a trained physician themselves and in which you should advise them that they can do it on their own.

### **YOU NEED TO GATHER ALL THE PARTIES:**

I'm going to keep this one as simple as possible. If you don't have all the decision makers present at the proposal stage, then it will be unlikely that the business will be transacted then and there.

Spend the time through consistent planning and preparations to ensure that the above situation is avoided as best you can, however I know that there is also an element that you cannot control.

So, if you come to a meeting or get to a presentation where all the decision makers are not present or you don't have a decision maker at all, switch your focus from providing all the information they need to make a smart decision to providing all the information they need to be an awesome parrot.

You need to gather all the parties so that the party can go well. Simple.

### **CARPE DIEM:**

Last and not least, together you need to 'take' and 'seize' the opportunities you have available to you.

Far too many are missed by not seizing the opportunities right in front of you! If you ask, you have the opportunity for a YES, if you don't the answer will always be NO. Have comfort in being uncomfortable and the results will begin to show.

It's about being 'together' in the sale. It's about 'give and take'. It's about 'seizing' the opportunity and showing mutual respect. It's about asking.

'Obviously, I'd love a 'YES' but I'm also okay with a 'NO'; what I'm not okay with is a 'I'll think about it'.

I know that my ultimate purpose as a sales professional and business owner is to help assist people to make smart decisions. Saying 'YES' is

a smart decision, saying 'NO' is a smart decision. Saying 'I'll think about it' is not a smart decision. Let your YES be YES and your NO be NO. Remove 'I'll think about it' from your vocabulary.

It doesn't mean anything at all! No matter what decision you're contemplating in life, you're either trying to find reasons to say YES or trying to find reasons to say NO. You are never exactly on the fence but rather leaning one way, even if it's by a millimetre. Once you have that belief firmly in your mind you will find that you can be incredibly influential and allow your potential clients to make faster decisions.

That's what it's all about here at '8 o'clock', we are looking for the right fit and communicating truth. Nothing more, nothing less.

Once again, I encourage you to be comfortable being uncomfortable.

If you need, write those bullet points in relation to the root words of 'consultative' and 'consultation' on a sticky note and put it in your office or in your sight to serve as a reminder for what you as the sales professional or business owner is there for.

Always remember that it's about:

1. Embracing the Consultative Sales Approach WITH
2. Information Assisted Selling.

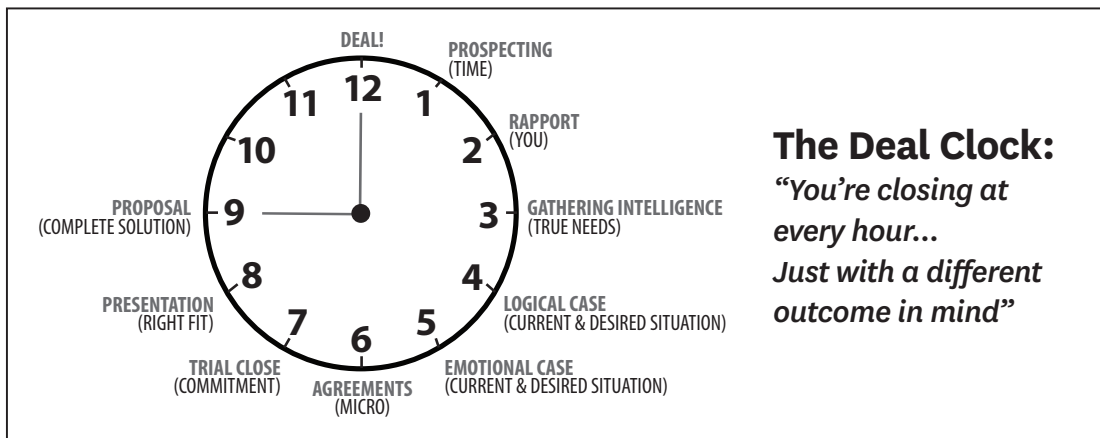
Be willing to do the things that others are not willing to do and the additional results you want and desire will be added to your business.



## CHAPTER TWELVE

# NINE O'CLOCK: PROPOSAL

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By now, we have been awarded with our potential client's time and absolute attention, they firmly hold in their mind that we are the ultimate Point B and problem solver for them, we have the entire Point A to Point C map in our mind and in great detail, they have shared dozens upon dozens of micro-agreements and have agreed to our psychological trial close and reverse qualifier. We have also presented the proposed outcomes and have demonstrated that we know exactly what it means to take the 'Consultative Approach' with 'Information Assisted Selling'.

It's now time to put a proposal in front of them so they can be reassured of all the details in writing, shown exactly what is offered, what's not offered, the investment and what is required to move forward.

In my experience, this is an area that needs a lot of improving as most proposals or dare I say quotes that I see from various businesses and industries is either far too lacking in design and substance or far too comprehensive.

They also completely look past the buying psychology that goes on in your potential client's mind when they look at this piece of paper (virtual or real).

If you're not quite sure what I mean by this, allow me to run through a sequence with you and I want you to imagine in your mind what you would be looking for and at and how you go about it.

Imagine that you have an email pop up in your inbox with a subject line that reads QUOTE: 49874, you open it up and it reads;

*Dear 'First Name',*

*Please find your quote attached as promised from our meeting two weeks ago.*

*Please don't hesitate to contact me if you have any questions.*

*Kind Regards,*

*John Smith*

*XYZ Company*

You then proceed to opening the PDF attachment headlined with QUOTE: 49874.

It is a two-page document with some basic branding of XYZ Company over it including the date, opening comments, itemized quote, total price, terms and conditions, payment conditions and a complementary Kind Regards once again.

You then click the 'x' button in the top right hand corner and once again to close the email and you go back to your day.

Got that scenario in your mind?

OK great, I want you to think through how you would go about looking at an email and quote like that as that's how 99.9% per cent of them are!

Let's start with the subject line of the email, QUOTE: 49874. How does that make you feel as a potential client? What does that say about the piece of paper that you are just about to open?

Well, I know for a fact that many people I interview about this say that a quote is simply a piece of paper and they are made to feel like just another number. I trust you can see why that may be the case.

Instead use the word 'proposal' at very least including their company name and your company name or something tailored to what you have spoken about previously.

OK, moving to the next step, the body of the email;

*Dear 'First Name',*

*Please find your quote attached as promised from our meeting two weeks ago.*

*Please don't hesitate to contact me if you have any questions.*

*Kind Regards,*

*John Smith*

*XYZ Company*

Anything stand out to you? Perhaps some of you are thinking right now 'that's exactly how I lay out the body of my email!'

Well, let's start with the first sentence, 'Please find your quote attached as promised from our meeting two weeks ago'

What action are you asking your clients to take at this moment? What timeframe has been used? What word has been used again?

Yep, you got it! You are prompting them to open the attachment which may not necessarily be a bad thing. However, you will discover more of what I mean shortly. You have also mentioned that it took two weeks to prepare a piece of paper in the form of a 'quote'. Never forget that we live in the 'now' society and we want it all yesterday. Finally, the word 'quote' has been used again which is processed as a thoughtless piece of paper that doesn't mean too much rather than a carefully considered 'proposal'.

Now, let's look at the most overused email footer in the history of mankind that you will hopefully never use again from this day forth unless you want to be spending all your time in follow up or if you never want to hear from your clients again.

*Please don't hesitate to contact me if you have any questions.*

How many times have you seen this used or dare I say that you have used yourself? I know I did, thousands of times before I noticed how fundamentally flawed it is.

You see what I discovered back in 2012, during the peak of my automotive career, was that every business person or sales person on the planet was all the saying the same thing for their email sign off and constantly spent their time in follow up (or lack of follow up for that matter) as they desperately waited and prayed that their client would call them or email back.

I'm going to demonstrate exactly what I mean;

Whatever you do and try with all your might.

**DON'T** THINK OF A CAMEL!

**DON'T** THINK OF A RED LONDON BUS!

**DON'T** THINK OF A DASCHUND DRESSED IN A PINK TUTU DANCING ON TOP OF A BAR!



How did you go? Did you manage NOT to think of all those things above?

You see, what I found is that the word 'don't' does not get registered in the brain and instead we immediately think about the thing we are not supposed to think about.

So, let's go back to the all-time famous email signature; *Please don't hesitate to contact me if you have any questions or queries.*

Let's just go right ahead and remove the word that doesn't get processed in the brain and see what we are left with.

*Please hesitate to contact me if you have any questions or queries.*

And we wonder why we are forever chasing our tails in follow up and feeling awkward to be the one who initiates contact?

It's not the most brilliant language pattern in the world for helping your clients make smart decisions like we were talking about earlier.

I'm going to give you a replacement language pattern at the 11 o'clock stage so that you never have to use the 'please don't hesitate...' one ever again whilst you know that all your competition is.

Trust me, it's incredibly simple yet powerful and you will stand out in your client's mind yet they won't know why. Super fun.

So, you've scanned over the email as the potential client, you've decided that you're not going to contact the sales professional if you have any questions or queries and you have been told to open the attachment named 'quote'.

It takes around 3 hundredths of a second to load, what do you immediately go looking for as the full page comes to life and you see text and images all over?

You know it! We go looking for the bottom line figure and when we have seen it (which takes another 3 hundredths of a second) we either have a positive feeling or a not so positive feeling, and now have a number in our heads that we can use for association.

‘Thank you piece of paper for giving me that’ as you quickly go looking for the ‘x’ in the top right hand corner as a couple questions come to mind but you better not bother replying to the email or calling to ask about them. No, we better ‘hesitate’ first.

Seriously, the power of suggestion is phenomenal and often overlooked. Just like when someone asks the waiter ‘have you got a nice red?’ and they are quick to respond with ‘we have a nice Penfolds Shiraz’, 99.9% of the population will respond with ‘ok let’s try that’. Now imagine that we did a split test and the next person asks the same question but we respond with ‘we have a nice Coonawarra Shiraz’, what do you think the person will try?

This is no different. We are suggesting that they open a piece of paper, look for the bottom line figure and then not respond to us so that’s what they do.

I’m here to give you a better way starting with the body of the email and what you should say or not say.

For me, there are two components that either make or break a proposal;

1. **Inclusions** (particularly to disarm the potential buyers ‘fear’ associated with the purchase and to create doubt in other people’s offering)
2. **Outcomes** (Reminding them of Point C and that they need you as Point B to get them there)

So, with that in mind, let’s explore a possible scenario of how a great body of an email might look.

Dear 'first name',

Firstly, thank you so much for taking the time to meet with me yesterday, it was fantastic to learn more about what you're looking to achieve and 'insert personalization here'.

I have taken the time to prepare a proposal for you as attached but **before you open it I'd love to clarify on a couple of points.**

Please know that the total investment of \$\_\_\_\_\_ includes;

- Unique Selling Proposition 1
- Unique Selling Proposition 2
- Unfair Advantage 1
- Something Here That You Know They Had Questions About
- Something Here That You Know That You're Competition Doesn't Have

Now that you have that in mind, feel free to take a look at the proposal attached as I've itemized exactly what will be required to ensure that 'insert outcome here' can be achieved.

**It's a very simple process to get started, all I need from you is 'the only thing you need' so I can 'tell them what you're going to do next'**

**How does that sound?**

Kind Regards,

John Smith  
XYZ Company.

Now before you jump onto the 'that doesn't apply to my industry' rubbish and continue to not implement or tweak any ideas for your own business and industry, allow me to share the 'suggestions' in this email and show you how you can guide your buyer to follow a process that has been laid out for them. Never forget that every single person on the planet has a secret desire to be lead.

## **SUGGESTION ONE: PREPARE A PROPOSAL**

As you will notice in the second paragraph of the new email body, I have deliberately used the words ‘prepare a proposal’ which suggests that you have taken some serious time, energy, effort and consideration into what you’ve put together. This shows that you care; it shows that you’re already putting in the work for them and shows that you’re committed to doing whatever it takes to earn their business and deliver an outcome.

Regardless of whether it’s perfectly worded for your vocabulary, keep this suggestion in mind as you pre-frame the work that went into your proposal.

## **SUGGESTION TWO: BEFORE YOU OPEN IT**

Now, you may have noticed that I put this part of the sentence in bold and I have done that on purpose to catch the eye of the reader. Once again, every single person on the planet has a secret desire to be lead and this is no different.

Tell someone to wait with a justification and most of the time they will.  
Tell someone to go with a justification and most of the time they will.

The purpose of this suggestion is for them to take the time to read every word of your email body before they go ahead to click on the attachment.

For those wondering if this same suggestion applies to face to face meetings, it absolutely does. ‘Before we move to this I’d love to clarify on a couple of points if that’s ok with you?’

I trust that you can see how this suggestion works; it’s your job to repurpose it to suit.

## **SUGGESTION THREE: BRING UP INVESTMENT EARLY**

Now, this is usually considered a big ‘no no!’ in the sales world. However, I have discovered that the ‘Opposite Effect’ works again. Bringing up investment early and within the body of your email

completely removes the urge to skip ahead and click on the attachment to find that bottom line.

If you're the one to bring it up, you have now assumed control of the justification or negotiation stage rather than the exit. We will go extremely deep into this on the next hour of the deal clock.

It also shows that you're confident in your investment and value offering and willing to put it all out there.

Trust me, the modern-day client respects this as he or she has all the information in the world at their fingertips and easily gets frustrated if you're trying to withhold or hide something from them.

If you do this where I have positioned it in the email body, it will come as a bit of a shock and will force them to continue reading the dot points below and actually read the attachment in detail as they search for the justification of it.

#### **SUGGESTION FOUR: LEVERAGE THE INCLUSIONS, UNFAIR ADVANTAGES AND CREATE DOUBT**

You may notice the next part of the email body includes a few dot points of what inclusions they receive in the total investment, a couple of unfair advantages that you know you have created, a point where you put your potential client at ease by insisting on a specific inclusion they have raised but also a couple of points to create doubt in your competitors offering.

Allow me to explain with a real-life example of how I managed to sell \$18.5 Million dollars' worth of Volkswagens and became Australia's number one sales person in 2012 using this very strategy.

You see it was a dream of mine to take out the gold and be the best sales person in Australia for Volkswagen Commercial as they released an incentive of an all-expenses paid, business class trip to Germany if you did.

At the same time, I knew that being in a smaller town of only 160,000 people could prove to be a challenge when the people I was competing with had access to millions of potential buyers, therefore I needed to do something different, I needed to find the leverage points.

So, I grabbed every brochure of every vehicle I was selling off the showroom floor and went looking for something unique, something that others would easily overlook.

That's when I came across the fine print towards the back of the brochures; '3-year paint warranty, 3-year defect warranty, 12-year rust and corrosion warranty' from factory.

At the time, everyone in business knew about the standard '3-year unlimited km warranty' along with the '15,000km or 12 months' service intervals'. However, I hadn't heard of the others being used in sales related conversations before.

So, all I did was simply add that into the body of my email, giving every piece of information my clients needed to make a smart decision and leverage the fact that the other sales people they were speaking to hadn't informed them about it, therefore creating doubt in their relationship.

*Dear Jenny,*

*Firstly, thank you so much for your time on the phone just now, I appreciate the opportunity to help you with a New 2012 Volkswagen Polo – 66TDI – DSG in Flash Red.*

*I have taken the time to sit down with my manager Greg Hardy to make sure you we could present the best proposal for you and to also locate availability. We have managed to find one at the Patrick's holding yard on the Brisbane Docks and have reserved it for 24 hours so it doesn't go missing on us.*

*New 2012 – Volkswagen Polo 66TDI – DSG In Flash Red - \$25,135 Drive Away.*

*Please note that this drive away price includes:*

- 12 months' Registration
- A Full tank of Fuel
- 3 Year/Unlimited Km Warranty
- 12 Months/ 15,000 Servicing At Capped Prices
- 3 Year Paint Warranty
- 3 Year Defect Warranty
- 12 Year Rust and Corrosion Warranty

***It's a very simple process for me to put this vehicle on hold for you, all I need is a fully refundable \$500 deposit and some basic information and we can get the ball rolling.***

***How does that sound?***

*Kind Regards,*

*Steve Claydon*

*Wippells Volkswagen*

Above is the exact email I sent in 2012 to sell a Volkswagen Polo over the phone and the main reasons were my dedication to give all the details and clarify what was included and not.

Jenny even mentioned that I was the only person to know all about the additional warranties and was the only person to take the time to see if they could source the vehicle and in the colour she wanted. She enjoyed that I informed her of exactly what I needed to make the process simple and to get the ball rolling.

It was the first time I realized how powerful this email body structure was and I went on to use it time and time again to win the number one spot over to Germany.

Even to this day, I use a very similar structure to sell both online and off and run through the same proposal layout finished with the last suggestion.

## **SUGGESTION FIVE: GIVE THEM THE NEXT STEP**

You may have noticed with the email body examples above that not once have I used the words ‘please don’t hesitate...’ but rather have replaced them with the words ‘It’s a very simple process...’

I do this for a very specific reason that we have touched on a few times already. Every single person on the planet has a secret desire to be lead AND every single person on the planet loves order and process (refer to the Hierarchy of Needs if required).

So, after years of testing, I have found that ‘It’s a very simple process...’ works far better than the rest to lead your clients successfully, particularly when it’s followed by ‘all I need is...’

You see the ‘all I need...’ part of the sentence creates a brilliant minimizer for the client and allows them to only ever think about the next step rather than experiencing overwhelm.

With the example above with Jenny and the Volkswagen Polo, she even called me as soon as the email landed in her inbox and said ‘for the holding deposit, do you take American Express?’

To me this demonstrates that if you make the ‘hoop jumping’ simple for your clients they will be much more willing to ‘jump’. So only ever focus in on the next step and educate them about what that is.

Don’t get ahead of yourself, keep it simple. We all like simple and we all like process. Be the only sales professional and business person to do that well and you will find that you take a bigger piece of the pie.

This suggestion works in person, on the phone, online or off.

So, your ultimate goal with the stage of the deal clock is to have a complete solution offered to your potential clients. It must be pin point accurate utilizing everything you’ve learnt and established from the previous hours.

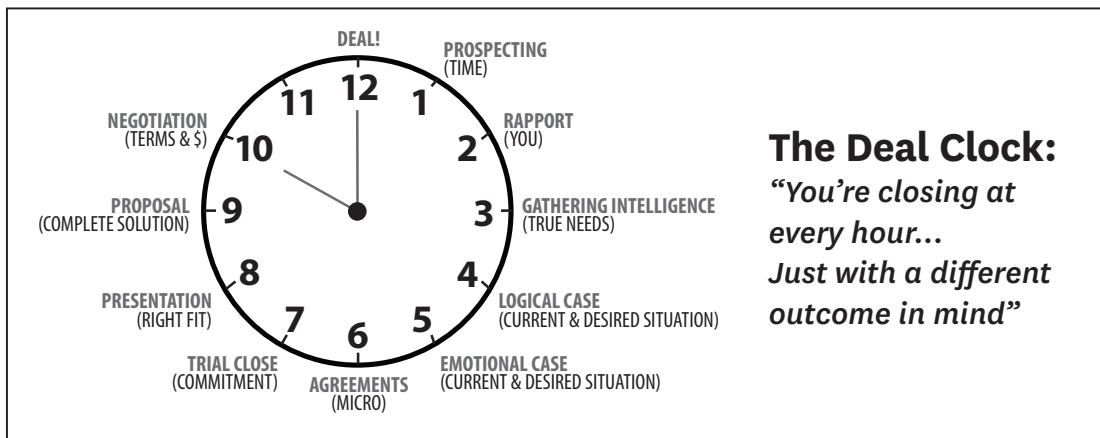




## CHAPTER THIRTEEN

# TEN O'CLOCK: NEGOTIATION

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So, you have been crowned with the honour of receiving the valuable attention and time from your potential clients, they think you’re flipping awesome at problem solving and knowing ‘your stuff’, they have spilled their beans and given you the emotional insight to their lives, they have nodded their head better than a novelty ‘bobble head’. They have given you a strong commitment that you are the person they want to spend some sweet cash with. Everything looks good, presentation looks good, proposal looks good BUT they ‘need’ to negotiate on it.

Fun, isn't it?

Well, I'm here to help you with some pretty powerful insights into negotiation so that you can guide them to making a smart decision that helps them go from Point A to Point C in the fastest and smoothest possible way.

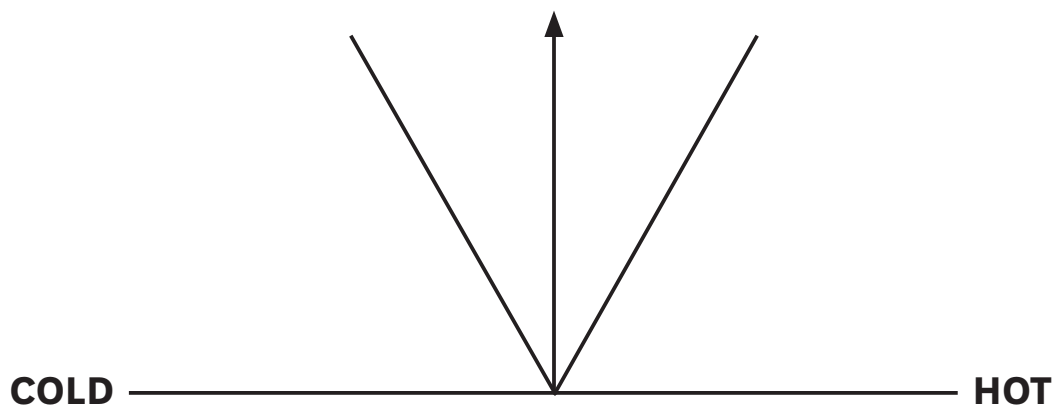
Now, usually when I say the word negotiation most people think of dollars and cents.

Well, I'm here to say that you may need to change some of your thinking and inform you that price is NEVER the sole reason for doing business and in fact I guarantee that you have missed business in the past because you have been too cheap.

Now, I know that may be edgy to a lot of my readers and clients. However, please allow me to share with you as to why—why price is never the sole reason for purchasing and how you can negotiate in a much more resourceful way.

### **THE INVESTMENT THERMOSTAT:**

***“Price is never the sole reason for purchasing...”***



Just like in a car, you too have a thermostat that determines when something is running too hot (expensive), when something is running too cold (cheap) and when something is running at the perfect 'temperature'.

I like to refer to this as ‘The Investment Thermostat’ and everyone has one for virtually everything they do or don’t see value in.

Let me explain through an analogy as I’m currently drinking a Penfolds ‘Bin 28’ Shiraz and thought about how people do or don’t see value in wine.

Now, just like your car, you have an optimal running temperature for how you like to invest your money in certain things as well as where you see the perfect value exchange. This is represented by the vertical line pictured above, smack bang in the middle.

For this example, let’s say the ‘optimal running temperature’ for a good bottle of red is \$40. That’s the middle and vertical line and the perfect value exchange in your mind.

Now to the left is the Cold ‘flat line’, this is when it is far from being optimal and isn’t where you want to be running. In this example that would be when you see a ‘box’ of cheap and nasty wine for \$9 and naturally assume that it must be the worst wine in the world.

This poses the idea that there is a bunch of things that we don’t buy because it’s considered ‘too cheap’ in association to our perceived identity or we ask ourselves ‘what’s wrong with it?’ as the value proposition isn’t lining up. The perception of quality decreases exponentially.

Conversely, the right Hot ‘flat line’ is also when it far from being optimal as it is considered way too expensive. Even if it is the best quality in the world and in fact ‘may be worth it’, it is simply too far out of reach from a justification stand point and/or an investment standpoint.

An example for this in the case of the ‘\$40 investment = great bottle of red’ belief would be the same person considering to spend over \$800 for a bottle of Penfolds Grange.

Yes, it could be ‘worth it’ and ‘I’m sure it’s amazing, however I just can’t justify it!’

Now with all of that in mind, let's move on to the two lines darting off on tangents, this is what I refer to be as 'The Thermostat Range' meaning that if \$40 is the centre line and optimal, they will most likely move up to \$55 and move down to \$30 before things become a little uncomfortable.

When you know a potential buyers range or have created the range yourself you will find that you can be incredibly influential in the negotiation.

What I mean by that is your sole purpose as a sales professional is to justify the value exchange and allow your clients to see the upside versus the downside, the top minus the bottom. When you have that firmly in your mind you will always see an opportunity to negotiate positively. We will discuss more about this soon.

The next thing I need you to have in mind is that you, your product, your service, and your company are not a cost to your client; they are an investment.

Now before you say, 'But Steve we truly are just a cost to our clients, there is no upside to them from our business' let me answer it this way; if your business doesn't create any upside for your clients than you don't deserve to be in business however I haven't see one yet that doesn't create an upside.

Let's take a typical cost that we all hate paying and that is electricity. Can you think about how having electricity is creating massive upside for you and your business and how it could be quite easy to switch your thinking to an investment one?

What about vehicle registration? How can that be an investment to you and your business? I can think of a dozen different ways in the space of four seconds.

Can you see where I'm going here? I think the reason why so many of us miss business is because of our own lack of self-belief around how much upside we truly create for our clients and therefore underprice

ourselves and fall below the 'optimal running' temperature and perceived value which in turn creates the 'what's wrong with it' thinking.

Let me tell you that it's okay for your products and services to NOT be the cheapest. It's also okay for your products and services to be a little more than everyone else and in fact I'd encourage it.

It's no different from the luxury clothing brands out there; yes whilst their products may hold a little higher quality in their finish and materials, a large portion of the perceived value is in the fact that they are priced at a higher price point than others, boasting exclusivity and prestige.

I've come to realise that the 'sweet spot' for you, your products and your services is to be between the 'optimal running temperature' and the top side of the 'thermostat range'.

It's okay for it to pinch a little bit for your potential clients and in fact will hold you to a higher standard in the way that you show up to the world and produce.

The second piece of the puzzle is to treat all objections and stalls as a mere comment until validated as a true objection.

What I mean by that is the fact that we make negative comments about a million different things but then go ahead and do them anyway.

'I don't want to get out of bed', 'Oh, it's raining', 'That's a little more than I was intending', 'This sucks', 'That's a long way to go' etc.

Often inexperienced sales professionals may hear the above comments (or at least along those lines) and then progress to treating them as valid and true before testing to see if they were mere comments.

How you ask? Well, it's quite simple at this point. It's about the power of embracing silence, the power of agreement and the power of giving them the next step.

What I mean by that is if a potential client gives me a simple comment along the lines of 'it's a little more than we were looking at' I'll be quick to respond with 'OK (add a two second silence here) How so?'

It makes them think on a deeper level and say what's on their mind, if you can draw that out of them, 9 out of 10 will then proceed to telling you a completely different story as the stall they just gave.

Negotiation is based on sharing truth. I think a lot of people forget that and play sales games, so be the one who tells and draws out the truth so that you can isolate and overcome any objection.

Now, the ultimate form of negotiation is to explore terms first and price second every single time and here's why. What do you think happens to the relationship if at this point of the deal clock you suddenly drop your price?

I can tell you that there are always two thoughts that will come to mind of your potential client;

1. If you wanted my business, why didn't you offer that price in the first place?
2. If agreed upon, I wonder if I could have got more?

Dropping price without exploring terms OR for having a solid justification (i.e. You found some cost savings from supplier) breaks rapport with your client like nothing else.

So, here is the better way: if negotiation is entered and your client is looking for a saving on the bottom line or the outgoing payments always agree that you would love to earn their business and then proceed into leading the conversation with 'ok, well let's have a look at what we are working with'.

Begin to then look at all the terms and ensure that they are agreeable;

- Time frames
- Product specification
- Quantities

- Payment Terms
- Service Offerings
- Inclusions
- Level of Service

Let me share a hypothetical of how this can work to create a justification of the higher end investment.

Imagine that you were the fly on the wall in a nice clothing retailer and you witnessed a lady walk in looking for a new dress to go to a wedding. Let's call her Anna.

She had in her mind that she was willing to spend \$150 on a dress (please know that as humans we always pull numbers out of thin air based on our investment thermostat).

The sales person greeted her and did a great job of working through the clock, building rapport, gathering intelligence, exploring the logical and emotional case.

They found a couple of different options of varying quality, style and investment until she found one that she absolutely loved. It was perfect in every sense of the word however it was \$225 and way over what she was intending to spend.

'Ah, it is a little more that I was intending to spend' you hear her say to the sales person.

However, the sales person didn't proceed to working out how she could discount and remove profit from the deal but rather she negotiated on terms first by saying 'ok, well I also noticed that you had a quick look at this other dress over here, it is only \$140'.

Meanwhile, Anna knows in her heart of hearts that she doesn't like it nowhere near as much as the \$225 dress which creates a greater desire and justification of investment.

What happens next in Anna's mind is incredible, she no longer thinks about the total amount of \$225 that she has to fork out but rather the difference between \$150 (what she was willing to spend) and the extra \$75 to get what she wants.

The sales person has also done a brilliant job of giving Anna all the logical and emotional justification language patterns and proceeds to purchasing the more expensive dress because of 'this', 'this' and 'this'.

Anna proceeds to come home and show the beautiful dress and begins to justify the investment through her brilliant parroting skills.

Deal done, retained profit. That's the key to long-term sustainable business.

So, with that in mind, always look for the agreement of terms and be the one who creates the investment gap for them and on your terms. Instead of Anna leaving the store and finding the comparison somewhere else or online to create the justification, the store owner held it in store.

Do the same for the deals that you put together, show them a couple of different options so that they can see and justify the difference.

This also works incredibly well if the justification is based on;

1. Saving time (quantified)
2. Making money (investment rather than cost and association of investment to possible return)
3. They can't do 'it' without you, product, service, company
4. A reminder that 'it' links with their perceived identity by reminding them of the decisions they have made in the past.

I'd encourage you to re-read those four points and explore how they work in your business and sales process. Once again, this is an immersive book, not a popcorn book that you watch and read and then go about on your merry way.



The last point I'd like to make in relation to negotiation is that you must go back through the last 'hours' as a self-check to see which hour needs building upon and here is how you do it;

- Have I run out of time?
- Has there been a break of rapport?
- Have I missed out on some valuable intelligence?
- Has the 'Logical Case' changed or been influenced by an outside source?
- Has the 'Emotional Case' changed or been influenced by an outside source?
- Have I missed the agreement stage?
- Have I missed something within my presentation?
- Have I missed something in my proposal?

Always remember that if you're seeking quality answers, you simply need to ask quality questions. Trust that makes sense and is helpful.

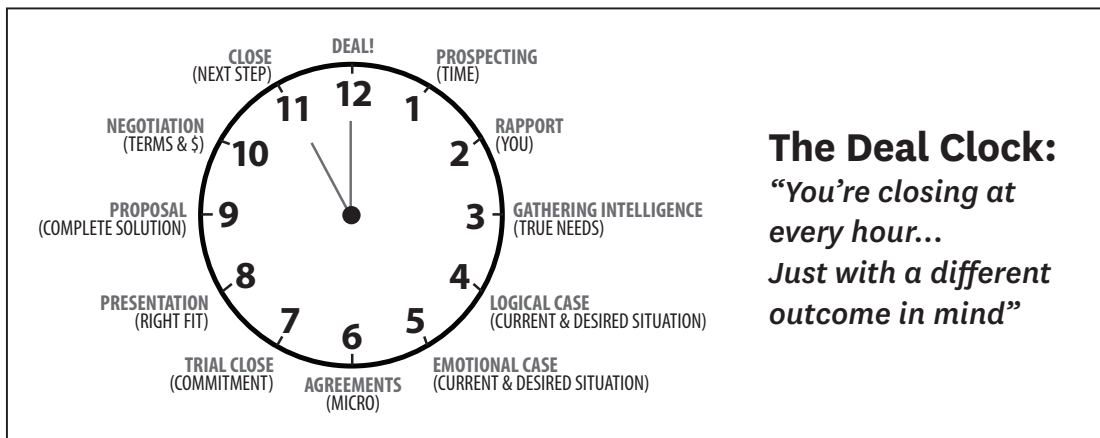
So, your ultimate mission here is to tell the truth, draw out the truth, negotiate on terms first and price second and ultimately lead your client to having everything they need to make a smart decision including creating the investment association and on your terms.



## CHAPTER FOURTEEN

# ELEVEN O'CLOCK: CLOSE

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Here we are! The final hour of the Deal Clock and easily the most confusing to so many sales professionals and business owners out there. My greatest hope is that this next piece of writing comes to serve you in a way that you've never heard before and dispel the myths around 'closing a sale'.

But before that, we need to stay consistent and run through what your potential client has experienced along the way and as it's the last time I'll be sharing the run sheet in this book let's make it fun.

So, your client has looked at their watch and then looked at you and has said in their mind ‘yep, worth it!’ They have looked at themselves and then looked at you and have said in their mind ‘I like this person because I like myself’. They have witnessed the way you ask brilliant questions and have said in their mind ‘boy this person really knows what they’re doing’. They have told you everything about their logical and emotional case and have said in their mind ‘ah OK, we need to do something about this even though I thought I was going to play the chilled-out card’. They have nodded their heads and said the beautiful word ‘YES’ a couple of thousand times. They have agreed that you are the ultimate Point B and they feel encouraged that they have passed the test that someone of your calibre can help them. They have experienced the presentation and have been impressed by the quality of your materials, so much so that they sneakily whispered in the other decision makers ear, ‘feel this business overview; it’s beautiful’. They have seen your different style of presenting and laying out your proposal and you have negotiated on the terms, created the justification gap and they have given you then final ‘yep!’

It’s now time to close the transaction and simply educate them about the next step.

In my entire career, I’ve used only a handful of ‘closes’ and they have been incredibly powerful for me, why? Well, simply because I’ve taken the time and care to work through the sales process with professionalism, ensuring that I hadn’t skipped over steps or rushed to the proposal stage as so many do.

You see old school sales will teach you 10,000 language patterns on how you can position your client to make an emotional based decision and almost smash a square peg through a round hole. Just keep persisting!

Now while I’m a massive believer in persistence and in fact implore you to embrace it, I use persistence in the context of playing the Long Game and doing something worthwhile.

Not trying to slam a deal together. I hope you can see the difference.

I'm here to say that if you have taken the time, care and attention for all the hours that have gone by in the deal clock, 11 o'clock should be the easiest and quickest step of all.

So, are you ready to hear the close that I have used myself for the last decade and have trained 195+ companies and over 7000 people to use in their business?

**It's a very simple process to get started, all I need from you is 'the simplest thing you need' and then I can 'tell them what you're going to do next'.**

**How does that sound?**

That's it, simple, easy. Ask for the business and tell them what you require from them as the next step, if the agreement hasn't taken place at this point, stop the clock and return to negotiation to draw out the why and the why not.

Now, there are some rules to the game when using the close;

1. It must be used in a logical and fair tone
2. You must embrace immense self-belief and confidence
3. You must work with bottled enthusiasm
4. You must embrace silence as soon as you hit the question mark

All of those working together allow you to positively influence the situation, particularly number four.

Never ask a double question, for example 'would you like to get started and if so how would you like to go about it?'

The brain likes sequence and patterns NOT thinking about two answers at once.

Another simple and direct close is by simply asking your potential client, "Are you happy to go ahead on this?" By doing so you'll get back one of two responses; 'Yep, let's do it' and therefore you'll go on to put the agreement and logistics together or 'Nah, just need to look/talk

over with...' in which all you need to reply with is 'OK no trouble, what have I missed?' This allows you to head back over to 3 o'clock to explore further.

Finally, never ask a follow up question until your potential client answers and in enough detail. It doesn't matter how long they ponder, sit their patiently and be the one who can embrace and endure the silence.

It is the true power of influence and the secret to earning more business and taking a bigger slice of the pie.

The truth is most of us aren't great at embracing silence, we often interject other people mid-sentence and cut them off, even if it's right at the end of their sentence as we know what they're going to say next. Not the greatest form of communication to be fair.

Instead, I want you to play the one second game which is very simple yet incredibly powerful. From this day forth, whenever you're having conversations I want you to firstly wait until they are completely finished talking and then add one second of silence to the end before you respond.

Watch how often they will go on to add all the details and how often our assumptions are wrong in regards to where we thought they were going.

We could spend all day working through 50 different closing language patterns and I'm sure you've come across books in the past that have, but I want to work with The Opposite Effect here and only give you one, as truth be known I don't think the problem is coming from a lack of 'closing content' but rather a lack of a bullet proof sales process that covers all angles including human behaviour and psychology.

I firmly believe that if you do all the other steps well, you literally only need one close. I've proved it and my clients have too.

So, your aim with 11 o'clock is to simply educate your clients of the next step and go ahead and do just that.



## CHAPTER FIFTEEN

# THE SECRET TO UNTAPPED EQ

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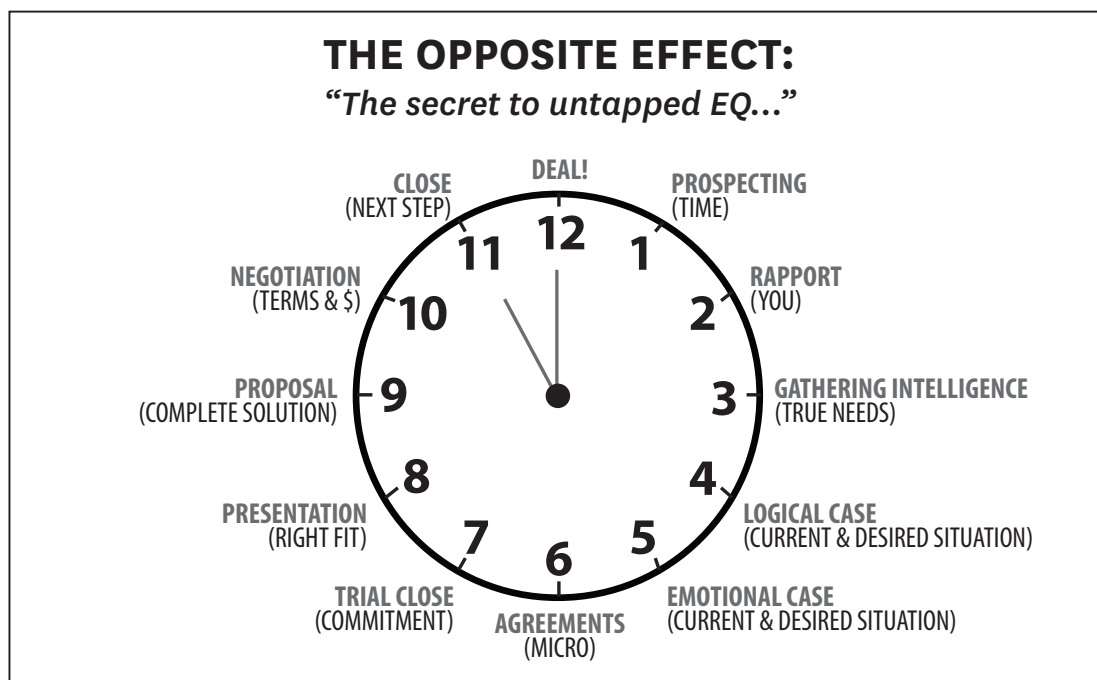
Okay, so I need to come clean here and profess that I have discovered the secret to untapped EQ within sales and exactly what you need to do to help close your next sale... all by an absolute fluke.

You see, most of the words you have read within this book were already published in 'The Future of Selling's' older brother 'The Opposite Effect'

Yet, I failed to recognise the power of The Opposite Effect even in the process of writing it.

It wasn't until nearly two years after publishing that I discovered this secret to untapped EQ and the biggest game changer for sales professionals when it comes to working out what they've missed and what they need to do next.

The answers are always found in the opposite. Go and take a good look at the image below and see if you can work out exactly what I'm getting at here if you find yourself stuck at a particular 'time'.



Got it? Let's say that you're stuck in negotiation and can't move past it. What's the opposite side of the clock? Yep, you got it, the 'Logical Case'. The reason why the deal isn't moving forward past the negotiation is the fact that you haven't built a strong enough logical case (negotiation IS logical) with a strong enough return on investment. You need to head back there and take care of that.

Let's say you're stuck in the close and your potential client won't nudge forward and agree, the opposite side is the 'Emotional Case'. You simply haven't shown a strong enough case for them to desire your brand, your company, your products, your solutions. You haven't shown them care, your match of values, how you can remove the fears, frustrations and help them achieve their dreams and desires. You need to head back there and build up those emotions.

Let's say your proposal sucks, it's confusing, it has too many options, they haven't even bothered reading it in full and they aren't sure if it's even worth exploring any further? The opposite side is Gathering Intelligence in finding their true needs. Of course, the proposal isn't hitting the mark; you simply haven't gathered enough intelligence in the right solution or explored their needs in enough detail. That's where you need to go back to.

Let's say your presentation is going really poorly, the entire boardroom have their arms crossed, one guy looks like he's falling asleep, another is checking their watch. What's on the opposite side? Rapport! You haven't built enough rapport with them on an individual level and they simply don't care about you or what you're harping on about. Might be time for a switch up/raise up or simply go back to connecting with them on a deeper level.

What about if you're simply not getting any deals lately? Nothing seems to be going ahead. The opposite side is 'Agreements'! Let's face it, a deal is an agreement, so the key here is to go back and summarise their worlds better than they can, build up those micro agreements so that it becomes an easy transition into the major commitment.

I'll let you go through and link the rest, the more you look at it and explore the connections the more EQ it will develop within you. This will allow you to quickly analyse where you are on the deal clock, where they are on the deal clock and where you should be together.

The biggest mistake you can make is skipping steps or bouncing all around the deal clock. For example, those sales people who skip from 2 o'clock to 9 o'clock in 5 seconds flat. 'Hey Salesperson, can you get me a price on \_\_\_\_\_?', 'Yeah, no worries customer, what is your best email address? I'll send it over now!' I trust you can see all of the steps 'salesperson' has missed?

Finally, always remember that the answers are found in the opposite.

This is an absolute key to the success of the modern sales professional. It's by positioning yourself like a great chess master and their decision making/problem solving process by analysing;

1. I'll make this move
2. They'll make this move
3. This will most likely follow
4. Now what have I missed?

Think in this way and you'll find the answers that were always there.





## CHAPTER SIXTEEN

# THE FOUR RHETORICAL QUESTIONS

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Okay, now that you have the secret to untapped EQ within your business and sales results, I want to take you back to what to as ‘The Four Rhetorical Questions’. These are the four things you need to have explored and the four things you need answers for to have the best shot at closing a sale.

1. Have you directly asked for the business?
2. Have you isolated the objection or has the truth been said?
3. Have you embraced the team sales approach?
4. Have you developed a return on investment case (both tangibly and intangibly)?

Let’s go through each question in detail so that you can ensure that you have the highest deal probability starting with the ‘direct ask’.

You don’t have to be a rocket scientist to work out those who simply ask receive more than those who don’t. And whilst you may have done a fantastic job of working the sales process. Some sales professionals fall down simply because they haven’t asked for the business.

In reference to a previous chapter, my favourite direct close is ‘Are you happy to go ahead on this?’ If yes, move on to putting the logistics/ paperwork/agreements of the deal together and if no or not sure simply respond with ‘ok, that’s no trouble, what have I missed?’

I guarantee you that by simply asking and by being more direct than usual will lead to some positive results within your business.

The second rhetorical questions explores the fact that agreements don’t take place until the truth has been verbalised and if you don’t explore those elephants in the room or those hidden fears, you have a 0% chance of winning the business.

So don’t be afraid to ask those questions like ‘I can’t help but notice that there is something else going on... What are your main concerns here?’ or ‘I can’t help but notice that there is some tension here... Can I ask what it is?’

You’ll notice by creating the space of ‘I’m willing to hear the bad news’ that rapport and trust is built and in fact is a key milestone in moving the sale forward. Don’t fall into the trap of always trying to stack positives. Sometimes it’s that one negative that’s weighing it all down. Don’t pretend that it’s not there; address it, take care of it, and bring it into the open.

Rhetorical question Number Three is ‘Have you embraced the team sales approach?’ This one is quite interesting to explore and based on my experience can be the biggest game changer to your sales results.

The modern market has moved away from wanting to deal with and buy into one person and instead has moved towards buying a team or buying a collective. Why? Because there is tremendous risk in putting all your eggs in one basket so to speak. It poses more risk than it’s worth to an individual or company to invest in one business development manager and have that one person knowing all about the account and having all the IP. What happens if that person leaves or worse gets hit by a bus?

Instead, position yourself and your company as a team player. A tactical way to do this is to bring multiple people (even those outside of sales e.g. engineers, project managers etc.) to the presentation or sales meeting to show them who will also be taking care of the project.

At the very least, introduce all of the relevant team members within your presentation and use language patterns like 'we', 'our', 'your', 'my team', 'our team', 'I'd love to introduce you to 'name', he/she specialises in 'speciality' and has been involved in this from day one...'

Lastly, during follow-up phases, allow a colleague to contact the potential client on your behalf (this is called a switch up) or better yet allow someone in a position of power (Managing Director, CEO or the likes) to contact the potential client's person of power (this is called a raise up).

Watch how much faster the business closes when you position the team and sell as a team. The modern market loves it!

Final rhetorical question is the building out the Return On Investment (ROI) case both tangibly and intangibly.

Let's face it; ROI is the reason why we buy anything. Yep, that's a big call but it's true. We believe that by buying this 'thing' or taking on this 'service' the future will be better than the current reality.

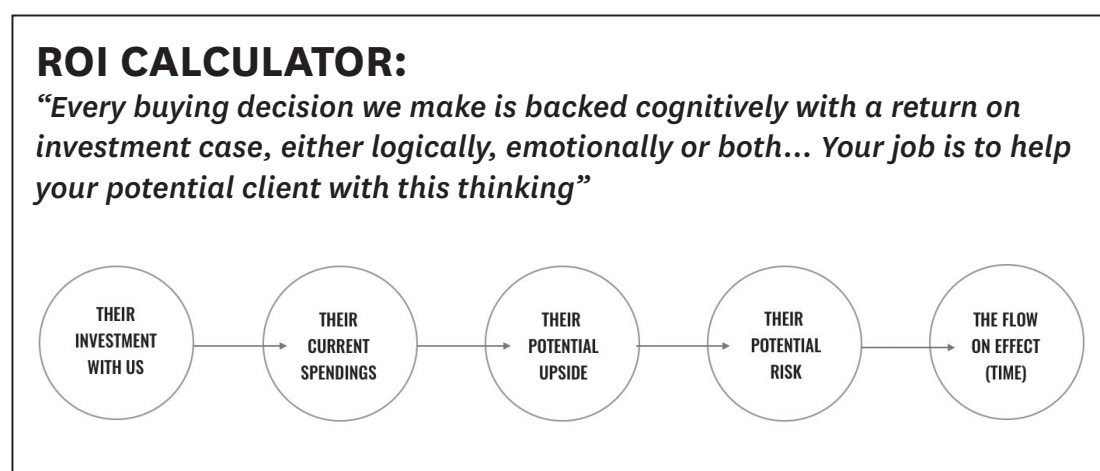
So, with that in mind, wouldn't it make sense to position your sell in a way that promotes their personal ROI?

Now for those who are asking what the difference between a tangible ROI and an intangible ROI please allow me a moment to explain.

A tangible ROI is where you give the potential client a better outcome AFTER working with you than before and this can be directly measured. For example they invest \$10,000 with you and you return them \$15,000. You have provided them with a \$5,000 return. Or they are currently taking 3 hours to clean their office and you can get it cleaned for them within 1.5 hours. You have saved them 50% of their time. (Of course most ROI cases are far more complex but you get the point).

An intangible ROI is when your client feels better off or gives them a form of upside however that upside can't be physically measured, e.g. buying flowers for someone who is feeling unwell. It makes them feel better. It makes the person buying the flowers feel better. However, you can't exactly say that gave them more money or time, etc.

The key is to position your sell in a way where it taps into both the tangible and intangible and way of exploring this is by using the below template as a thought provoker:



So, with that in mind, let's create a hypothetical ROI case and I'll do my best to squeeze every opportunity I can out of it to show you how far you can take it when you apply 'consequences' and 'possibilities'.

Let's say you sell high end, bespoke, custom laptops/tablets that cost \$10,000 each (I'm not sure if they exist but let's roll with it).

So based on the first button on the left, we know their investment with us will be \$10,000. Now let's say they currently using Apple MacBook Pro's and investing \$2,500 a pop and they are lasting 3 years maximum.

Our laptop is 4x the price so a negative ROI on face value. However ours has a 6 year full replacement warranty with unlimited software updated for free. Therefore the total cost of ownership for ours is \$1,666,67 per year ( $\$10,000 / 6 \text{ Years}$ ) and the MacBook has a total cost of ownership of \$833.34 per year ( $\$2,500 / 3 \text{ Years}$ ) therefore we have gone from 4x

the price to only 2x the total cost of ownership (assuming the Mac user is not using any software updates that cost money).

Now, let's move into 'Their Potential Upside', let's say this potential client is an IP Lawyer and the average client is a high net worth business owner with an average sale of \$70,000 each. Our potential client became interested in us because they noticed a lot of their current and potential clients wearing designer clothes with bespoke accessories. This sparked an interest in 'standing out' due to the fact that this potential client was losing some business to another IP Lawyer.

Question: Can we position the purchase of our bespoke laptop to attract new client? Can we position our products to stand out in the mind of their potential clients? See where I'm going with this.

So, let's say our potential client is winning 1 in 5 of their proposals every month, meaning they are making \$70,000 and losing \$280,000 in potential opportunity. What if we could position some branding on their laptop with an emphasis on helping their conversion ratio go from 1 in 5 to 1 in 4? This would translate in an additional \$70,000 per month or \$840,000 per year, a 84x multiple of their initial investment within year 1.

Now, if that seems to far-fetched let's explore the current usability of their current laptops. Have they ever let them down in a time of need? Has it ever meant that they couldn't do their work? How much is their time worth every hour? Is there a way we can improve performance and efficiency by a multiple of time per day/week/month?

Let's say they are charging out their time at \$1,000 an hour and we can improve their efficiency by an hour every 2 days? They would break even within 20 days and be making an additional \$1,000 every 2 days thereafter for the life of our laptop. You do the sums; that's a lot of money over 6 years.

What about the third button, 'Their Potential Upside'? By working with us and having the only bespoke high end laptop/tablet within their

office, within their network and within their industry, what will that allow them to be, do or have that they wouldn't otherwise?

What's the value on having more confidence when they show up to the meeting? How does that affect their closing ratio or how the company is perceived? By having additional efficiency of an hour every 2 days, what will that allow them to do personally, professionally or both? More time with their family? More time working on the business? What does that mean for their long term growth and sustainability? Add time and stir, quantify it and you'll notice the sky is the limit.

What about the fourth button, 'Their Potential Risk'? What is likely if they stay the same or go back to the same old? What does that mean about their brand and what they are projecting to their clients? What if one of their competitors goes on the offence and stands out in a positive way by investing and being different from everyone else? What's the financial effect if they go from winning 1 in 5 deals to 1 in 6? How much does it cost them to create each opportunity? What is that lost revenue and costs?

Lastly you'll notice the final button which is to take all of the above and create a flow on effect scenario. So yes, we are 4x the cost of a new Apple MacBook Pro, however we are only 2x the total cost of ownership, we are certain we can assist you in creating an additional hour of productivity every 2 days and increase your conversion ratio from 1 in 5 to 1 in 4 by aligning your brand presence and personal brand to your market place, knowing that each deal is on average \$70,000, that will mean \$840,000 in top line revenue within year one and with the additional productivity you will see a break even within 20 days alone, not to mention the additional \$182,500 in further efficiency earnings. So in summary, we produce a \$10,000 laptop/tablet that not everyone chooses to invest in but when it helps you generate an additional \$1M in revenue within year one and you have the comfort knowing that it lasts twice as long with zero ongoing costs and a complete replacement warranty. Can you afford not to invest?

What do you think? Has that helped you to see the power of exploring the ROI case both tangibly and intangibly? Your job now is to explore how your product/service provides huge upside for your potential clients. Make it unique to them and think creatively about the outcomes.



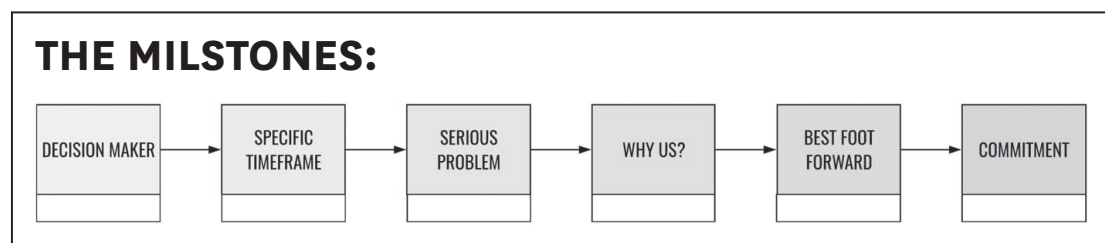
## CHAPTER SEVENTEEN

# THE SIX MAJOR MILESTONES

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Not too long ago, on a Sunday evening, I asked myself one thought provoking question; ‘What are the major milestones when it comes to putting a deal together?’ A couple of Gin & Tonics later I not only developed the Six Major Milestones, but I developed a one page plan that could change the game forever when it comes to sales process and sales development (more on that later).

So here they are, the Six Major Milestones you need to have a solid answer for if you want your conversion ratio to skyrocket!



Let's go through them step by step including the psychology of why they are crucial to your sales results.

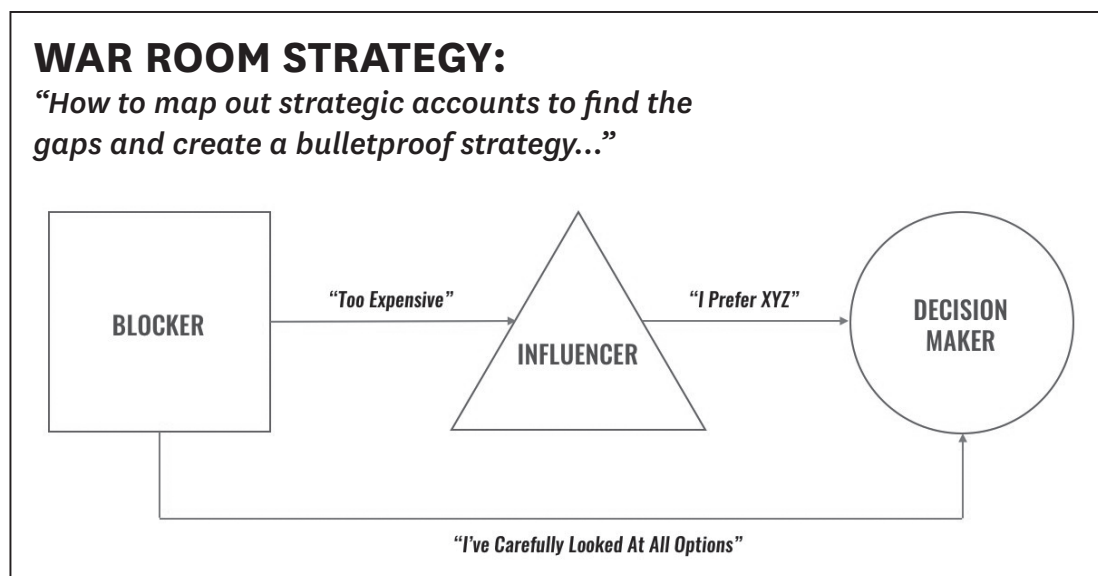


## DECISION MAKER:

- Have you got the right person involved in the deal?
- Have you built a personal connection with them?
- Are they committed and on the same as everyone else in the deal?
- Are you making any assumptions about the decision maker (or lack thereof)?

The above are the key questions to ask yourself and those on your team as you go about ensuring you have the big DM. We've all been there whereby you assume you have the person who can go ahead with the sale, you get right to the end and hear the dreaded words 'sounds good, let me run it by 'insert real decision maker here'. Disheartening isn't it?

So the key here is to ask, explore and be curious early in the sales process to ensure you have the right people involved. Establish who the decision makers are, who the influencers and the blockers are. Map them out on a War Map pictured below and begin to search for the gaps.



Even go so far as to document the recent conversations along with a strategic search online (you'd be amazed as to what you can find on social networks/Google).

By doing so, I can guarantee that at very least you challenge your own assumptions and at best find the actual person you should be spending time with which will in turn allow you to close the sale in a much shorter time frame.

### **SPECIFIC TIMEFRAME:**

- Has the decision maker given you a specific timeframe as to when the decision will be made?
- Do you know the specific timeframe of when they need a solution in place by?
- Has the Decision Making Unit given you a specific timeframe related to their next meeting?
- Do you know the specific timeframes involved of when the tender closes and when all relevant documents need to be submitted by?

You don't get married until a date has been set, business and sales is no different. Your job is to create 'When' based questions to prompt a specific response. Without it, you won't have a strong enough commitment to move forward.

So get curious about the above questions and go and do your forensic follow up to find out the information that you need to structure your sales process effectively.

Most leave it to assumption, soon or 'I have no idea, they said they would get back to me'. Unfortunately by then it's too late!

### **SERIOUS PROBLEM:**

- Have they identified that this is problem that MUST be solved?
- Have they felt the pain associated with their problem?
- Is the pain widespread across the organisation including the Decision Maker?

- Have they been exposed to what this problem is costing them personally and professionally? And has that been verbalised back to you?

You need to know that all the strategy in the world, with all the best marketing and all the fanciest sales tools still won't help you close a sale when your marketplace or potential client doesn't think they have a problem to solve.

It's like trying to sell a ski jacket in the middle of the world's hottest summer, you won't get too far. So, unless your potential client has identified that they have a serious problem, you will find that it takes some serious time to close the sale.

Explore their inner motivations below and push the buttons! Every time you do this urgency and desire increase as the problem is further exposed.

### **PERFECT PRESENTATION:**

*"The key to a perfect presentation is to demonstrate, explore or create a world where your potential client can see the future and it looks brighter than the world they're in right now."*



- **Do they want to avoid their biggest frustration or worst fear?** What is driving them crazy or keeping them up at night? Push that button.
- **Are they driven by their desire for comfort or safety?** If so ask yourself this question: 'If they went ahead on this, what would this allow them to be, do or have that they wouldn't otherwise?' This will allow your sell to go from being a 'nice to have' to a 'need to have'. For example: Business Class Flights. Although they are comfortable and nice to have, most business people decide to

invest \$10k on a nicer seat is because it allows them to sleep on the flight which means they can BE refreshed and ready to go at their destination. This allows them to be more productive and DO more than they would otherwise. This allows them to HAVE better sales conversations, which means they are more effective in a business development environment.

- **Are they motivated to look good in front of others?** This can also tie into the Business Class Flights, many enjoy how it makes them look in front of others (superior) and relish in any opportunity to share this with others online. The overwhelming majority of your potential clients won't be so bold to say 'the reason I'm buying this is so that I look good in front of others' however you don't have to look too far to connect the dots. Professional name dropping and utilising social proof can massively boost the urgency of making a decision as this taps into their desire to not be left behind or stay up with the crowd.
- **Are they driven by their desire for community?** This one is a little rarer however a strong contributor to the marketplace choosing who they want to work with. It could be that they want to support local or the fact that they want to create a better environment for their employees/family/local community. If your values align, don't be afraid to show them that you're all about long term partnerships and that community is important to you/your company.
- **Are they driven by growth (personally and professionally)?** This one is pretty straightforward. Do you have a potential client who wants to drive their business and themselves forward? If so, they are most likely impatient about it so tap into the desire for it to happen faster, in a more efficient way with bigger upside than ever before. Talk about their biggest headaches and frustrations. Don't shy away from the pain they are in. After all you can help them with it if you've done all of the previous steps correctly.

So with that in mind, ensure that you're spending your best time with those in serious pain. It simply makes good business sense.

## WHY US?

- Have they told you why they want to work with you or your company?
- Have they verbalised why they are motivated to make it happen and make it happen now?
- Have they told us why they are willing to work with us despite being more expensive?

This one takes some guts however can be the biggest game changer when it comes to speedy sales turnarounds. That is to ask why.

‘It seems like you’ve got a reasonable relationship with your current supplier, curious to know why you’re interested in working with us?’

‘You mentioned that we are more expensive than other options, curious to know why you are still considering us?’

‘I know that you said that it could take some time to put everything together, curious to know why you’re interested in looking at this with us now?’

Powerful questions let me tell you! The key structure here is to give the potential objection or stall upfront and then go on to asking why that isn’t a problem.

It’s referred to as a reverse qualifier as it does just that, reverses the sales conversation where they are selling to you all the reasons why they want to work with you, why they are happy to spend more and why they are motivated to do it now.

Please note that reverse qualifiers only work AFTER the problem has been established, you need to go right around the deal clock before you bust these out. You can’t skip straight to the gold.

## BEST FOOT FORWARD:

- Have you put your best foot forward?

- Have you done more than any competitor to ensure you deliver the most value?
- Have you completed the 1%?

This one is very simple to complete if you take the time to manage your pipeline and go into every sale with a generous mind and heart. That is to go out of your way to ensure your potential client is served to the highest standard, that you have driven/ flown that extra 100kms and you have personalised the whole experience.

My prediction is this: those who make buying an exceptional experience are the ones who will win in the modern marketplace. Those who take a cookie cutter approach will lose.

This goes right down to gifting, your availability to take calls or bounce communication back, the personalisation of your marketing, your willingness to demonstrate value BEFORE they buy, the personalised video sent directly to the decision maker, the hand written note in the mail, the shine of your proposal, the speed of every action. The list goes on and on and on. Your mission is to think creatively and ask yourself 'What can I do to stand out and capture their attention in a really positive way?'

### **COMMITMENT:**

- Have they given you a commitment for the next step?
- Have they given you a verbal commitment of winning the order?
- Have they said that they are happy to work with us if everything lines up?

I'm going to keep this one nice and snappy, simply put, everything you say and do is priming towards this one step. The commitment and agreement of working together. Without that, you have nothing.

So only ever work towards the 'next step' and make it an easier process for your potential client to do just that.

How you ask? Do all of the above since Page 1 of this book. Easy.



## CHAPTER EIGHTEEN

# FORENSIC FOLLOW UP

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Here we are, the final stage of ‘The ’ and quite honestly, if you stay here, rinse and repeat and to a really high standard, you simply can’t go wrong.

Why you ask?

Because far too many sales professionals are terrible at Follow Up and let it fall behind. I’d almost go as far to say that those who follow up well can outperform some of the greatest sales people on the planet who do zero follow up.

It not only demonstrates how you will behave AFTER doing business but also simply shows that you’re willing to do what it takes to serve your clients, help them solve some problems and make the process an easy one for them.

So, let’s start with why follow up is important:

***“The reason why it’s important and the opportunity that was always there... (National Sales Executive Association)”***

### **Sales Statistics:**

- ***56% of salespeople never follow up***
- ***32% of salespeople make a second and stop***
- ***12% of salespeople make more than three contacts***
- ***2% of sales are made on the first contact***
- ***3% of sales are made on the second***
- ***5% of sales are made on the third***
- ***10% of sales are made on the fourth***
- ***80% of sales are made on fifth to the twelfth***

***”So, with that in mind, 88% of sales people have an 80% chance of not closing the sale!”***

As you can see, there is a massive opportunity available for those who are willing to creatively problem solve all the way through with a mindset of giving value BEFORE the business is agreed upon.

The key mindset to adopt here is the fact that your client is wanting you to follow them up! It shows that you care! It shows that you want their business, it demonstrates how you operate AFTER winning the business and best of all VERY few Sales People do it effectively so in turn you can be outstanding simply by making those contacts

Now, before you get the wrong message and decide that you’re going to send 12 messages to the same contact in the same hour, there are a few rules with follow up that must be in place for it to be effective:

- 1. You must have a reason for the contact.***
- 2. You must have intention (an outcome you would like to achieve BEFORE the contact is made.***
- 3. You must run through the Action Threshold Self Check.***
- 4. You must use the number 1 rules of selling.***
- 5. You must be persistent.***



**6. *You must be creative.***

**7. *You must work with speed.***

Once the above is in place, the next step is to have some solid phases in mind to knock out some stalls/objections, bring the truth to the surface, and move towards some commitment with the following script.

**PHASE 1:** Hey John, It's Steve from XYZ Company... how are you today? Just planning out my 'month'... Curious to know how things are progressing on your end? OR Curious to know how the proposal is looking?

**PHASE 2:** When are you hoping to have a decision made?

**PHASE 3:** What initial feedback do you have for me?

**PHASE 4:** Other than 'objection/stall' is there any other reason why you wouldn't decide to go for this now? Couldn't proceed with this now? Wouldn't choose to partner with us?

**PHASE 5:** If I could do 'x' would you be happy to go with 'y'

**PHASE 6:** It's a very simple process to get started, all I need from you is a 'simplest thing you need' and then I can 'tell them what you're going to do (schedule etc.)'

How does that sound?

Now before you take the above script at simple face value, allow me to share why I have developed the six phases, after all The Future Of Selling is about developing strategic thought, not just words to say.

**Let's start at Phase 1:** I've purposefully used the word 'today' to bring the potential client to the present time. This helps with decision making as those drifting off to yesterday or tomorrow won't be able to make a sound decision. Next, I've used the language pattern 'Just planning out my...' as the default reason and to create a time context. This can be replaced with 'day, week, month, quarter' depending on the time context you want to create. Finally, I've completed the opening phase

with an open question (meaning it can't be replied with a 'YES' or 'NO'). Version One is 'Curious to know how things are progressing on your end?' which implies that things have progressed and your intention is for them to progress (they'll know exactly what you're getting at with consciously or subconsciously). Version Two is 'Curious to know how the proposal is looking?' which is perfect for that first 24 hour post proposal delivery follow up.

From the above you will most likely be dealt with one of two responses, a time related response or an uncertain response. Example of a time related response is 'Just waiting for, just waiting on, haven't had a chance to look at it yet' and an example of a uncertain response is 'not sure yet, I'm getting some other options, yeah, nah, looks alright I guess...'. Depending on the response you can move to Phase 2 (if for time related response) or Phase 3 (if for an uncertain response)

**In Phase 2**, by priming the question with a 'when' based response in 'when are you hoping to have a decision made?' you'll notice that by embracing silence most will come back to you with more information relating to the next meeting or the next point in time that something will be happening. Regardless of the response, ensure that you always agree first with a 'ahuh', 'no problem' or 'too easy' backed with another question to keep the conversation moving forward.

**From there, we move into Phase 3**, 'what initial feedback do you have for me?'. This is a brilliant way to see the layer beneath the surface of how they are perceiving you, your proposal, your products, your service and your company. It also is a brilliant test if the first response after Phase 1 was something along the lines of 'I haven't had a chance to look at it yet.' Sometimes by prompting them for feedback you will notice that they have in fact looked at it, they were simply not ready to dive into the full conversation yet or they were looking for permission to share.

It's one of my personal favourite phases and I know for a fact that if you embrace it and say it with a curious tone, then you'll be rewarded with some further intelligence. The key here is to utilise their responses and not feel the need to skip ahead to the next phase. Examples of

utilization is ‘How so?’, ‘Tell me more’, ‘How do you mean?’, ‘What makes you say that?’ or ‘Why’s that?’

**From there, you should start to see some stalls, some objections, some positive feedback or some complaints. Time to move on to Phase 4** with ‘Other than ‘objection/stall’ is there any other reason why you wouldn’t decide to go for this now (Emotional)? Couldn’t proceed with this now (Logical)? Wouldn’t choose to partner with us? (Emotional/Personal). This is to isolate any of the concerns and in fact narrow into specific problem solving. The last thing you want to do is take care of one concern and ‘plug the boat’ only to find out that there were four more holes that you weren’t aware of. So, go ahead and isolate and be ok with asking ‘anything else?’ to ensure you have everything you need to move forward.

**Okay, we are on the home stretch now with Phase 5**, ‘If I could do ‘x’, would you be happy to go with ‘y’? This is where we utilise the responses from Phase 4 to come up with the trial close or commitment to solving the problem together. Let’s say that the stall is the competitor can offer the solution two weeks faster than you can, and we narrowed it down with the ‘other than’ language pattern to find out that was the only concern. We could easily create the commitment by asking ‘well if we can ensure a quicker turnaround, would you be happy to move forward on this today?’

You’re not committing to the fact that you can just yet, you’re simply creating a commitment that is time bound (hence the ‘today’ end to the sentence). Another way of doing this if you’re working in a sales team with a sales director or the likes is by adding further weight to the conversation by future pacing ‘it’s just the fact that I’ll need to run this by management/production and I know the first thing ‘insert figure of authority’ will ask is ‘will they commit to this ‘today/this week/this month’.

Once again, you don’t need to model my words, I definitely don’t want to teach you how to be robots, but rather look at the underlying

psychology as to why I'm positing that statement and what it does for human behavior. Model that, follow the code, and make up your own words.

**Once the commitment has been established you simply move to Phase 6** which is my favourite 'all I need from you is \_\_\_\_\_ and then I can \_\_\_\_\_, how does that sound?' I trust you have experience the full explanation of this in previous chapters and know exactly the reason why I've put this together in this way.

So, there you have it, the six phases involved in forensic follow up, your mission is to make it yours and develop it further to suit your personal business and personal sales process.

## **METHODS OF FOLLOW UP:**

Okay, so now that you have some of the rules behind effective follow up along with the six phases, it's time to look into the methods of contact knowing that creative, tactical and purposeful follow up beats habitual follow up every day of the week.

A strong part of this is looking beyond the phone call and email to perhaps a slightly left of centre approach. After all, the purpose of an effective follow up is to capture attention and stand out in a positive way. Below is a starting list of possible contact methods for your next sale:

1. **Call** (Direct/to office/to decision making unit etc.).
2. **Email** (Always have an outcome in mind before sending, always finish with a question).
3. **Text** (Short, sharp, to the point to capture attention, 100% open rate).
4. **Voice Mail** (Always leave a voicemail, the purpose is to create intrigue, not just to say 'call me back').
5. **Personal Visit** (Face to face closes sales like nothing else, book the meeting, send the calendar invite).

6. **Calendar Invite** (Sometimes the fastest way to get a response, assume a time, all they have to do is hit one button).
7. **Gift** (Make it personalised, make it unique, do it with genuine generosity)
8. **Social Media Connection** (Let's face it, most of the planet is spending time daily on social, be where the attention is).
9. **Advertising** (Make it about the 'fate close' by directing specific and targeted marketing towards your potential clients).
10. **Event/Function** (Invite them or send them to a relevant event or function, even better when it adds value to them and allows you to take control of the message and location).
11. **Article** (Write or send a relevant article that begins to solve the exact problem they are trying to solve, this can be direct or indirect, meaning they stumble across it online).
12. **Video** (Similar to the above, produce or send a relevant video that begins to solve the exact problem they are trying to solve either direct or indirect).
13. **Personal Video** (This one is a game changer, record a personalised video for your prospect or use screen recording software to walk them through the proposal step by step, I guarantee you'll stand out and be 1 in 10,000 that actually go to the effort).
14. **Switch Up** (If you feel stuck, allow a team member to contact them on your behalf. Sometimes, a fresh voice can speed up the process).
15. **Raise Up** (Create an opportunity by allowing a figure of authority within your organisation to contact the other figure of authority to show that you're there to help them and take care of them companywide).

Your sole mission is to be the only person in the forefront of their mind. The longer you aren't in that position the more your client believes that they don't need you, your product, your service, or the company's help.

Finally, I want to share with you the 'Secret Sauce' when it comes to effective follow up and that is a personalised text message within 5 minutes after leaving the meeting. It is a pleasant surprise and can be the defining wow moment for them. The better you follow up from the beginning, the better picture your client gets of the future service.

Here are some examples:

***Hey \_\_\_\_\_, Just wanted to send a quick text to say thank you for taking the time to meet/call/visit. I really appreciate the opportunity to help you with \_\_\_\_\_ and look forward to speaking with you soon. Kind Regards, \_\_\_\_\_ (Company)***

**OR**

***Hey \_\_\_\_\_, Just wanted to send a quick text to say thank you for taking the time to meet/call/visit. I will have \_\_\_\_\_ (proposal/information) through to you by \_\_\_\_\_(time). Look forward to speaking with you soon. Kind Regards, \_\_\_\_\_***

If you can be in a position where you meet the client, send a text shortly after leaving, call to say that your about to email, email through the information or proposal, then call back to check progress all in 24 hours or less. You will have made five contacts before your competition has bothered to make one!

Whoever is working with the most speed will always win. Be the first to go out into the market place, the first to find the pain, the first to provide a solution, the first to present a proposal, the first to ask for the business, the first to follow up, the first to ask for a referral/testimonial and success will be yours.



## CHAPTER NINETEEN

# THE GAME CHANGER

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If you have been reading ‘The Future of Selling’ right through, you may have noticed a slight humble brag a couple chapters ago? If not allow me to jot your memory:

“I not only developed the Six Major Milestones, but I developed a one page plan that could change the game forever when it comes to sales process and sales development (more on that later).”

Well, that time has come. I want to introduce you to Nevvl, a world’s first when it comes to a digital sales tool that shows you how to close your next sale whilst providing you EQ and machine learning to know where you can tweak your sales game to go from good to great.

Now, before I get into the mechanics of how it works and how you can gain access, please allow me to share the story with you of how Nevvl became Nevvl.

It was the summer of 2007 where I first ‘fell’ into the world of sales. A fresh skinned, long haired, skinny school graduate who was intending to take a ‘gap year’ before heading off to university to study Nutrition.

Little did I know at the time, that I was actually falling into my life's purpose.

Neville Wessling was his name, the long standing owner of Motor Mecca, a mower and chainsaw shop with a service department out the back. I still remember the smell of two stroke and the strong smell of rubber.

I had zero experience in sales and to be frank, really didn't have much of a clue as to how to sell, let alone have a wholesome conversation with a stranger, yet Neville took me under his wing and gave me a shot.

A brilliant businessman, a kind, compassionate, generous and hardworking boss and a man with wisdom and high levels emotional intelligence.

I learned the ropes at Motor Mecca and soon fell in love with developing my sales game. I took on challenge after challenge and pushed myself to be a better sales person. Learning more about business, operations, spare parts and the mechanical side of the business. All of which funnelled back into my ability to sell what I had to sell. This was all thanks to Neville allowing me the opportunity to explore and try new things.

I was there for four years before moving on to Volkswagen for another four years. However, this is where the story isn't so bright.

You see Neville retired soon after I left. It wasn't long before Neville was incredibly ill and the doctors couldn't find out why? I know that the whole story wouldn't have been passed down to the general public including myself however I knew that a large portion Neville's identity was found in his business (among his family, grandchildren, church and community).

His mind wasn't as sound as it used to be. His health continued to diminish and not too far down the path of life, God chose to take Neville back home.



This rattled a lot of the Motor Mecca and business community and has stuck with me since for three reasons. 1. Never allow yourself to burn out from over exerting the business side of you and 2. Emotional Intelligence is the most important part of personal and professional growth, know yourself best and 3. If it wasn't for Neville I may be in nutrition and not living my life's purpose in the lane of sales and business development.

So, as I was developing this revolutionary sales tool with insights, data driven intelligence and learning capabilities beyond anything the sales world has ever seen before, I decided to name it after Neville, not only as a thank you, but to always be reminded of the three biggest insights.

Now that you have the back story, let's move into Prototype 1.0 of Nevvl and how it started as a one page plan that you could print off and use for every major deal you're working on.

*See over page for Prototype 1.0 of the Nevvl.  
Your one page plan for sales success.*

DEAL NAME:

DATE:

newvl

## 1. PROSPECT ANALYSIS:

C CLASS (0 POINTS)	B CLASS (7.5 POINTS)	A CLASS (15 POINTS)
PURE CIRCUMSTANCE / DRAGGED ALONG <input type="checkbox"/>	SHOPPERS <input type="checkbox"/>	EDUCATED BUYERS / HOT BUYERS <input type="checkbox"/>
0 - 33% PROBABILITY <input type="checkbox"/>	33 - 66% PROBABILITY <input type="checkbox"/>	66 - 100% PROBABILITY <input type="checkbox"/>
MISALIGNED VALUES <input type="checkbox"/>	PARTIAL MATCH OF VALUES <input type="checkbox"/>	IDEAL MATCH OF VALUES <input type="checkbox"/>
POOR PRODUCT / SOLUTION FIT <input type="checkbox"/>	PARTIAL PRODUCT / SOLUTION FIT <input type="checkbox"/>	IDEAL PRODUCT / SOLUTION FIT <input type="checkbox"/>
LOGISTICAL NIGHTMARE <input type="checkbox"/>	POSSIBLE BUT NOT IDEAL LOGISTICS <input type="checkbox"/>	EASY/SIMPLE LOGISTICS <input type="checkbox"/>
POOR PROFIT/VOLUME <input type="checkbox"/>	REASONABLE PROFIT/VOLUME <input type="checkbox"/>	HEALTHY PROFIT/VOLUME <input type="checkbox"/>
HIGH RISK <input type="checkbox"/>	MEDIUM RISK <input type="checkbox"/>	LOW RISK <input type="checkbox"/>
TOTAL SCORE:	50	100+

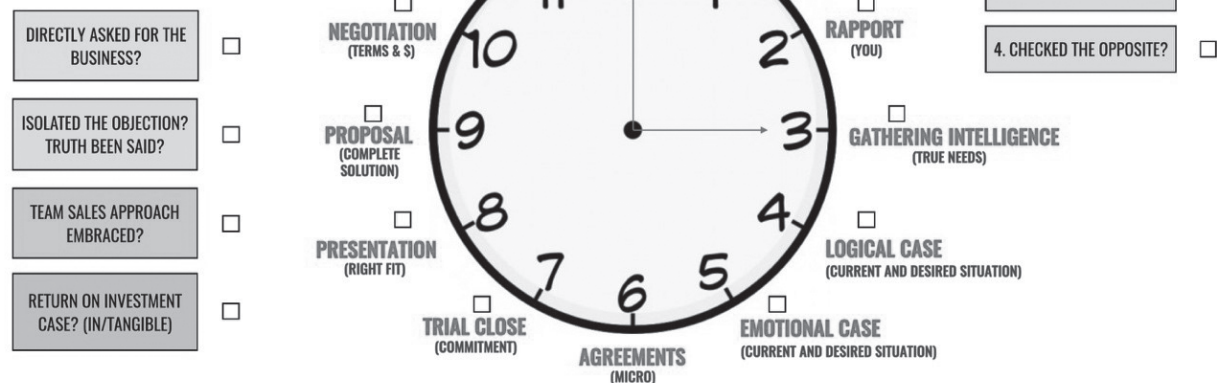
## 2. GATHER INTELLIGENCE:

WHO?	WHAT?	WHEN?	WHERE?	WHY?	HOW/HOW MUCH?

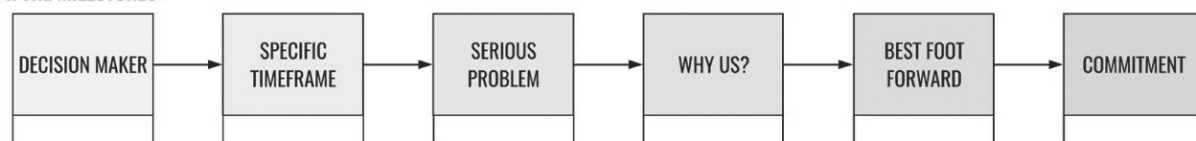
## 3. WORK THE DEAL:

## THE DEAL CLOCK:

"You're closing at every hour...  
Just with a different outcome in mind"



## 4. THE MILESTONES:



## 5. FOLLOW UP FOREVER: (80% OF DEALS GET MADE AFTER THE 12TH CONTACT)

## FOLLOW UP SCRIPT:

"Run your clients through the Phases and most importantly utilise their responses..."

PHASE 1: Hey John, It's Steve from XYZ Company... how are you today? Just planning out my 'month'... Curious to know how things are progressing on your end? OR Curious to know how the proposal is looking?

PHASE 2: When are you hoping to have a decision made?

PHASE 3: What initial feedback do you have for me?

PHASE 4: Other than 'objection/stall' is there any other reason why you wouldn't decide to go for this now? (Couldn't proceed with this now)

PHASE 5: If I could do 'x' would you be happy to go with 'y'

PHASE 6: It's a very simple process to get started, all I need from you is a 'simplest thing you need' and then I can 'tell them what you're going to do (schedule etc.)'

How does that sound?

METHOD:	TALLY:
CALL	
EMAIL	
TEXT	
VOICE MAIL	
PERSONAL VISIT	
SOCIAL MEDIA	
ADVERTISING	
EVENT/FUNCTION	
VIDEO	
PERSONALISED VIDEO	
GIFT	
ARTICLE	
SWITCH UP	

As you can see, it's essentially everything we've worked through within this book on one single page that you can go through and measure what's missing not only with 'The Opposite Effect' on the deal clock but how much white space you are seeing.

You can measure the Prospect Analysis score and whether it's a green light, yellow light or red light client. You can fill out and develop the W5H2 formula utilising the 'Gathering Intelligence' section.

You can go through the Deal Clock step by step and work out where they are, where you should be and where you should be together. You can do a quick check of the opposite side of the deal clock to see what type of conversation you need to have next.

You can ensure that you've directly asked for the business, isolated the objects, embraced the team sales approach and built the return on investment case.

You can ensure you've successfully found the six major milestones and have all the relevant information and lastly you can follow the six phases of the follow up script and ensure you've hit 12+ touch points using a variety of contact methods.

All on one single page. A game changer for those I shared it with and guaranteed a higher conversation ratio for two reasons; 1. It gave them intelligence into what they were missing and what they had to do next to move the sale forward and 2. It raised their standards as a sales professional. Once you raise your standards, you raise your actions and therefore raise your results.

Little did I know that this was only the beginning. A week later, I had the dream of putting some 'smarts' underneath this one page and so that's exactly what I did with the help of a great team. We built out version 1.1 and 1.2 within a glorified excel dashboard that looked exactly the same, however we coded proprietary formulas and weighted every action based on the insights over working with 195+ companies around the world and 7,000+ sales professionals.

By doing so, we had created the world's first 'non guessing' probability based on the actions and milestones you've reached rather than the gut feel you place into the CRM that means next to nothing.

This allowed the sales people I was working with to benchmark and priorities their work based off not only the size of the deal they were chasing but also the deal probability, prospect score, major milestones, specific close dates, outbound touch points and a combination of all of them.

Essentially if any deal was put through Nevvl by the sales professional and outworked to 80% + deal probability based on their actions, we would see a dramatic spike in closing ratio. Secondly we could accurately start to measure pipelines based on close dates and weighted probabilities.

The next step was to turn Nevvl into a cloud based application with open API integrations so we got to work building Nevvl into a 22nd century machine! It started with the dashboard giving real time insights into the sales pipeline and the sales team.

This included the number of sales converted, the dollar values, the average sales amount, the number of active proposals, the pipeline value in terms of stages against the deal clock along with deal probability, the total number of follow ups including each method type. Right down to a visual dashboard on the average prospect analysis score, deal probability score and a running tally of the top 10 deals based on all of the above.

All of which can be filtered to individual sales people, the collective team and versus target. All in one dashboard available at the drop of hat.

But here's where it gets really exciting, with machine learning and pattern recognition Nevvl will long term have the ability to find your weak spots, analyse your strengths and point you exactly to what you need to work on to increase your conversion ratio.

Nevvl lives on as your trusted advisor and friend in business. The person who helps you explore other areas and empowers you to be better salespeople. The person that has your back and helps you stay ahead of the game.

I trust you can see why I'm pretty damn excited about this, so much so that this book was simply an idea 24 hours ago. I've been up most of the night smashing the keys on this keyboard to get it done as I simply can't wait to empower as many sales people and business owners globally to future proof their sales and stay ahead of the curve.

So if that excites you too, I'd love for you to not only utilise and download the one page plan in a printable version but look into Nevvl as a digital tool. Simply email me at [steve@steveclaydon.com](mailto:steve@steveclaydon.com) and I'll send it over to you and give you a demo.



## CHAPTER TWENTY

# **IT'S NOW TIME TO DO**

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So, here we are, the end of the road for now.

Thank you, thank you, thank you!

It is an absolute honour and privilege to share everything and anything that I've experienced over my short life thus far within sales and business development.

Within every book I've written so far, I have always included what I like to call 'the never-ending chapter'. The Future of Selling is going to be no different.

Yes, we have deeply explored the mind, the modern sales profession, the sales process, the art of caring and everything in between to help you separate yourself from the competition and leave you being outstanding in the minds of the people around you, however it can't stop there!

You need to squeeze every opportunity you possibly can out of this thing called life. It's fragile, it's complex, it's terrifying and it's exhilarating.

Don't take it for granted, there will be a day when you say goodbye to the people that you love and there will be a day when they say goodbye to you.

Seize every one of life's simple pleasures. Find the butterflies sunning themselves in the sun and stop and stare at the moon every once in a while.

Speak to the person on 'The Seat Beside' and care deeply about them.

Scan the world for every piece of content available, don't worry so much about the context.

Dare to be different whilst finding comfort in being uniquely normal.

Tell the people that you love that you love them. Say the words out loud and in person. It's not as scary as you think.

Know that whilst it's brilliant to strive for the worldly pleasures and materialistic 'things' know that they soon will rust and fade.

Find the things that give you an eternal perspective.

Take time to observe the world around you and find the road less travelled, particularly so in business.

Be wildly audacious yet filled with humility.

Embrace the inner five-year-old within you and never convince yourself that you can't have a childlike heart despite what the 'scoreboard' says.

Develop incredible self-belief AND self-awareness. Know that those two working in unison cannot be stopped.

Be ok with playing the long game, embrace the decades not the minutes. It's your persistence, perseverance and passion that allows real change to occur.

Don't aspire to be mediocre; there is enough of that within the world.

Be intensely curious always, it's the curious ones who experience the biggest growth both personally and professionally.

Know that a 3-second text message or a 3-minute phone call can change someone's life. Act accordingly.

Explore the things that lead you to something bigger than yourself.

Give away all your best ideas and content for free; the world will assume that you will always have more to give.

Embrace The Opposite Effect, look at what others are doing and explore the other side of the coin.

Push yourself to continually think bigger than the day before

Push yourself to outwork creativity at all times, turning those intangible visions and ideas into something tangible.

Push yourself to produce always in all ways.

Live your life through the lens and context of legacy, it matters.

Know that you have the innate ability to change the trajectory and course of someone's life, even by 1%.

Know when to use your stop losses; it's OK, most of the time you aren't going to die.

The world is an abundant place, be abundant in all that you do.

Have a chess player's mindset in the way that you approach business.

Take the time to journal your thoughts, beliefs and experiences.

Travel and immerse yourself in things that change the way you see the world around you



And at the end of it all, find a place to call your home, to rest your head, to enjoy a meal in the company of those that you love.

Become mindful in everything you say and do.

**Embrace The Future of Selling.**