

buy you
Coffee?



*150+ sales questions I've asked
and been asked over coffee*

WITH ANSWERS YOU CAN'T FIND ON
Google

JERRY HOCUTT

What Picasso and I Have in Common

A socialite approached the great artist in a restaurant and asked if he'd do a quick sketch of her. He did. She loved it. Then he added, "That will be \$10,000."



"\$10,000!" She was flabbergasted. "But it only took you fifteen minutes to draw it."

"Yes," the artist replied, "but it took me a lifetime to learn how to do it."

This book is the result of a lifetime of experiences. I'm looking to release and create more of my books that I can give away. If you'd like to make a donation to help my projects you can do so through the PayPal link below. Nothing required, anything appreciated. You don't need to be a member of PayPal to help.

Thank you!

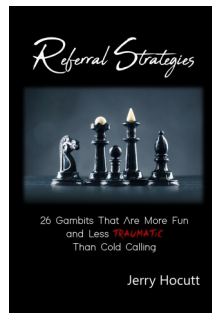
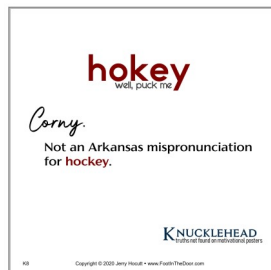
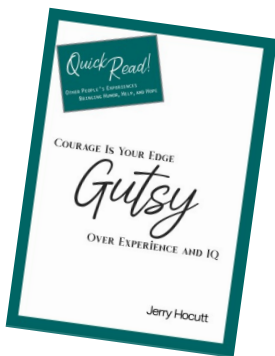
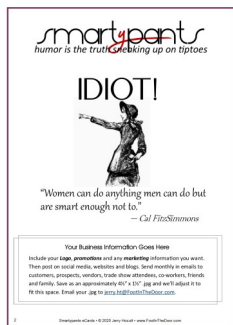
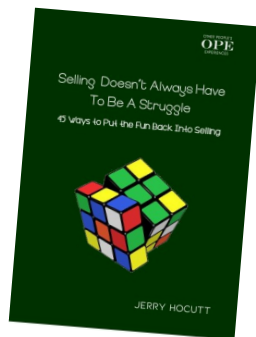
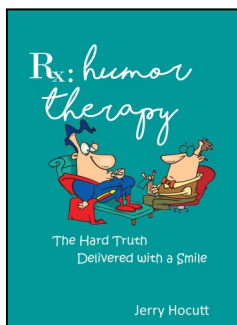
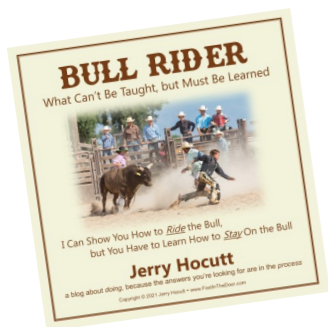
3amKarma



SALES TOOLS

for Entrepreneurs & Salespeople

Digital sales tools that get everyone in your company – sales, service, marketing, management, executives, administration – to use their social media, blogs, newsletters, websites and emails to increase referrals, increase customer retention, and promote your services and products.



Jerry Hocutt's

www.FootInTheDoor.com

Books by Jerry Hocutt

Free PDF Books for a Limited Time on My Website www.FootInTheDoor.com

Buy You Coffee? 150+ Sales Questions I've Asked and Been Asked Over Coffee

Rx: Humor Therapy: The Hard Truth Delivered with a Smile

Gutsy: Courage Is Your Edge Over Experience and IQ

Referral Strategies: 26 Gambits That Are More Fun—And Less Traumatic—Than Cold Calling

PDF Books on My Website www.FootInTheDoor.com

Gutsy: Courage Is Your Edge Over Experience and IQ

Cast in Stone: 45 Sales Fundamentals That Should Never Be Tampered With

Beware the Handshake! The Games People Play

Sales Calls Are Auditions: 45 Ways to Get a Call Back

Remembering Names: It's Not Magic (If You Know How It's Done)

Sales Psych: 45 Sales Motivational Tips for Hard Times

Subtle Persuasion: Whoa, Didn't See That Coming!

Selling Doesn't Always Have to Be a Struggle: 45 Ways to Put the Fun Back into Selling

Well, Duh! Simple Things That If You Do Them Will Make a Difference

Selling Doesn't Come with Instructions: 45 Ways to Put It Together

What Every Boss Wants: If You Were Me Would You Hire You?

Rx: Humor Therapy: The Hard Truth Delivered with a Smile

The Blueprint for Cold Calling Scripts: What to Say, How to Say It, and Why You Say It

Books on Amazon

Cold Calling for Cowards: How to Turn the Fear of Rejection into Opportunities, Sales, and Money

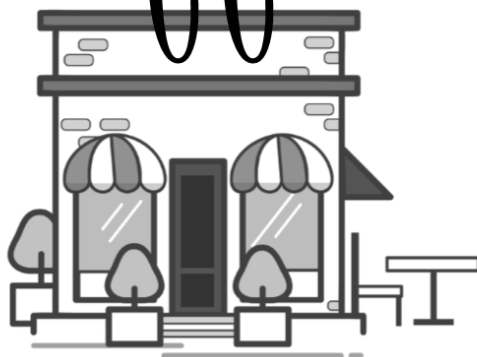
Buy You Coffee? 150+ Sales Questions I've Asked and Been Asked Over Coffee (with Answers You Can't Find on Google)

Cold Calling Is Like a Colonoscopy Without the Drugs: How You Can Find New Business with Courage, Cold Calling and a Few Less Invasive Techniques

The Wickedly Fun Dictionary of Business: Words That Escaped Me Before My Brain Finished Downloading

Cold Calling Works? Prove It!: How to Do What You Hate to Do When You Need to Do It (A novel)

buy you
Coffee?



*150+ sales questions I've asked
and been asked over coffee*

WITH ANSWERS YOU CAN'T FIND ON
Google

JERRY HOCUTT



Chugwater Publishing

Buy You Coffee?: 150+ Sales Questions I've Asked and Been Asked Over Coffee (With Answers You Can't Find on Google). Copyright © 2018 Jerry E. Hocutt, Jr. Printed and bound in the United States of America. All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by an information storage and retrieval system – except by a reviewer who may quote brief passages in a review to be printed in a magazine, newspaper, or on the Web – without permission in writing from the publisher. For information contact Jerry Hocutt, Hocutt & Associates, Inc., 24933 – 132nd Place S.E., Kent, WA 98042. First edition.

Although the author and publisher have made every effort to ensure the accuracy and completeness of information contained in this book, and tried to correctly attribute all quotes to their sources, we assume no responsibility for errors, inaccuracies, omissions, or any inconsistency herein. Any slights of people, places, or organizations are unintentional.

First printing 2018

Hocutt, Jerry

Buy You Coffee?: 150+ Sales Questions I've Asked and Been Asked Over Coffee
(With Answers You Can't Find on Google)
1st edition.

ISBN 978-1726267601

Library of Congress Control Number 2018910183

1. Business. 2. Sales. 4. Marketing. 5. Management. II. Hocutt, Jr., Jerry E. III. Title

Cold Calling for Cowards® is a registered trademark of Hocutt & Associates, Inc.

To Jake, Savannah, Bailey and Lily
who know their grandparents are always a soft touch

"Here I am again...still looking for the answers!"

- "Peanuts" character Sally Brown taking her seat and telling her teacher to get this show on the road

Introduction

Find your birth certificate. What was the exact minute you were born? That's the minute you began selling.

The first time I remember getting paid for selling was when I was ten years old. I'd make pot holders and ride around in neighborhoods on my bike, knocking on doors, asking housewives if they would buy them "two for a quarter". I've had the bug ever since.

My successes are dwarfed by my failures. Failures that have cost me. Hurt me. Angered me. Embarrassed me. Disappointed me. Discouraged me. But never stopped me.

I've been lucky to be the number one salesperson in the nation for a Fortune 1000 company for three years. I've been fortunate to have my own national sales training and speaking business since 1992. I've learned from my successes. But my best and most demanding teachers have been my problems, failures and mistakes.

What I love about sales is not the success or money. It's what selling teaches you about yourself. I've been selling professionally since 1973. But I still consider myself a student of sales because I have an insatiable curiosity, I'm always learning and – yes – making mistakes. But for me, selling is going into the unknown. You never know what's going to happen next. It's that suspense that makes selling fun.

Here's what I've learned up until now. But I'll know more tomorrow, because I'm still looking for the answers.

CONTENTS

Basic Sales Skills

If I Could Take Only One Book to an Island	18
You Were Born to Sell	19
Am I Too Young/Old to Sell?	21
Answer Me This	21
Two Sales Lessons Fifty Years Apart	22
Why Can't You Sell?	23
What Do You Believe?	27
The One Scariest Word in the English Language	28
Shortcut to Identifying Personalities	28
Mind Control	30
Say Yes, Even If You Don't Like It	31
How to Remember Names	32
What Makes You Different?	39
Is She Buying This?	40
Use Your Body to Create Enthusiasm	40
What's Missing in Conversations	41
No, It's Not Manipulation but How You Communicate	42
My Best Advice My First Year of Sales	43
Are You Guilty of Malpractice?	44
Why Your Competitors Absolutely Love You	45
Some People Don't Belong in Sales	46
It's Why They Call It Foot in the Door	47
And Let Me See Some Teeth	48
Shoulder Pads, Tutus and Attitudes	48
Want Me to Wash That Brain for You?	49
What's Your Story?	51
Make Your Point	51
Can I Pick Your Brain?	52
Have a Seat	54

Testimonials Shouldn't Be Hollow	54
How to Be the Most Interesting Person in the Room	55
"Butt Dial" – Smart Ass	56
When to Discuss Business at Lunch	57
Going Up	57
Selling Is Hard, Unselling Is Easy	58
Bless Their Heart	59
Why Didn't You Just Say So?	59
The Voice of Authority	60
How to Talk to a Man	61
How to Talk to a Woman	62
Adversity	63
They Can't Replace Time, but They Can Replace You	63
Is That a Spider Crawling on Your Shoulder?	64
Live, From New York!	65
Roaring Silence	65
How to Attract People to You	66
¡Caliente!	66
People Want to Know	67
Call Me a Dummy, but...	67
Why Politicians Are Not Magicians	68
Beware the Silent Buyer	69
Sales Detective	70
If You Try to Go Around Me, I'll Cut You Off at the Knees	71
Once Upon a Midnight Dreary...	72
Are You Lying to Me?	73
Selling Oysters That Are Not Yet Stunned	73
Eliminate the Stall	74
Don't Be Afraid to Discuss Money	75
Don't Sell to Her, Sell to Her Friends	76
Talkin' Toastmasters	76

Handshakes

Not All Handshakes Are Equal	79
Donald Trump's Handshakes	79
Some Men Are Still Confused	82
The Big Put-Down	82
You Know This Isn't a Date, Right?	84
You're the Best!	86
This'll Work	87
Let's Gut That Sucker!	87
Back Up Jack!	89
6'8" Is Hard to Hide	90

Networking

Elevator Pitch Goes Hollywood	93
Hey, Wanna See My Lug Nuts?*	94
Why Don't They Teach This at Networking Events?	94
How to Make a BFF at Networking Events	95
What to Do If You Don't Have a Super Bowl Ring	96

Cold Calling

Cold Calling Is a Piece of the Puzzle	98
How Much Do You Need to Know Before You Start Cold Calling?	99
Batter Up!	99
Another Way to Look at Cold Calling	100
The Best Question to Ask On a Cold Call	101
Three Levels of Prospects	102
How to Get Rid of the Butterflies	103
Geez, You Scared the Crap Out of Me!	104
I Can't Explain This, but...	105
Don't Try to Find New Customers When Cold Calling	106

Remember Where You Parked the Car	106
Stealing Your Competitors' Customer Lists	
– Legally, of Course	107
Cold Calling for Lottery Tickets	108
Throwing Darts Blindfolded	109
Cold Calling Scripts	110
Principal Cold Call	112
Principal's Voicemail	113
Gatekeeper	113
The Holy Grail of Selling: Never	
Cold Call Again?	114
Can You Convince Our Manager	
to Hire Telemarketers?	115
I Don't Have the Time to Cold Call	116
Will You Run Out of Prospects?	118
Play Ball!	119
The Dilbert System for Dealing	
with Discouragement	120
Sage Advice	122
Four Ball Corner Pocket	122
Why Did They Hire the New GM?	123
Customers Hate to Cold Call You	124
When Do You Stop Calling On a Prospect?	125

Sales Psychology

Funny Things Sell, Go Figure	127
Stop and Read This	127
One Word Should Do the Trick	128
Quit Second-Guessing Yourself	129
How We Got to the Moon	130
Yes, That Is My Foot in My Mouth	130

What Do You See?

What's She Thinking?	133
I Spy	134

Let's Get Ready to Rum-m-mble!	135
A Sign of Confidence	136
The Peacock	137
Who Invited You?	137
Maybe I Should Shut Up Now	139
King of the Hill	140

Dealing with Objections

Oh, So Simple	142
Beat the Customer to the Punch	143
What Aren't You Telling Me?	144
The Deadly But	144
Well...Maybe	145
You All Look the Same	146

Blackmail, Threats and Bribes

Skeletons in the Closet	148
Message in a Bottle	148
The Angry Cat	149
Free Throw	149
Lunch?	150
Don't Test My Patience!	150
Who Moved My Cheese?	151

Negotiating

Negotiate for Referrals	153
Will She Negotiate?	154
How to Negotiate If You're a One-Man Operation	154
How Much?	155
Negotiating with an Established Vendor	155
It's Your Problem, Not Mine	156

Closing

How Costco Closes	158
Prove It!	159
Own It	159
Ask for It	160
Why Should We Do Business with You?	161
How to Get Your Boss to Pay for Lunch Every Day	162
Magicians Know How to Close	163
Just the Facts Ma'am	163
Using Silence to Put the Screws to You	164

Time Management

The Gunfight Rule	166
Let Me Finish!	167
The Three Bosses Hate to Hear	167
C'mon Man, Make a Decision	168
Take a Number	168

Management

Carpe Diem	171
15-Minute Job Interview	172
Do I Have to Cold Call?	172
The Hardest Salespeople to Find	173
Save \$1000's Recruiting Salespeople	174
Voicemail Screens Sales Candidates	175
Knowledge v. Relationship	176
Ghost Shopper	177

The Cure for Cancer

What's the Question?	179
----------------------	-----

About Jerry	180
-------------	-----

Basic Sales Skills

THE BASICS ARE THE BASICS BECAUSE THEY ALWAYS WORK.

If I Could Take Only One Book to an Island

I bought the first edition of Betty Edwards's *Drawing on the Right Side of the Brain* when it was published in 1979. It's still taught in schools all over the world today.

When my dad first told me about it I told him I had no interest in art and couldn't draw a straight line. I'm a salesman, I said, not an artist. But he pushed me to get it. He said he thought I could use her ideas and concepts in my sales and business career.

I bought it. This one book has been responsible for making the biggest changes in my life, personal and business. What it taught me:

1. You can do things you never thought you could do before.
2. It introduced me the right brain/left brain concept which has forever changed how I think about things and do things.
3. By drawing Pablo Picasso's *Portrait of Igor Stravinsky* upside down, she teaches you how to look at things differently. (Guaranteed: you'll be blown away when you see your result!)
4. You learn how to get started on the most difficult projects and stop procrastinating.
5. She teaches you how to really *see* exactly what's in front of you, because what you're *looking* at is not what is really there.

6. Regardless of the results, you're never discouraged.
7. And most important of all: she shows you how to shut up that critical, nagging, fearful left brain that stops you from doing things and to trust your creative, intuitive right brain to do its job.

Oh, and I learned how to draw. You get so involved with seeing and drawing that I swear it must be a form of meditation; you get so lost in it that you lose all sense of time.

You Were Born to Sell

After finishing our seminar in Minneapolis, a recent college grad who was sent by her boss asked if she could buy me coffee. She had questions. She told me her company hired her to be in customer service but her boss thought she'd be good in sales.

"I've never sold anything before," she told him, "what makes you think I could be a salesperson?" He sent her to the seminar to ask me the same question.

I told her everyone sells all the time. We've been selling since we were born. Infants have to convince their parents to feed them, to change their diapers, and to get up in the middle of the night to rock them.

“Think of it this way,” I told her, “isn’t selling simply convincing others to believe that doing what *you* want them to do is in *their* best interest?”

Teens promise to stop whining if they can get the latest fashions. Parents assure their kids that a Yellowstone vacation will be more fun than Disney World. Teachers persuade students that geometry can help them in the real world. The salesperson sells the client that the product is a necessity. The client sells the salesperson that the price is too high. The boss must convince the employees that the goals are attainable. The service manager wins the case that the customer is at fault. The barista sells the new blend as a must try. The flight attendant demands that everyone be seated because of the turbulence. The dentist sells the parents on the need for their kid’s braces. The doctor convinces the patient the tests are needed. The running back sells the safety with the fake. Magicians trick to create the belief in magic. Comedians exaggerate to sell the laugh. Actors use emotions to instill fear and suspense in audiences. Politicians sell their constituents they should be elected. Lobbyists bribe politicians for their special interests. The president sells the nation that tariffs are needed. Industries warn the president that they’re harmful to the economy. Students protest to Congress that stricter gun control laws are needed. The NRA twists arms to say they’re not. Nations threaten war to keep the peace. Everyone sells. No exceptions.

Am I Too Young/Old to Sell?

One of my students in San Francisco told me “I wonder if I’m too young to sell?” I asked her why she thought this. “Because I’m just out of school and all the people I’m calling on are years older than me and have so much more experience. They know so much more than me.”

I told her that no one cares how old you are if you can pull them out of a burning car. Age has nothing to do with selling if your purpose is to help someone achieve their goals and solve their problems. Every person brings their unique perspectives and experiences to the table.

If you can make a difference in someone’s life, if you can give them hope, if you can lighten their burden, then there’s a place for you in sales.

Answer Me This

What am I not willing to do? Answer this and you may know why you’re not achieving your goals.

Two Sales Lessons, Fifty Years Apart

At the age of seven on the Austin, Texas, beautiful hill country lakes Grandma Annie used her passion of fishing to teach me the first rules of selling: one, go where the fish are. Two, use the bait that will attract the fish you want. And three, have patience. Oh, and if a water moccasin swims by, bop him on the head with the tip of your pole.

I learned similar lessons fifty years later from legendary street performer Joe Ades. Google him to watch his technique. Joe sold \$5 potato peelers on the streets of Manhattan. After working all day in his \$1000 suits, he'd drive back to his luxury apartment on Park Avenue in his Rolls-Royce. He had one weekend where he made \$100,000. Joe said to "Never underestimate a small amount of money gathered by hand for 60 years." What I learned from Joe:

1. He qualified his prospects by setting up shop in the busiest city of America – not Bangor or Sioux Falls. He was in front of thousands of prospects daily.
2. He gave passersby an incentive: "We may never see each other again. This may be your only chance."
3. He had a proven patter. "Now why would you want to buy four of these when they last a lifetime? Because you have four friends. That's why!"
4. He employed crowd psychology. "Well, if she's buying one, I better get one too."

5. And most important of all? He made them *want* to buy even though they had no *need* to buy.

Why Can't You Sell?

I was close to being fired. It was two days after Christmas, 1984. It was my second month working at McCaw Communications in Bellevue, Washington, a Fortune 1000 company at the time.

But I wasn't the only one in jeopardy of losing my job. All twelve of our salespeople were in danger, as were our managers. No one had been meeting quota since September.

After our last sales meeting for the year, Paul, my sales manager, cornered me outside the conference room and asked "Why can't you sell? Why can't we sell?"

I told him, "Look Paul, if I knew don't you think I'd be doing it? Don't you think you'd be doing it, you stupid idiot!" Okay. I left out the "stupid idiot" part. I did want to keep my job and I liked Paul.

Paul's question would cause me grief for over a week. Why couldn't I sell? I'd been successful for eleven years selling for other companies. But I knew there was something intangible I was missing, something I couldn't put my finger on.

The next week, the first week of January, as I was driving into work a picture popped into my head. That was the answer to Paul's question. It wasn't my skills that were wanting. It wasn't my lack of effort. I discovered the missing intangible. My sales turned that very day.

At the end of the month my branch manager called me into her

office. “I noticed your sales turned on January 3rd. What’s your secret? Can I share it with the other salespeople?”

I told her I’d be glad to share it but I needed to test my idea for three months to see if it really works. She agreed to wait. The answer held. My manager called our sales team together. I told them I’d show them *what* I was doing and *how* to do it, but I wouldn’t tell them *why* I thought it worked. Why it worked still sounded a little weird even to me. If it worked for them, I’d tell them why later.

Everyone who did what I said had their sales turn within the next two months. Our branch became the number one branch in the nation every year I was there and I was the company’s number one salesperson in the nation for three years running.

The picture that flashed through my mind that first week of January was of our twelve salespeople sitting around the conference table at that last December sales meeting. Every salesperson had their head down in defeat. That was the answer!

We didn’t believe! That’s what was missing. I didn’t want to tell my co-workers that *believing* was what was missing. It sounded too simple. It was a thought that was holding us back? Unbelievable.

We didn’t believe in what we were doing. We didn’t believe in our product. We didn’t believe in the need for our product. We didn’t believe there were enough customers for our product. We didn’t believe we could find the customers. We didn’t believe in our management. We didn’t believe in our company. And most important of all, we didn’t believe in ourselves.

I went over these beliefs in my head as I finished driving into work. If I couldn’t change my beliefs, I had to quit. First, did I believe in our product? In 1984, our division of McCaw Communications was Telepage Northwest. We were the fourth largest pag-

ing company in the U.S. Craig McCaw was in the infant stages of pioneering cell phones.

Our products were made by Motorola. The premier communications company in the world at the time. So yes, I believed in our product.

Next, was there a need for pagers? Of course! They not only saved people time and money, but they made people money. They saved lives because they were used by hospitals, doctors, and emergency aid workers.

Did I believe the market was there? Were there enough people to buy our pagers for me to make the money I wanted to make? I put the numbers to it by looking at our four competitors and the number of pagers they were selling each month in the Seattle area. I was shocked. It was at least 2000 a month between them. So yes, the buyers were there.

This knowledge made me aware of an important fact: I had to find the buyers faster than my competitors could find them. As a salesperson I had to come up with some ideas to get to the buyers first. I did. For all four years I led the nation in two categories: the most sales made by cold calling, and the most sales made by referrals. I also had the highest profit per sale and the highest profit per account than any other salesperson in the country every year.

Another reason I knew the sales could be made was that the market for our products was exploding. The prices were dropping which increased the number of new customers who could buy. What pagers could do was improving dramatically which created new applications, new needs and new customers.

My next question: did I believe in our management? Yes, because they were always asking, “What can we do to make you more successful?” They were making available every tool we needed.

Did I believe in our company? Yes. I could have worked at any of our competitors, but I chose our company because my research showed it was the best. If it was good enough for me, it was good enough for my customers. If I saw that we were not a fit for my prospects, not only would I tell them so, but I would give them a referral to one of our competitors who could do their job.

Finally, did I believe in myself? Did I believe that I could find the buyers? Did I believe I could find a sales system that would work? Yes. And I did. I also made the decision that day that I would be a 5% salesperson. A 5%er is anyone who will do what 95% of the other people *can* do but *won't* do because they're either afraid to do it or they're uncomfortable doing it.

Once I got my beliefs in place (it only took minutes) my sales turned on a dime. It was like I hit the lotto. Of course, many factors made our company successful and turned Craig McCaw from a millionaire into a billionaire. But what our sales department learned that day turned our sales and we never looked back.

This answer also led to a discovery about what bosses really want. They all want their own SEAL Team 6, a team of believers. Navy SEALs know their success comes down to believing in their mission, their team and themselves. And the crazy thing is, like our management, most bosses don't know what they want until it's too late.

A TV sports announcer made this comment about our Seattle Seahawks before a game they were picked to lose to Chicago in 2012; a game the Hawks needed to win to make it to the playoffs. He said, "A team that believes is a lot more dangerous than a team with talent." The less talented Seahawks won in a barn-burner overtime in quarterback Russell Wilson's rookie year.

Belief is a thought. What you believe either moves you forward or stops you dead in your tracks.

What Do You Believe?

Beliefs motivate. They have more power than experience, money and knowledge. A saleswoman in Houston asked, “What specifically do you need to believe as a salesperson?” I suggested the following:

1. What do you believe about your service or product?
2. What do you believe about your company?
3. What do you believe about your management?
4. What do you believe about your future?
5. What do you believe about the potential growth of your prospect and customer base?
6. What do you believe about your prices?
7. What do you believe about your competition?
8. What do you believe about your co-workers?
9. What do you believe about your sales skills and your ability to get better?
10. What do you believe about your training and support?

Belief is an invisible power that your customers feel instinctively in less than two seconds, and a power that gives you faith in yourself that you can get the job done.

The One Scariest Word in the English Language

JAWS!

Your written communications should be like a movie poster. Paul Brown, the author of *Your Attention, Please*, said that if it looks like a quick read, rather than a major investment of time and attention, you're likely to give it a look.

Pascal said, "I'm sorry about the long letter. I didn't have time to write a short one."

Shortcut to Identifying Personalities

One of our attendees in Chicago said that in being new to sales he was always uncomfortable with how to carry on conversations with customers.

"I'm not for sure what they're looking for. I'm afraid I may talk too much, or too little. Sometimes the customers are tight-lipped and never seem to respond to anything I say. Some people seem to make quick decisions, and others can't ever make up their mind, no matter how much information I give them."

<p>Analytical</p> <p>35%</p> <p>Indirect and unemotional</p> <p>Long words, long sentences</p> <p>Lots of pauses</p> <p>Skip small talk; stay on point</p> <p>Give details; be precise</p> <p>Slow to make decisions</p> <p>Barack Obama</p>	<p>Driver</p> <p>15%</p> <p>Direct and unemotional</p> <p>Short words, short sentences</p> <p>They talk; you listen</p> <p>Skip small talk and details</p> <p>Make quick decisions</p> <p>Give facts, figures, percentages</p> <p>George W. Bush</p>
<p>Amiable</p> <p>35%</p> <p>Indirect and emotional</p> <p>Versatility, courage</p> <p>Calm and unhurried</p> <p>Approachable, concerned</p> <p>Good at reading people</p> <p>Good listeners</p> <p>Relaxed, slower speech</p> <p>Ronald Reagan</p>	<p>Expressive</p> <p>15%</p> <p>Direct and emotional</p> <p>Favorite subject: themselves</p> <p>Want to do all the talking</p> <p>Poor listeners, poor follow-up</p> <p>Hard to stay on point</p> <p>Impulsive</p> <p>Love glamor, glitz, sporty cars</p> <p>Donald Trump</p>

I gave him a copy of my personality matrix and told him this shortcut should help him to better understand people. There are many characteristics each personality exhibits, but the two most important and easiest to pick up on are:

1. Are they direct or indirect in dealing with you?
2. Are they emotional or unemotional?

Drivers are direct and unemotional, like former president George W. Bush. They account for 15% of the people you call on. Cut to the chase and don't try to sell them with enthusiasm as they're not buying it. Give them numbers, facts and percentages. They are the fastest at making decisions.

Analyticals like Barack Obama are indirect and unemotional and account for 35% of the population. Like drivers, they don't like small talk. Whatever information you give you need to back it

up with proof because they're going to check it out. They are the slowest to make decisions.

Expressives make up 15% of the people and are direct and emotional. Donald Trump. They love enthusiasm especially when you're talking about their favorite subject: them. They use the words "I" and "me" constantly. They talk, you listen. They have very poor follow-up so you'll want to stay on top every step of the way. They make decisions quickly.

Amiables are indirect and emotional and are the remaining 35% of the population. Those like Ronald Reagan like to build relationships in order to build trust. They're the Boy and Girl Scouts of the personalities: warm, friendly, touchy-feely. They're good listeners and excellent people readers.

Mind Control

How quickly can you answer the following without stopping to think: are you wearing a ring? A watch? What color are your shoes? What kind of car do you drive? What year did you graduate from high school? What city do you live in? What city were you born in? Are you married?

Two salespeople in Columbus, Ohio, asked how they could tactfully get a customer to stay focused on the presentation instead of wandering off into a dazed stupor.

"Ask him questions," I said. "The person who asks the questions controls the conversation and controls what others think about."

I'm embarrassed to say I had to learn this the hard way from Mark, my Sony regional manager, when I worked for an office equipment company. Mark flew in from California to go on a sales call with me in Tacoma. As we're drinking coffee in the break room before our first appointment he asked, "So, what's our plan of action? What are we going to accomplish on this call?"

Huh? I had no idea. I never thought about it. I thought we'd just wing it and see where the conversation goes. Stupid me. I failed to realize that a sales call is like a job interview: they can hire you, or they can fire you. You better be prepared.

What I learned is that before every sales call you make, before every phone call to a customer you make, have a list of questions you want to ask. You probably won't get to ask them all, but you have a start to the conversation. You're in control. You're controlling what they're thinking about.

By creating a list of questions you know what you know, what you don't know, what you're looking for, and what they'll want to ask you. You won't be caught off guard.

Say Yes, Even If You Don't Like It

If the client asks "Would you like a cup of coffee?" say "Yes."

A student in San Diego told me she never drinks coffee. I told her that according to research by psychologist Robert Cialdini, the author of *Influence: The Psychology of Persuasion*, it's important to take the offering.

He said that in order to get someone to better relate to you let them do something for you. Not the other way around. Get the customer to do you a small favor and they will immediately like you and trust you.

You don't have to actually drink the coffee, but accept it to begin the bonding.

How to Remember Names

I met an 82-year old Harvard professor at one of my seminars in Cambridge, Massachusetts. During our first morning break he came to the stage and asked me, "How do you remember so many people's names in the audience?"

I told him that I had Bob Burg to thank for showing me how important it is to remember names. At one of his seminars in Seattle he said "If you want to impress people, to really surprise them, learn how to remember their names. People think you're a magician. They'll always ask how you do that."

Dr. Majid Fotuhi, a neurologist and memory expert says "The number one complaint people have is that they're bad with names."

Another memory expert, Harry Lorayne, says "One of the highest rated talents you can have in business is the ability to remember names. And one of the most damaging attributes that causes more lost sales is the inability to remember names."

Legendary golf instructor Harvey Penick said in his book, *And If You Play Golf, You're My Friend*, "I wrote for myself...a guide

to my thinking and behavior as a teacher and as a person.” Thirteenth on his list was “try and remember names.”

I’m not a name savant. We’ve had seminars with 150-500 attendees. It’s ridiculous to think that I can remember everyone’s names. During the program I encourage people that if they have a question or want to make a comment to raise their hand and I’ll call on them. Before they ask their question I ask them their first name only. I then use my “system” to make the name connection.

I may call on twenty to twenty-five people throughout the day. If one of them later participates again I’ll call on them and say something like “Jennifer, right?” before they continue. Jennifer is surprised that I remember her name, as is the rest of the audience.

Near the end of a lunch break at a Pasadena, California, program the owner of a business and three of his salespeople approached me. He said they spent their entire lunch talking about how I remembered names and he asked me “You only called on me once. Do you remember my name?” I did. They laughed and walked away shaking their heads.

Look, I’m really not that good at remembering names. If I was, I would be giving seminars on how to do it. I could meet four or five people for coffee and if I don’t work my system I won’t remember their names. I’m not a natural. Like everyone else I have to work at it.

Charan Ranganath, the director of the Memory and Plasticity Program at UC Davis said the simplest explanation we have for forgetting people’s names so quickly after meeting them is we’re “just not interested” in their names.

Harvey Penick’s sixth guide to becoming a better teacher is that in order “to get pupils to do something...get them to want to do it. Try to make the other person happy about doing something you suggest.”

Good. So I found two teachers that would make me happy about learning how to remember names. The first is Benjamin Levy in his book *Remember Every Name Every Time*. The second is Mac Fulfer in his book *Amazing Face Reading*.

Fulfer is a Fort Worth attorney and jury consultant. His book is valuable if for no other reason than it helps you to look at people better, thus making it easier to remember people's names and faces. He has hundreds of drawings of faces. Ten pages on the eyes alone. Nine pages on the nose.

My System

1. Know when to listen for the name. If you're making or receiving calls from strangers, you know names are going to be thrown out. When waiters come to your table they're going to give you their names. When meeting strangers at a networking event they'll introduce themselves.
2. Hear the name. This is the number one reason you don't remember names: you never heard it to begin with. Harry Lorayne said you can increase your memory for names by 50% by simply hearing the name. I agree.
3. Spell the name silently to yourself. You don't have to spell it correctly. Spell it like it sounds.
4. Look at the face. Really look at it. This is where Fulfer's book pays for itself.
5. Pick out the first feature on their face that jumps out at you. Is it their eyes, the shape of their eyebrows, their nose, their ears, their chin, the lips, the lines on their face? It doesn't make any difference. This is go-

ing to be your “hook”. It’s like a biological nametag stuck to their face. Every time you see that hook, it’s going to remind you of the name.

6. Tie-in the name with the hook. Make the tie-in as silly or as outrageous as possible.

Sylvia has...

1. Heavy eyelids
2. Winged eyebrows
3. “Cupid’s bow” upper lip



Now put Sylvia’s name with the feature (the “hook”) you choose.

I’m going with the heavy eyelids. They look like large, silver (Sylvia) ingots. And they’re very heavy. So heavy that they’re forcing her eyes to shut. Now every time I look at Sylvia, I’m attracted to the eyelids first and see the silver ingots. The hook doesn’t have to match the name, just as long as it somehow reminds me of her name. Your “true” memory remembers the name correctly.

Tariq has...

1. Thick, dark eyebrows
2. “Wavy” ears
3. Perfect teeth



I'm going with the eyebrows. The eyebrows are leaking hot, molten tar (Tariq) that catches his beard on fire and he's laughing about it because he feels no pain.



In Rhondda's case she has...

1. A very thin upper lip
2. "Disappointment lines" (lines running from nose to mouth)
3. High forehead

I'm looking at the thin upper lip and asking myself, "What happened to her lip? Where did it run (Rhondda) off to and just leave her lower lip sad and all alone?" Silently, I spell her name to myself like it sounds: Ronda.

Practice Your Memory and Observational Skills

To make it fun, use these three exercises to help improve your memory.

Exercise 1

For the first week watch anything on TV: the news, movies, regular programs. Look at the faces. Don't try to name or label any of the features. Simply observe.

Look at their eyes. Do the corners of their eyes angle up like Angelina Jolie's, or angle down like Russell Crowe's? Do their ears protrude like Barack Obama's, or do they look like they're stapled flat to their head like Bill Kristol's? Is their nose crooked like NBC's Brian Williams, or is it large and bulbous like Alan Greenspan's?

For the second week watch any TV program. Pick out a feature on each face and tie-in their name with the feature.

For George Clooney's broad chin, I see the old show-boat wrestler "Gorgeous" George, in miniature, standing on Clooney's chin egging all challengers to "Come on, I'll take you all!" (Yeah, I know this dates me. But that's the advantage of being old – you have a lot more references to call upon.) For *Today Show* host Savannah Guthrie, it's her high cheeks. I see the sign "Savannah's Candy Kitchen" emblazoned on each one. (Actual sign in historic Savannah, Georgia, I like.) For Tracee Ellis Ross (star of "black-ish") I'll go with her full lips. I'd say there's no way I could find enough tracing paper to trace her entire lips. (Double "trace". Check!) The trick is, it only has to make sense to you; not to anyone else.

Exercise 2

This exercise is easy, easy, easy. When you're checking out at the grocery store, getting your burger at a fast food joint, or giving the barista your order, look at the clerk's nametag. Look at the face. Match the name with the feature you've selected. Then, as they're handing you the receipt or your order, call them by their name.

You'll be surprised by the reaction – and better service – you get when you call people by their name. They're flattered that you would think they're important enough to learn their name. After

all, how does it make you feel when someone calls you by your name? (Unless it's the SWAT team or the IRS.)

Exercise 3

At work, look at your co-workers and pick one feature that stands out. Name it: chin, eyes, nose, lips, ears?

Tie-in their name with the feature you selected. If Ernie has small ears, I'd find a word that sounds like Ernie: burning. When I see Ernie's small ears I'm thinking, "His ears are burning and getting so small."

If Olivia has large blue eyes I'd see them as olives and say, "I've never seen blue olives before."

If her name is Lady Gaga, I'd say...well, what can you say? That's just weird. Especially if she's a co-worker.

The words you choose don't have to be identical to the person's name. The mind's natural memory will make the correct association between the *feature* you select, the *word* you use, and that person's *name*. Remember, all you're looking for is a reminder, a hook.

Each day get better at hearing the names. Get better at looking at faces. Get better at selecting features. Get better at coming up with silly associations.

If you're like me, you may never master remembering the names of everyone you meet. But you can get better at it. It's a valuable skill. People will be impressed. And you'll be more confident. That, and it's fun.

What Makes You Different?

Prospects see your company like they see a fingerprint: all companies look the same. Your job is to show them the distinctions that make you different.

In my first year selling at McCaw Communications, one question I could always count on was “What makes you different than your competitors? You all use the same pagers. Same prices. Promise the same service.”



I fumbled and bumbled around until I finally got the idea to take some of our service technicians for coffee. They worked on our transmitters around the state. I asked them the same question. I was blown away with their simple explanations. Now I understood what made us different and I could easily explain it to my customers. My closing rate went up 35%.

Another thing you can do is take your boss to lunch. Ask her why she chose to work for your company and not the competitor. Or take your owner to lunch and ask why he started the business. What was the niche he saw to fill?

They know. You don't. Find out.

Is She Buying This?

Having coffee with a salesperson in Long Beach, he asked me if there are any clues as to if the customer is buying what you're saying. As a student (not expert) of body language I told him I learned this idea years ago, and it's pretty accurate.

If you have the opportunity, hand the customer a beverage and see where she places it when setting it down.

If you ask a question like "Don't you think our product is a perfect fit for your store?" and she crosses her body to set the drink down before answering – no sale. Don't push it. Present more information to help her make new decisions.

If she sets the drink down without crossing her body before answering, things are looking good. Try another trial close.

Use Your Body to Create Enthusiasm

To create more confidence, to be more persuasive, and to influence others, lean your body forward as you speak.

Leaning forward is like a runner in the starting blocks before the starter's gun is sounded. It shows you're excited and ready to go.

And as you're speaking spread your arms and expose the palms of your hands. Arms spread show you have no fear. Palms exposed show that you're being truthful and have nothing to hide.

What's Missing in Conversations

A student in Sacramento asked me, "What is one of the most important sales skills you can have?"

Before I could answer, she started talking about one of her lost sales. She continued for a good fifteen minutes about why she thought she lost the sale, how her sales manager was disappointed in her, and how she told the customer everything she knew about her service and she couldn't understand why he wouldn't buy.

When she finally ran out of gas I told her what I think is one of the most important, and least used sales skills there is: listening. It's often the greatest gift you can give.

Many sales are lost because the salesperson doesn't know when to shut up. They end up talking themselves out of the sale because they failed to understand what the customer was saying. They're simply waiting for the other person to stop talking so they can argue their point.



Harry Beckwith (*What Clients Love*) said that if a customer can't tell you apart from the competition they start looking at the little things, the small things, the trivial things that separate you.

Listening is one of those small things. It's a skill that has to be practiced. Start with your family, your co-workers and your friends. They'll love it if you let them do the talking.

No, It's Not Manipulation but How You Communicate

The first technique hypnotists use on their patients is to mirror them. This quickly builds trust and rapport.

When you mirror someone, match his breathing rate. Match his gestures. If he talks fast, you talk fast. If he talks slowly, you talk slowly. If he leans forward, you lean forward. It's like your customer is having a great conversation with himself.

Doing a presentation in Oklahoma City, one of the women came up to me during a break and told me that she would never mirror anyone. She thought it was being dishonest and deceitful.

"But," I asked her, "when you're talking to your two-year old child don't you get down to her level? Don't you use baby-talk? Don't you make faces and gestures to get reactions out of her? When you're talking to your husband don't you talk differently with him than you would with your boss? Your best client? If your teen is standing in the kitchen with her hands on her hips, mad because you took away her Instagram privileges, don't you place

your hands on your hips, step forward and become more aggressive?”

So, yes, we mirror people all the time. We’re just not aware of it. But as hypnotists know, there are two parts to the mirror technique: the first part is to follow; the second part is to lead.

Once you’ve built the rapport by following, change what you’re doing and initiate new gestures to see if the other person follows you. If so, you have the initiative.

If you’re being confrontational with your daughter, at some point drop your hands to your side. Lower your voice. Take a step back away from her. See if she mimics you. If she does, you’re closer to resolving the crisis.

My Best Advice My First Year of Sales

There was a framed document on the wall of the Chairman of the Board of the Zales Corporation (circa 1973) that said, “You don’t need to be a genius to succeed in this business. You do, however need to take care of the details.” I’m no genius. That piece of advice would inspire me to think that maybe I could make it in sales.

Admit it. After placing your order at the drive-thru don’t you always look in the bag before driving away to make sure the order is right?

One of the biggest complaints from customers and bosses? A person’s inability to take care of the details. You don’t need to do

extraordinary things to stand out from the competition. You don't need to be a genius. You do, however, need to take care of the details.

Are You Guilty of Malpractice?

The CEO of a company in San Francisco told me that one of her biggest complaints about salespeople is they start pitching their service or product before understanding her problems.

Life's lessons can come from anywhere. Still in my first year of sales, I saw a one-page advertisement for a computer company in *Time* magazine. The page was all black, save for this statement in bold, white print: "Looking for the solution without listening to the problem is like working in the dark."

People don't want to buy your service or product. They want to solve their problem. If what you're selling works, they're buying.

Salespeople are like doctors: they have to ask questions to identify the ailment, make a prognosis, and then prescribe a treatment. Anything else is malpractice.

Why Your Competitors Absolutely Love You

A banking executive in Chicago was beside himself when I was interviewing him before doing an on-site presentation for his group.

“Why don’t our people cross-sell? They’re driving me crazy! I don’t get it. Our customers love us. They buy from us already. They trust us. But our people won’t even make the effort to cross-sell them.”

I told him I learned that too many salespeople are reluctant to cross-sell because they think it’s too pushy, it seems unprofessional, or it makes them uncomfortable.

Unfortunately, as the executive agreed, their salespeople will lose new sales, if not the entire account, to a competitor who comes in and sells their bank’s identical product at a more expensive price. When the salesperson asks the customer why she didn’t buy from him instead of the competitor, the answer is always the same. “I didn’t know you carried it.”

Cross-selling has two takeaways: first, you can increase your sales and keep your customers from leaving. Second, your competitors aren’t cross-selling their customers either. Find out what your competitors aren’t selling to their customers and sell it to them. You might get the sale. Even better, you might get the business.

Some People Don't Belong in Sales

Quit worrying about your competitors. They're not as good as you think.

Doing a seminar in Cincinnati with about three hundred people, I asked a salesman in the audience "If the president of the company asks you to call back after five o'clock because he's too busy to talk, would you?"

The salesman didn't hesitate. "No."

I was surprised. "Why not?" I asked.

"Because I get off at five," he said.

"But he's the president," I said. "He's willing to talk with you but only later."

"I don't care," the salesman said. "I get off at five. My day is done."

I was at a loss for words. I literally didn't know what to say. Then a lady at the far back of the ballroom yelled out, "Give me his number. I'll call him!"

It's Why They Call It Foot in the Door

“If my prospect is doing business with my competitor, but says she likes one of my smaller, less expensive products,” the Pittsburg salesman told me, “I try not to sell it. I’ll move on. It won’t be worth my time. My commission is too small and I have bigger fish to fry.”

I told him, “Look, if you can sell the customer even the smallest product with even no commission, sell it.”

“Why?” he asked.

“Once you make a sale to a prospect,” I said, “no matter how small, the prospect is no longer a prospect. Now she’s a customer. Customers treat you differently than prospects. They will take and return your calls and emails. They will let you introduce new services and products. You get access to decision makers and influencers. You get referrals to other departments, branches and people they network with.

“Plus, you prove you can deliver the goods. Small sales lead to larger commitments, which can even eliminate the competition.”

And Let Me See Some Teeth

Psychologists find that smiles are hypnotic, attract people to you like a magnet, and make them want to do things for you.

When you smile your voice and your attitude change, you become more positive, it puts a twinkle in your eyes, and a bounce in your walk.

Science has also found that smiles, even forced smiles, release endorphins in your brain. Endorphins fight stress. So if you have to do something that stresses you out, well, you might as well smile about it.

Shoulder Pads, Tutus and Attitudes

“How important are the clothes you wear if you’re in sales?” the Oakland business owner asked me. I told him a lot has to do with what you sell, who your customers are, and even what part of the country your job is in.

There’s a fine line between dressing casual and looking like you’re on your way to sit in a duck blind at 4 a.m. Clothes not only send a message, they change your attitude.

As any football player will tell you, the minute you put on your uniform, you develop a new persona – a new attitude. An awkward

school girl becomes a graceful swan when she ties on her ballerina slippers. The small town's introverted hardware clerk becomes an aggressive combatant when he dons his flak jacket and weapons in a war zone.

How you dress also affects how others react to you. Wear an orange jumpsuit to the mall with D.O.C. stenciled on the back and see the reactions you get.

When you go to make a major presentation, don't you wear your dark suit that means business? When you go to the company outing, aren't you just as casual as the rest? When you want to stand out from the crowd don't you wear that red suit, bright tie or classy glasses?

How do you want to be perceived? What is the attitude you want? That's where you start.

Want Me to Wash That Brain for You?

Doing my prep work before making a presentation for some bankers in Baltimore, I asked their sales managers what kinds of questions their bankers were asking their prospects in order to get their foot in the door. These could be questions when they were cold calling or networking.

The bankers' questions were all over the place. There seemed to be no rhyme or reason to them. It was like that whatever popped into their heads at the time was the question they'd ask.

I told the bankers that when you're cold calling, making a presentation or closing the deal, the sequence of asking questions is everything. Start with the easiest question first and then make them more and more difficult until you get to your closing question.

Psychologist Robert Cialdini said this is a thousand-year old Chinese technique that was even used as a brainwashing technique on American POW's in the Korean War. You use it every day, and it's used on you every day. You may not even be aware of it.

Cialdini calls it the "commitment and consistency" technique. You start by asking an easy, no-brainer question the person can answer without thinking and then make the questions more and more difficult.

Once someone goes on record with their first answer they'll be consistent with each subsequent answer. That's why you want to be careful with the first question you ask because rarely will people back down.

Keep it to no more than seven questions as this is the maximum number most people can deal with at one time. But if someone disqualifies themselves within the first two or three questions, move on. You don't need to ask the remaining questions.

I helped the bankers develop seven qualifying questions they wanted to ask every prospect on a cold call and number them in sequence, the easiest to the most difficult. They did the same thing for asking closing questions.

Knowing what you're going to ask focuses you on the most important information you're trying to extract, makes you look professional, and keeps you in control of the situation.

What's Your Story?

Attending our grandkids' soccer games in Yakima, Washington, at the famous, fun-filled "Yak Attack" I met the founder of the program and asked him how he got the idea for starting it. His story was inspiring.

First meetings with a client can be awkward. If you're meeting with a business owner get them talking about something they're an expert at to get them relaxed and to open up with you. Ask about their backstory. "Where did you get the idea for your business?" Or, "If you were writing a book about starting your company, what would the first chapter be about?"

What I've found is that in every story the tale is often the same: it was exciting, painful, scary and humbling. And they all love to tell it to you.

Make Your Point

When talking business be polite, but be direct. Don't leave people with information they have to decipher because they may misinterpret the information and cause more problems.

Malcolm Gladwell in his book *Outliers* said to quit being "ultra-polite" when making requests for what you want.

He said that linguists have a term called "mitigated speech" in which a person attempts to downplay or sugarcoat the meaning of

what is being said. He illustrated instances of deadly airline crashes where the first officers only “hinted” about potential problems to the pilot. The Asiana Airlines crash in San Francisco in 2013 is an example of this. Gladwell says a hint is the hardest kind of request to decode and the easiest to refuse.

Top-level decision makers are often driver or analytical personalities – neither enjoys small talk. Assume you have fifteen minutes. Take the lead, cut to the chase, and start with your most important point first. It may be the only point you get to make. Speak in specifics: numbers, percentages, and dollars. Give facts. Give evidence. Be prepared to prove every statement.

Can I Pick Your Brain?

Got a call from a business owner a day before doing a public seminar in New Brunswick, New Jersey. He saw by our brochure that we were doing a program at the Marriott the next day and, since I was in town, could I meet with him and his partner. They’d like to buy me lunch and pick my brain about how they could start their own seminars.

We had a good two-hour lunch and conversation. I shared with them a mistake I’d made doing our very first public seminar that nearly cost us our business and could have sent us into bankruptcy. The partners appreciated the information so they could avoid the same mistake.

As we were departing the restaurant and shaking hands, I told them I looked forward to seeing them at the program tomorrow and maybe we could talk some more.

“Oh, we’re not coming to the seminar. We have other appointments. But thanks for your time and information.”

So I get a \$20 meal and they get a lifetime of experiences and one idea that could save them from bankruptcy, and they won’t even buy tickets for my seminar?

I learned a valuable lesson. If you want to pick an expert’s brain for advice over lunch, a word of advice: don’t. Unless....

Unless there’s something in it for them. Jeff Gitomer says that he has a “\$500-per-hour brain-picking fee and I’ll buy you lunch.”

We all need advice. But realize that experts charge a fee for their experiences that they’ve paid a king’s ransom for. Besides a business lunch write-off, what did you do to earn valuable information that could make you or save you thousands?

And don’t think that asking for advice via email is any better. I know when someone asks me for advice on email, they’re not asking for a simple yes or no answer. They want the details. That takes at least an hour (often more) of my time in trading emails back and forth until we find an answer that works for them.

Experts can tell you in minutes things that will save you hundreds of hours and thousands of dollars. What’s that worth to you?

“Wisdom comes at a price. And I have paid
dearly for mine.”

— *Sue Grafton*

Have a Seat

If you're calling on someone at their home or office and they tell you to take a seat, ask "Which chair is yours?" They'll like you immediately.

If a superior takes another person's chair, sits on their desk, touches their personal possessions, or leans on the doorway to their office (thus blocking their exit), psychologists say they're doing it knowingly or unknowingly to intimidate the other person. This is just as bad as borrowing your car or using your computer without asking for permission.

Think about it. How many people will walk into their boss's office and make themselves at home?

Testimonials Shouldn't Be Hollow

Next to referrals, testimonials are the most important selling tools you have to find new business. Get testimonials that give specific results; not make general statements.

A general statement: "I really enjoyed your seminar and came away with some good ideas."

Compare that testimonial with this one from one of our attendees in Philadelphia: "We used your 'baby shoe' technique, sent

out fifteen by the end of the week, and got five appointments the following week.”

If you’ve asked your customer for a testimonial and it’s not forthcoming, offer to write it for him. He may not have the time, may not know exactly what you want him to say, or may be too embarrassed because he doesn’t have the writing skills.

It’s alright to ask the customer if you can draft a testimonial for him. Tell him that you’ll email it to him for his approval and that you’ll make any changes he wants. It’s also important that you get permission to use his full name and company name so people will know it’s legitimate and not something you made up.

And the great thing about testimonials? They’re selling when you’re not.

How to Be the Most Interesting Person in the Room

The second-best thinkers on their feet are pedestrians. The absolute best are your kids when you catch them doing something they shouldn’t be doing.

To learn to think faster on your feet, lighten up with a little improvisation. The objective is to be able to respond to any situation instead of always trying to be in control.

At one of your weekly departmental meetings throw out to the group that you have a friend who’s joining the rodeo and is looking for some advice about bull riding. Or your sister is trying out for the Olympics doing the luge for the first time and she’s looking for

advice. (Comedian Tim Steeves’s luge advice: “Lie flat and try not to die.”) Or you’re writing a book about social media and its effects on teen kids and you need a title.

This is a great icebreaker at those boring networking and social events. It might make you the most interesting person in the room.

“Butt Dial” – Smart Ass

Another way to learn how to think faster on your feet is to put a sign on your desk that says “The Fabulous Mystic Is In” and invite all visitors to participate. Have the people give you a word and you divine the meaning. For example:

“Silence” – When words won’t do.

“Opinion” – A belief in search of believers.

“Captive audience” – Passengers on a plane.

“Go-to guy” – Tonto.

“Gridlock” – Rubik’s cube, on wheels, in rush hour.

“Extortion” – Fees for changing your flight schedule.

“ROI” – What parents pray for as they send their kids off to college.

“Yes, but” – No.

“Therapy” – Mind explorations.

“Long shot” – Early check-in at the hotel.

“Decisions” – Best guesses.

“Bait and switch” – A résumé.

“Perfection” – What we seek, never expecting to find.

“Lost” – Like your keys, you’re not lost – you just don’t know where you are.

“Dumb luck” – Finally getting a decent driver’s license photo.

When to Discuss Business at Lunch

Meeting an executive and one of my clients at the Port of Seattle for coffee years ago, the question of business lunches came up. So I asked him the question that was on my mind: “When taking a client to lunch, when’s the best time to discuss business?”

He said “Do it before lunch is served. Get down to brass tacks while everyone is mentally alert and before lunch digresses into small talk.” Doctors have also found that if alcohol is served, and combined with the tax on the brain for the digestive process, fewer and better decisions will be made during and after lunch.

Going Up

What you say and what people hear are two different things. General Michael Hayden said that “You’re not only responsible for what you say, but you’re responsible for what people hear.”

A friend in Austin was interested in teaching seminars on negotiating. He was looking for a quick “elevator speech” of thirty seconds or less that he could use at his networking events.

I told him not to say, “I’m a sales trainer and I teach seminars on negotiating.” What the client hears is, “I’m a sales trainer blah, blah, blah, blah, blah, blah, blah, blah.”

I told him, “You have to ask yourself, what does the client want to hear? And what they want to hear is, ‘How can I keep all my money?’”

I told him to try this: “I can stop your salespeople from giving away your money when they’re negotiating.”

Selling Is Hard, Unselling Is Easy

Don’t give your customers an excuse to look at your competitors. Each person in your company who has contact with your customers either sells or unsells your company. Don’t let them give your customers a reason to leave.

Customers aren’t looking for reasons to do business with you. They’re looking for reasons to eliminate you. Did you show up late for the appointment? Were you prepared? Did you listen? Were you creative with your solutions? Did you negotiate fairly? Is your billing difficult to understand? How many voicemails do I have to go through to get help? How did you treat my employees? How do you make me feel?

When Herb Kelleher was the CEO of Southwest Airlines he said he would never consider buying out one of his competitors. Why? “I’d like to have their routes, but I don’t want to inherit their people.”

Bless Their Heart

You can “unsell” your competitors by “blessing their heart.”

A business owner in Phoenix gave me this one. But you can only do it if it's true. For example, if you're an attorney networking at the local chamber and a potential client asks about your competitor, reply, “Snicker, Snicker and Snort is a fine firm and – bless their heart – they're going to get back in the mix again once they finish dealing with all their DOJ issues.”

Another: “Kraz-e-Printers makes a good printer and – bless their heart – I'm sure things will pick up for them once they figure out why their printers keep crashing with the latest MS Office software.”

Why Didn't You Just Say So?

Actor Alan Alda said that some of our most important conversations are conducted in the doorway and follow the phrase “Oh, by the way.”

Alda says that after spending the evening with the family there may have been something you've wanted to say for the last several hours but you don't mention it until you have your coat on, you're walking out the door, and then you turn and add “Oh, by the way....”

If voicemail gives you a problem because you ramble, keep a reminder next to your phone with this message: “Oh, by the way, the reason I’m calling is because....” Now when you get their voicemail, lead off with what you really want to say after “because”.

If you’re sending an email to your customer make your “Oh, by the way” the subject line. For example, you want to know if your customer has any contacts at their branch in Boston. Your subject line should read “Boston Referral”.

The Voice of Authority

People who have a deeper voice are perceived as having more authority. Not fair, but true.

Body language experts Barbara and Allan Pease, authors of *Why Men Don’t Listen, and Women Can’t Read Maps*, found that in business “a woman with a deeper voice is considered more intelligent, authoritative, and credible.”

A saleswoman in Washington, D.C., approached me after our program. She thought she had the “cartoonish” voice of Broadway actress Kristin Chenoweth. She did most all her business over the phone. What could she do?

I told her that to create a deeper voice she needed to stand and shift all of her weight to one foot. Keep both feet on the ground so you don’t lose your balance, but put all your weight on one foot.

This wouldn’t give her the deep voice of actors Dennis Haysbert or Alicia Silverstone, but it would drop her voice one full octave to make it sound richer and fuller. Putting all your weight

on one foot makes your voice stronger without straining or harming your vocal chords. A bonus: it changes your energy and calms you down.

How to Talk to a Man

“Hey! Weren’t you listening to a single word I said for the last fifteen minutes?” Most every female to most every male.

Barbara and Allan Pease say that men are bottom-line conversationalists. Women need to get to the point with as few words as possible, otherwise they’ll be tuned out.

“Men,” they say, “take words literally, whereas women don’t. Men are competitive and aggressive in their conversations.” They also found that with men...

- Keep it simple. Men are single-taskers. Give him only one thing at a time to think about.
- Be precise with your words.
- Men talk to relate facts. Women talk to build relationships.
- Don’t talk to men when they’re watching TV or a movie. Otherwise they will either ignore you or ask you to be quiet. Men can either talk or watch the screen – they can’t do both. And they don’t understand how women can.
- Men will interrupt women almost 76% of the time, whereas rarely will they interrupt another man unless it’s a heated argument.

How to Talk to a Woman

Barbara and Allan Pease have ideas for how men can talk to women. They note that women are excellent multitrack conversationalists. Not only can women talk simultaneously with a group of five or more, but they hear every word being said and understand every nuance! That's why men can't watch programs like *The View*.

Other manly talking tips:

- Men need to understand the difference between listening and doing nothing. They said that when a woman is speaking her unused words at the end of the day, she doesn't want interruptions with solutions to her problems.
- Women talk to think out loud. They say the male brains are highly compartmentalized and have the ability to separate and store information. The female brain doesn't store information this way – the problems just keep churning in her head and it's best to let her verbalize them to get them out.
- Women have a daily average of more than 20,000 communications “words” to relate their message: 6,000 – 8,000 actual words a day; 2,000 – 3,000 vocal sounds; and 8,000 – 10,000 gestures, facial expressions, head movements, and other body language signals. Men have a total of 7,000 communications words – just a third of women.
- If a woman likes you and is buying what you're saying, she talks to you a lot. If she's not happy, she'll

punish you by not talking. (To which men reply, “Really? That’s punishment?”)

Adversity

Look for problems to solve. Make mistakes. Fail. These are three of your best teachers. To surrender to adversity means you’re no longer learning. Adversity is nothing more than infinite growth experiences that come at inopportune times.

Randy Pausch said in his *Last Lecture* series that “Experience is what you get when you don’t get what you want. And experience is often the most valuable thing you have to offer.”

They Can’t Replace Time, but They Can Replace You

Be on time. One of the most irritating things for principals is to have a salesperson show up late for the appointment. It shows disrespect for their time.

The most valuable thing principals have is their time. Money they can replace. Time they can’t. They’re thinking that if you

can't do something as simple as being on time, why should they trust you with their business?

Make it a habit of being fifteen minutes early for every appointment. If you get there early catch up on your emails or text messages. Or sit in the lobby and observe the comings and goings of the employees. See if you can determine the company's mood or personality. What conversations do you overhear?

If you see your competitor walking out of the principal's office maybe you can take a selfie together?

Is That a Spider Crawling on Your Shoulder?

To create movement, introduce new information because new decisions will need to be made.

To get someone unstuck, ask them a question or state a fact that forces a response. For example, "We're leaving. You coming with us?"

Or maybe it's the flight attendant at the check-in: "We're overbooked. We'll give a \$500 voucher if anyone is willing to take the next flight."

How about, "Snake!"

Live, From New York!

Deadlines are outside forces that compel action – ready or not. Comedienne Tina Fey said that SNL producer Lorne Michaels has a simple maxim: “The show doesn’t go on because it’s ready; it goes on because it’s 11:30.”

Roaring Silence

A pause is an attention-getter. It gives emphasis to what you’re saying.

Milo O. Frank, in his book *How to Get Your Point Across in 30 Seconds or Less*, says a pause gives you time to think. It gives the listener a chance to hear, absorb, and retain what you’re saying. It gives you a chance to see if the listener understands.

Silence can also reward you with information you weren’t expecting. The CIA has an axiom: “Let the silence suck out the truth.” In a similar vein, journalist Bod Woodward said “Sometimes you get the best answers in silence while people talk to fill the void.”

How to Attract People to You

Humor me. Make me laugh. Say something funny. In *Improv Yourself*, Joseph Keefe says that people with a sense of humor are active, intellectual and fast. They are quick to think and quicker to act. They manage negatives better and communicate more easily. They're freer and they free people around them.

¡Caliente!

Information alone is not motivation. If you've had teens you know it's true.

When the waiter puts the plate in front of you and warns "Don't touch! It's hot!" what do you do?

Maya Angelou says that "If you know better, you'll do better." Knowing better requires two things. One, having the information. Two, having experienced, real or imagined, that information.

For example, if you've ever put your hand on a hot burner you'd never do it again. A real experience. You'd never stick your hand in a blender, an imagined experience. In both cases you now know better. You're motivated to do the right thing.

Selling is about giving people the necessary information coupled with the experience, real or imagined.

People Want to Know

Are you worth talking to for the next five minutes? It's been said there are only four things people you talk with won't forgive you for: not being prepared, comfortable, committed, and interesting.

Call Me a Dummy, but...

Talking with a national sales director in San Antonio, I asked her what were some things she looked for when hiring new salespeople to rule them out of consideration.

"I don't like people who think they know everything, who try to bluff me. They're afraid to admit they don't know. If I point out to them that they are wrong about something, often they'll argue about it or try to justify their answer knowing full well they are still wrong. They just dig a deeper hole."

Bluffers and grifters say things like "I'm sure you realize..." or "You must have heard that..." or "I'm sure you'll agree with..." or "Many people are saying..."

The Millionaires' Magician Steve Cohen (*Win the Crowd*) said that when scammers make statements that are believable, something they don't think people will question, it makes them sound like an authority and they can then manipulate their victims with the big bluff.

I asked the sales director what advice she'd give to others. She said, "If you don't know the answer, don't pretend you do. Admit it. No one will think the less of you. No one has all the answers. Otherwise, people in the know like me will ask you to be specific, to clarify your answer, to give proof. Then you're exposed as a fraud. A liar. And no one wants a liar working for them."

Cohen says that another problem is that people who don't like to admit they don't know, who don't want to appear ignorant, become themselves gullible dupes and fall victim to others.

What can you do to call the con artist's bluff? Roy H. Williams said in *The Wizard of Ads* to plead ignorance. He said "People are quick to call themselves 'dummies' when they want you to make difficult things easier to understand."

Being a "dummy" is also a great negotiating ploy. You'll drive the other party mad because they'll finally have to be specific and exact in their offer.

Why Politicians Are Not Magicians

Magicians are honest deceivers.

Richard Wiseman (*Quirkology*) says that magicians, unlike most liars, are completely open about their intention to cheat. Despite this they still have to convince an audience that objects can disappear into thin air, that women can be sawn in half, and that they can catch a bullet between their teeth.

Attending a performance of magicians Penn and Teller in Las Vegas, I was surprised to hear them tell the audience at the beginning of their act that there is no such thing as magic. “It’s all trickery. Whatever you think you’re seeing isn’t really happening.” Yet in seconds they have the audience believing in magic despite them saying there is no such thing.

What are the sales lessons from Penn and Teller? Master your craft. Be committed to your craft. Tell the truth. People will like you. They will believe you. They will buy what you’re selling.

Beware the Silent Buyer

Consulting with a Fortune 500 company in Seattle, the general manager asked me to follow-up on a salesperson’s presentation a week after she lost the sale. I asked the prospect why he didn’t buy. Was it price? Competition? Were his needs not filled?

No, no, and no.

He said the salesperson was the problem. She talked too much and every time he tried to bring up a point, she dismissed it as if it was unimportant and continued on with her spiel. He said that he finally kept his mouth shut, didn’t ask any questions, didn’t offer any comments, and didn’t throw out any objections. He silently wished she would leave.

When she got back to the office she commented to her GM that she thought the presentation went well and the customer “didn’t have a single objection.” She was pleased.

Until she found out three days later that she lost the deal.

Sales Detective

As a breakout speaker in Las Vegas for one of the nation's largest printing companies, a new franchise owner came up after the presentation and asked if he could buy me coffee.

He started out by admitting that he had never sold professionally before. "In a nutshell," he said, "what is the primary function of a salesperson?"

I told him that it is the salesperson's job to discover, evaluate and persuade. Forget the bells and whistles; the dog and pony.

Customers are looking to solve a problem or take advantage of an opportunity and the only reason they're talking with you is because they're wondering if your service or product is the answer. They don't care how it does it, but will it do it? If the customer wants to know the "how" they'll let you bring in the technicians later.

You're like a detective. Discover the customer's objective. Determine if your service or product will do it. And then persuade the customer to believe what you believe.

If You Try to Go Around Me, I'll Cut You Off at the Knees

All “C” level executives (CEO, COO, CFO, CSO, CMO, CTO and I’m sure there are some C’s I’m leaving out) speak a different language than salespeople.

I got a call from a panicked sales manager from a national company in Seattle. He asked me to come over and listen to a voicemail message he received from another national company.

The voicemail was a threat from their prospect’s buyer who was several levels below her CEO. The message said, “Fellas, if you try to go around me and talk to my CEO again, I’ll cut you off at the knees.”

Negotiations between my client and their prospect had been stalled for months. What could they do to get movement without getting thrown completely out of the account?

I had the sales manager bring in his CEO. I told his CEO to call the prospect’s CEO and speak directly to the issue. But first the salesperson had to keep a good relationship with the buyer because he would eventually have to work with her.

I told the sales manager to do this: “Call your buyer and tell her you got the message. You understand. You’re sorry. You didn’t mean to upset her. You won’t do it again. But your CEO heard her message and he’s upset. He’s going to call your CEO. I tried to stop him, but hey, what can I do? It’s his company. He can do whatever he wants. I just want to give you a heads up.”

By taking the responsibility of the CEO's call out of the salespeople's hands, their hands are clean. They tried to stop their CEO, but he's the boss. Nothing they can do about it.

Long story short, my client got the business three months later and it turned out to be the biggest order in their branch's history.

Once Upon a Midnight Dreary...

A Tampa business owner asked me the best way to hold a customer's attention during a presentation. The owner was an engineer and admitted that if his presentations weren't boring, they were certainly dull and lifeless.

I told him to tell a story. Stories get people's attention. Stories entertain because they have a storyline. Listeners are on the edges of their seats, anxious to hear the outcome.

Make your stories about one of your customer's conflicts and how you rode in on your white horse to save the day.

People remember stories better than they remember facts and figures. Plus, it's easier for them to tell the story to others who weren't there.

Are You Lying to Me?

Before you can finish your question to your eight-year old son “Did I see you hit your sister?” he quickly responds, “No!” But you know the truth. You saw him do it. But what about your customers? Are there “tells” that give them away?

For example, you’re afraid your best customer is about to leave for the competition. You ask him if he’s looking to change vendors and he responds slowly, after thinking about your query, “No, why would you ask?” Do you believe him?

Believe him. If he would have answered “No” quickly, he’s got his bags packed and he’s on his way out the door.

Truthful people will stop and think about their answer and then quickly add another statement in the same breath like, “Why would you ask?”

Selling Oysters That Are Not Yet Stunned

If you’re selling an innovative product or service prepare to do missionary work. Being on the ground floor of pioneering the sales of the first cellular phones in the mid-80’s (“portable” units were built into a briefcase and airtime was \$1 per minute), your job will be to convert the masses of non-believers. This is because they’ve

never heard of what you sell, they don't need it, they don't want it, and they don't believe it will do what you say.

Missionary sales requires multiple contacts with the same prospects, education of the prospects, dealing with unforeseen objections, and presenting proofs and guarantees. You'll have to sell the concept first before selling the product.

Testimonials need to be gathered quickly from those you've "saved". Even then, you can only save those who want to be saved. Gear up for a long sales cycle and have a lot of patience.

Finding the prospects is easy. Since no one sells what you sell, the world is your oyster. Convincing them to eat something that's still alive and not dead or stunned is quite another task.

Eliminate the Stall

If you send information to a customer, return an RFP, or submit a bid, never ask if they've received the information when you call to follow-up.

She'll use this as an excuse to procrastinate. "No, I didn't." Or, "No, would you mind sending it again?"

Instead, "I was calling to follow-up on the information I sent. It said 'this' and 'this'."

Give them two talking points covered in the information, take away their delay tactics, and get them to commit to the next step of the sales process.

Don't Be Afraid to Discuss Money

A new salesman in Portland, Oregon, told me he loved the product he was selling, but he was uncomfortable when the time came to talk about money. “Actually,” he said, “I get embarrassed talking about money.”

I told him that buyers expect to pay. They’ve budgeted the money. Otherwise, they wouldn’t be talking with him.

Don’t be afraid to ask “What kind of a budget are you trying to stay within?” Or, “Prices range between \$500 to \$8500. I won’t know which is best for you until we get more details. But are we still in the ballpark?”

The difference between the salesperson and the buyer is that the salesperson is focused on the cost, whereas the buyer is focused on whether the product will take care of her problem. She’s not expecting to get it for free.

The worst that can happen is the buyer doesn’t have the money. In that case, you’ve quickly disqualified her as being a legitimate candidate and you can move on to find someone who is.

Don't Sell to Her, Sell to Her Friends

Roy H. Williams says that whatever you sell, imagine who your product will be shown to and then sell the reaction of their friends.

Any jeweler worth his loupe will never pitch the cut, clarity and color of the diamond to the bride-to-be with diamonds in her eyes. She's not buying it for the investment.

"Imagine," Mr. Tiffany says as he paints with his word brush the picture that will make the sale, "the reaction on the faces of your best friends when they see these diamonds and exquisite setting. You'll be the envy of every person in the room."

That's how friends sell to friends.

Talkin' Toastmasters

Sharing coffee with a saleswoman in Fort Lauderdale before our seminar, she told me she was new to sales and lacked confidence in her ability to make group presentations. Did I know anything that could help her overcome her anxieties?

I told her that in order to improve her confidence and leadership skills she needed to find a local Toastmasters club and join. The cost is minimal. I said most people think the sole purpose of Toastmasters is to learn to speak better. Actually, they teach three

skills: speaking, listening, and thinking faster on your feet. Three skills required for leadership, sales and management.

Speaking you know about. But some weeks you'll be an evaluator of another speaker. That means you have to listen and understand the speaker's message and then give your evaluation to the group. At the end of the meetings they have Table Topics where you're presented a question and have to speak spontaneously on the subject for about three minutes. You have to think fast on your feet.

Toastmasters is an investment of time that will enhance your career and increase your confidence. Skoal.

Handshakes

“IT’S HARD TO SHAKE HANDS AND BE HOSTILE.”

*- former Supreme Court Justice Sandra Day O’Conner
on the ritual of all the justices shaking hands before going into court*

Not All Handshakes Are Equal

All findings about the handshakes in this section are based upon my interviews, experiments and feedback from thousands of men and women across America who have attended our programs. These handshakes apply only in America. Not in Europe, not in Asia, not in the Middle East, not in Africa, not in South America.

Even then, there are exceptions in the American culture. Members from the Apache, Navajo and Cherokee nations have told me they're uncomfortable touching strangers, even with a handshake. They say they'll shake hands, but they're not comfortable doing it.

Men use these handshakes with men; women with women; and men with women.

Donald Trump's Handshakes

"Shaking hands is terrible; it's barbaric; it's one of the curses of American society." So says admitted germaphobe Donald J. Trump. And I'm sure people who shake hands with him will agree. If he would ever let go.

Handshakes are like poker tells: they leak information about what people think about you, what their intentions are, and how to communicate with them.

If someone shakes your hand like they're pumping for oil, you know they're excited to see you. If they turn the palm of their hand

down, they want to control you. If they keep shaking and shaking and just won't let go, you might want to ask them "When was your last date?"

We use more than words to communicate. When your teen rolls her eyes in the top of her head, you know instantly what she thinks of your opinion without a word being said.

When your boss crosses his arms, lowers his chin, and looks up through the tops of his glasses, you know he's not buying your lame excuse for being late again. Women know that men aren't listening when...well, they know men are never listening so that's a gimme.

To understand people better, listen to what they say, but also watch what they do. Especially when meeting someone for the first time. Pay special attention to that first handshake. That sets the tone for the meeting.

When you get a chance check out some of the video of Donald Trump's handshakes since they're the most documented and talked about.

There's his signature, intimidating "jerk and pull" technique when introducing Supreme Court nominee Neil Gorsuch at the White House. Trump literally pulled Gorsuch off his feet. He did it not once, not twice, but three times before letting go. He used the jerk and pull when meeting North Korea's Kim Jong Un for the first time in Singapore as well.

In the Oval Office he wouldn't shake hands with German Chancellor Angela Merkel. What's the message?

There's his favorite "you owe me" hand-pat he used with Jeff Sessions and Rex Tillerson at their swearing-in ceremonies. Yet he didn't use it when swearing in Secretary of Defense James "Mad Dog" Mattis. Why not?

And don't forget about his nineteen-second arm wrestling con-

test with Japan's Prime Minister Shinzō Abe at their first meeting in the White House. I'm sure that afterwards Abe had to be rushed to Georgetown University Hospital for emergency Tommy John surgery.

And most every video of Trump shaking hands with Russian President Vladimir Putin has Trump using the "beggar's" palm-flat-up handshake. Draw your own conclusions.

Writing about Trump's first NATO summit in Brussels, the *New York Times* Maureen Dowd said that with Trump a handshake isn't a greeting – it's a test of dominance.

She said some NATO allies plotted how to counteract Trump's handshakes. Canada's Justin Trudeau and France's Emmanuel Macron decided to out-grip Trump on his patented "I'll rip your shoulder out and show you who's the boss" handshake. Trump's intimidation tactics failed miserably and comically.

Yet, look at how he shook hands with the Saudis on the same trip; and before he left, with the Russian ambassador and foreign minister in the Oval Office. Those handshakes showed deference and respect.

Are handshakes important? Research by Harvard psychologist Dr. Nalini Ambady found that people are making accurate decisions about whether they like you, trust you, and believe you in less than two seconds. Guess how long a handshake takes?

You might be surprised by how people are judging you by your handshake. And you may not like what you're about to read.

Some Men Are Still Confused

In

 business today men don't need to wait for women to extend their hand first. Men can initiate the handshake.

Women have told our audiences that if the man does not extend his hand first, it's a strike against him. Women say that if a man will walk over and shake hands with another man then "By golly, he better walk over and shake my hand." To do otherwise, they say, is to not treat them as equals.

The Big Put-Down

The worst handshake to use in business is the palm-down handshake. It's when one person's palm is turned down towards the ground at about a 45-degree angle, forcing the other person's palm up.

The palm-down person is seeking a position of dominance, while the person with the turned up palm feels submissive.

If you wonder if you're meeting a top-level decision maker this handshake often gives them



away. Most driver and expressive personalities use the palm-down method. That's why it's fun to watch two expressive types greeting each other for the first time. Highly entertaining.

Body language expert Allan Pease found that 78% of upper-management people shake hands with their palm down. Their message: “I’m in control. I give the orders. You obey.”

How do you communicate with someone who gives you this handshake? Let them talk. You listen. Don’t interrupt. Limit your questions. Be direct. Be brief. Be gone.

But what if you don’t want to come across as being weak or submissive? Do you have options?

You have two good choices. I like the first one best. Simply let it go. No big deal. George Patton said that a tactic perceived is no longer a tactic. They’re trying to get the upper-hand, it’s not going to work, game over.

The second choice is more aggressive. If they give you the palm down, step towards them with your *left* foot and relax your right arm, still maintaining the handshake; they’ll relax their arm instantly.

Then twist your wrist counter-clockwise until the outer edges of your hands are parallel to the ground. Your subtle message: “We’re equals.”

And here’s the bonus to this technique: when you step into them notice if they hold their ground or if they take a step back. If they hold their ground, this is going to be a tough negotiation because they won’t back down. However, if they take a step back, you’ve made them uncomfortable by invading their territory and you’ve gained the upper-hand.

During a Milwaukee seminar, one of the men told our group his story of a mistake he made when meeting a woman CEO and three of her men vice-presidents.

He shook hands with the CEO first and then with the three men. After he shook hands with the last man she said to him “Why did you shake hands with me like you did, and yet you shook

hands with the men like you did?” He was confused. “What do you mean?” he asked.

“I noticed that when you shook hands with the men, your palm was turned up. When you shook hands with me, your palm was turned down. I felt you were putting me down – and I don’t like it!” He said he wasn’t aware until that moment that he had always used different handshakes with men and women. He said he never got back into that account again.

All things being equal, this is the number one handshake top executives have told me they will use to eliminate who they hire or do business with because they see it as a blatant show of intimidation.

You Know This Isn’t a Date, Right?



The politician’s handshake is the second-worst handshake in business. It’s when someone cups your right hand in both of theirs, like they’re trapping a small bird. The person receiving the double handshake feels like they’re about to be spirited off and held hostage.

The politician’s handshake has a double meaning. It depends upon who’s giving and who’s receiving. The person initiating the handshake is trying to convey a feeling of sincerity and warmth. “Trust me. Believe me. I’m your best friend.”

The problem is, the person on the receiving end receives the

exact opposite message. They immediately become suspicious. “Okay. What are you up to? What do you want? I better watch my wallet.” They don’t call it the politician’s handshake for nothing.

But there are exceptions to the rule. People in the clergy will use this handshake to establish a bond with their parishioners and congregation and that’s fine.

Health care professionals (doctors, nurses, caregivers) have been taught to use this handshake to convey empathy, compassion and understanding. And that’s how it’s received.

Also, this is one of the handshakes that will change quickly after meeting someone for the first time. When you meet, notice how the other person shakes hands. In most business situations it’s the typical business-to-business handshake.

When you leave you may be surprised to see they’ve changed to the politician’s handshake. That’s great. You don’t need to reciprocate but notice the change. It’s a good sign. It means that they’re comfortable with you and trust you. Don’t do anything to lose their trust.

The only good time to initiate the politician’s handshake is when shaking hands with a real-life politician. It makes them nervous. They’re afraid you’re trying to slip them a subpoena or an indictment. So, have some fun with it. Make them suffer for a change.

You're the Best!

The best handshake to use is the palm up. It gets people to like you and trust you and they don't know why.

Every time you greet someone, no matter how many times you meet or how well you know each other, give them the palm-up handshake. By turning your palm up at a 45-degree angle you make them feel like they're dominant and in control.



But aren't you being submissive? No. Because you *initiated* the handshake, the rules have changed. You're still in control. They just don't know it.

The palm-up message is "Go ahead. You have the floor. I'm listening."

When our youngest daughter was looking to buy her first car we went to four dealerships and talked with four salesmen. After driving away from the last dealer I asked which salesman she liked best. (Earlier I had written down #3 on a notepad without showing her.)

"I liked the third one," she said. I showed her my notepad and she laughed. "How did you do that?" she asked.

I asked her why she picked him. "I don't know. I just seemed to like him better."

"Did you notice his handshake?" I asked.

She shook her head. "No. Didn't pay any attention."

Of the four men, he was the only one who greeted her with the palm-up handshake. The other three men gave her the palm-down

handshake.

If you want to create a good first impression, if you want to win people over, give them the floor; give them the palm-up handshake.

This'll Work



The second-best handshake is the business-to-business handshake where both parties have the outer edges of their hands parallel to the ground and they go web-to-web at the thumbs with a firm, but not

crushing, handshake.

The message is “We’re equals. I’m not going to try and dominate you, and you’re not going to dominate me.”

Let’s Gut That Sucker!

Doing a seminar in Santa Clara, the woman sales manager told our group that “When I’m interviewing for a sales position, if the candidate gives me the dead-fish handshake I rule him or her out immediately.”

“That quickly?” I asked.

“Just like that,” she said snapping her fingers. She reads that as a low energy person.

I told her “That’s too bad. Because the dead fish is the most misunderstood handshake in America.” She could be eliminating qualified people because she’s misreading their handshake.



Most of us read the person as a wimp, weak, indecisive. But what I want to know is “What do you do for a living?” Or, “What kinds of hobbies do you have?”

Chances are they work with their hands for a living, or have hobbies where they use their hands. Doctors, dentists, artists, musicians, even golfers depend upon their hands. They’d prefer not to shake hands to begin with. If they do, they want to get their hand in and out as quickly as possible so you won’t crush their livelihood.

You also have to consider that some people may have physical limitations. An attendee in Tucson said she has cerebral palsy and can’t give a firm handshake. A lady in our St. Louis seminar said she has severe arthritis and if someone squeezes her hand it takes days to recover.

Are handshakes important? If it’s misread, it could cost you a job or a sale. If it’s a dead fish, it could get you gutted!

Back Up Jack!



The half-hand, or “kiss the Queen’s hand”, handshake is when someone offers only their fingertips to shake. The person on the receiving end feels they “missed” the grip and wonders if they should try that again. Or

should they say something about it? Stay calm. Don’t do anything. It’s best not to draw any attention to the handshake because it may embarrass the other person. They probably don’t even know they’re doing it.

But do understand the message. It’s the same as the straight-arm handshake. “Keep your distance. I’m uncomfortable with you.”

When you release hands immediately take a step back away from them. Even better, put both hands behind your back. Show them you have no weapons.

The worst thing you can do is to step towards them. You will physically affect them. Their heart races, their breathing gets faster. They’re not listening to a word you have to say. Their only concern is “When does the attack start?”

6'8" Is Hard to Hide

The traveling-arm handshake happens when someone uses their left hand to touch your right forearm, upper-arm and/or shoulder as you're shaking hands.

If it's a stranger or social acquaintance moving their hand up your arm, the more creeped out you'll start to feel. What's their message? The left hand is used to express emotions. The higher up the hand goes on your arm, the stronger the feelings that person has for you.

There are times it's okay to use your left hand. If it's your college roommate you haven't seen for years, no problem. If you're Jimmy Fallon greeting your guests, go for it. If it's your "ex" at your high school or col-



lege reunion who has her hands all over you and your spouse catches you out of the corner of her eye...there will be questions!

The *New York Times* reports about former FBI director James Comey going to the White House to represent his agency two days after Donald Trump's inauguration. It was a ceremony to honor law enforcement groups that participated in the inauguration. Comey didn't want to go because he thought the FBI should keep its distance from the White House to maintain its independence. But he was forced to go since he was the head of the agency.

The ceremony was to be in the Blue Room. Comey said he wore a dark blue suit to try to meld into the blue curtains on the far side of the room away from Trump. He was going to try and hide

in plain sight hoping the president wouldn't notice him. Comey is 6'8". That's like you trying to hide in your child's kindergarten class with your hair on fire hoping you won't be noticed. Trump called him over.

Comey said that as he was walking across the room he was determined there wasn't going to be a hug. It was bad enough, he said, that there was going to be a handshake.

As you watch the video, you'll see Comey try a stiff-arm handshake to keep his distance; but Trump pulled him into an embrace with his left hand on Comey's shoulder.

Comey said he was upset. He said he knew exactly what Trump was up to. He felt Trump was trying to compromise him and the bureau.

Rule of thumb: avoid touching anyone with your left hand unless it's a relative or unless something emotional has just happened between you. Otherwise, you too may find yourself the target of an FBI investigation.

Networking

WHAT CAN YOU CONTRIBUTE?

Elevator Pitch Goes Hollywood

Your elevator pitch can be used when cold calling, networking, working a trade show or even if a friend asks what you do for a living. How long should it be?

Hollywood scriptwriters have what they call the “high concept”: the writers have to pitch their story to the producers in twenty-five words or less.

To create your elevator pitch, recognize the problems your customers have and then give a hint at your solution. You have to make your pitch pique their curiosity to ask for more information.

An advertising executive in Atlanta told me “I have thousands of friends I can tell about you.” Oh? How do you do that? When can you do it?

A Ft. Worth sales trainer said “I help salespeople find new business through referrals.” Really? How? We need new business. And we hate to cold call.

From a staffing consultant in Tucson: “I can save your managers hundreds of wasted hours conducting job interviews.” I wish! How? I have more important things to do.

Even a freelance hacker has a line when he tells the president of a small company that “I stop hackers from stealing your data, planting malware, and installing ransomware.” You’re hired!

Hey, Wanna See My Lug Nuts*

*Purportedly the first-ever icebreaker from an auto parts salesman from Pittsburgh in a bar in the early 1900's.

A business owner in Denver told me this is the best question he's found to use at networking events: "When you're not working, what do you like to do for fun?"

I asked him why that question works so well. "Because it's about them, it's about something they know a lot about, and they get to talk about something that's fun for them."

He's right. People do relax and drop their guard when they see you're not going to try to back them into a corner to muscle them into buying something. It makes them more receptive and paves the way for talking business later.

Why Don't They Teach This at Networking Events?

When networking you don't want to use the event to try and sell to the other members. What you want is access to the people they know.

Many people are reluctant to attend networking events because they're afraid the other members will try to sell to them. Or, they've already tried selling to the other members, didn't get any results, and see networking as a waste of time.

That's a shortsighted approach. With social media today each person you meet knows hundreds of people you don't. What you want is for the members to tell their friends about you. You want their referrals.

How to Make a BFF at Networking Events

When meeting someone new at an event, introduce yourself and add "I may not be a prospect for you, but tell me what your customers look like and I'll see if I can send some referrals your way."

This does three things:

1. It stops them from trying to sell you.
2. They're relieved because they know you're not going to try and sell them.
3. They'll be excited to talk with you because "who doesn't love referrals!?"

This will also give you an opportunity to follow-up after the event. Even if you can't find any referrals, call them and tell them you're still trying and "Oh, by the way. If you see anyone who looks like they'd be prospects for me, please give them my name." Then describe what a qualified prospect looks like for you.

What to Do If You Don't Have a Super Bowl Ring

Former Secretary of State Madeleine Albright has over 200 brooches and pins she wears at different times to express her opinions and moods. They get people talking about – and remembering – her.

A business owner in North Carolina said that she wears a different brooch at each networking event. She said it works like a magnet to attract people to her. People always make a comment about it.

Men's ties can do the same thing. Finally! There's a purpose for ties after all.

Vladimir Putin will even show you his Super Bowl ring. Just ask Robert Kraft, owner of the New England Patriots.

Cold Calling

WHAT MAKES COWARDS OF US ALL.

Cold Calling Is a Piece of the Puzzle

Think of selling as being a puzzle with 100,000 pieces and you don't know what the final picture looks like until you put it together. Cold calling is a piece of that puzzle: every piece is necessary and every piece counts.

There's more to cold calling than finding new business. Each call teaches you how to think faster on your feet. You gain poise under pressure. You become more spontaneous; more confident. You become a better problem solver. You learn how to keep things in perspective. You ask better questions. You listen better. You learn how to read people better. You improve your thinking. You learn persistence. You learn how to deal with disappointment and discouragement. You replace fear with hope. You make a difference in people's lives.

Cold calling is basic training for how to become a leader. You can't buy this experience. It can't be given to you. You have to learn it on your own.

How Much Do You Need to Know Before You Start Cold Calling?

If you know your service or product will do as advertised, that's all you need to know.

Salespeople who procrastinate from cold calling by saying they need more product or application knowledge are not fooling anyone but themselves. They're afraid. But that's okay. Fear keeps you alert and on your toes. It stops you from saying and doing stupid things.

Have faith that you'll figure out what to say the minute you need to say it. As improv coach Del Close told his famous students Dan Aykroyd, John Belushi, Tina Fey, Amy Poehler, Gilda Radner, Stephen Colbert, Bill Murray, and Amy Sedaris: "Fall. Figure out what to do on the way down."

Batter Up!

Change the pictures you're making to yourself about cold calling being a bunch of failures. Get a picture of a batter's box and keep it by your phone. Put the number ".342" by it.

Babe Ruth's lifetime batting average was .342. Lou Gehrig's was .340. That meant they failed 66% of the time. But they became legends. New York Yankees great Derek Jeter said that "Baseball is a game of failure. You fail seven out of ten times and you're considered great."

Let the picture of the batter's box remind you that you've got to be a player. You've got to step up to the plate, by yourself. You've got to take the swings, by yourself. You've got to learn your lessons, by yourself. You've got to give yourself the opportunity.

Change your pictures. Change your feelings. Change your attitude. Change your actions. Change your results.

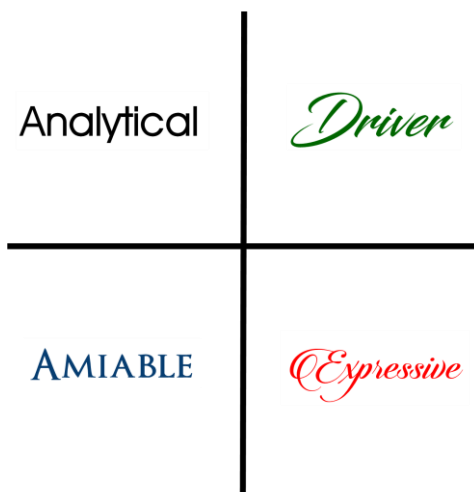
Another Way to Look at Cold Calling

Think of cold calling as a lab experiment: you know the results you're after, but you haven't found how to get them yet; so you keep searching.

There is no magic or secret to finding new business. You're dealing with people and events outside of your control. So you keep trying different things until you hit on the right combination. You'll fail often; you will have disappointments; it will be frustrating at times. But you keep experimenting because that's what it takes.

The Best Question to Ask On a Cold Call

“Is now a good time?” or “Do you have a minute?”



When you ask either of these two questions you will normally get one of four responses. Each response identifies that type of personality you’re dealing with. Once you know the type of personality you’ll know how to adjust how you talk with them.

Is now a good time?

Analytical: “Not a good time, bud. I’m busy with staff meetings and reports I have to get out. Call me tomorrow.” Analyticals use longer words and longer sentences. They look for excuses not to talk with you. They are the slowest to make decisions.

Driver: “Speak.” They’re direct and in a hurry. They use short words and sentences. Avoid small talk and get to the point immediately. They’re the quickest at making decisions.

Expressive: “Sure. Fine. Go ahead.” Like Drivers, they use short words and sentences, but they have a friendlier tone in their voice. To get them going encourage them to talk about themselves and their accomplishments. They’ll love you forever.

Amiable: “Now is a great time! Wanna hear about my vacation? See pictures of my kids? Wanna see my latest video of my cat?” Amiables like small talk and need it to determine if they can like you and trust you. They go to others to help them make decisions, so find out who they go to and get them involved in the process.

Three Levels of Prospects

When cold calling you’ll find one of three levels of prospects. This is important to know because it buys you time to think on your feet. Since you know they’ll respond one of three ways every time, you’ll be one step ahead of them.

Level 1: They use your services or products from your company already, but with another salesperson.

Level 2: They use your services or products from your competitors.

Level 3: They don’t use your services or products from you or anyone else. Level 3 has two sub-levels. Sub-level A is thinking about using what you sell within the next six months. Sub-level B will never use them.

If you reach a Level 1, make it quick. “How’s our service? Is there anything we can do for you? Do I need to have your sales rep contact you?” Then move on to your second call.

Level 2 is your most valuable prospect because they have a need, they have the money, and they're already using what you sell, only from your competitor. Make a list of these people and keep in touch at least quarterly. Why? Because things change. Decision makers come and go, money comes and goes, needs come and go, and your competitors come and go. When things change, and they will, you want to be the first person in the door.

Level 3 is going to take more work. Sub-level A (thinking about it) needs to be courted and sold; it'll take time. Sub-level B says they'll never use what you sell. You make a decision: do you want to do missionary work with these people and try to convert them, or move on? Me? I'd move on. I'm looking for the Level 2's. I've got so many Level 2 prospects I don't have the time to spend converting people who have no need or want.

How to Get Rid of the Butterflies

If you're making a scary phone call get a Post-It note and write the one word "Coward" on it. Put it by your phone. Try to be a coward on the call. If you're giving a presentation and you have butterflies, try to be a coward before you get up to speak. The opposite happens.

This is based upon the concept of paradoxical intention, a phrase coined by famed psychiatrist Dr. Viktor Frankl. He said it seems the more you want something, the more elusive it becomes. The harder you try to get it, the farther away from you it goes. He said you can actually use this concept to your advantage, especially when it comes to physical sensations.

Really get into it. Try to physically shake. Try to hyperventilate. Try to have your mind go blank. Try to lose your voice. Try to faint dead on your desk.

You can't. The harder you try, the calmer you get. Do it. It works. Paradoxical intention. Weird!

Geez, You Scared the Crap Out of Me!

Watch how American football players get their adrenalin pumping before taking the field. On the sidelines, just before the opening kickoff, they go through their physical “psyching up” routines of chest bumping, head slapping, and shoulder pad pounding. And admit it, don't you feel a surge of energy as if you're on the field with them?

If your management doesn't allow chest bumping and head slapping in the office, Google the New Zealand All Blacks rugby team and watch them do the haka. If you're not psyched for your calls after watching this (it never gets old), check your pulse. You may no longer be with us in this world.

I Can't Explain This, but...

While working at McCaw Communications, several of my co-workers asked me how I was able to find so much new business. Was there something I was doing that they could do? They saw me cold calling and working my referral program, but they felt there was something I was doing that they couldn't see.

I was hesitant to tell them what I thought it was because I couldn't put my finger on it. It's not a skill. But those who I showed it to and used it, well, it worked for them too.

Call it luck. Chance. Accidental. Karma. Bob. Jane. Makes no difference. What I told them was that if you simply get into action, any action that could lead to finding new business, things seem to happen in your favor.

You get a call from out of the blue from a prospect you've never talked with before. A prospect you'd written off calls and says she isn't going with the competitor after all. You get a referral from a friend or a co-worker. You make a cold call and, by a fluke, the prospect was just looking that morning at buying a service or product like you sell. You overhear something at lunch from strangers at another table. It happens more often than you expect. I wish I could tell you how it works, but I can't. I just know it does.

Don't Try to Find New Customers When Cold Calling

Call to eliminate prospects. Set a goal to eliminate twenty prospects each day. The paradox is the more prospects you eliminate, the more you find.

Why? Because by eliminating prospects, you're taking the same identical activities it takes to find new customers. But now you're having fun doing it and you've set a goal you can reach. You succeed by failing.

Remember Where You Parked the Car

When doing walk-in cold calls, walk into the offices like the building is on fire and you're there to warn the people to flee for their lives.

Ron Hoff (*I Can See You Naked*) said that pickpockets make their living by watching body language. Victims, he said, are tentative, walk slowly and are unsure where they're going.

As I told my wife, daughters and grandkids, walk and act like you know where you're going. When you walk out of the mall or

the store, remember where you parked the car. Someone's always watching. Don't make yourself a target.

When doing walk-in cold calls people are watching you from adjoining offices. They're wondering what you're up to. If you should be here. Walk with a purpose. Walk like people are expecting you.

Stealing Your Competitors' Customer Lists – Legally, of Course

Two steps to stealing your competitors' customer lists:

1. Cold call to see who your prospects are doing business with.
2. Keep records.

It's that easy. And it's legal. And there's nothing they can do about it. Can you imagine how valuable that list is? If you were to ever leave your company, their competitors would pay you dearly for that list.

As you collect your lists, build a profile of every prospect in your territory. Every time you call back on that prospect get more details to update your records. Identify influencers and principals. What do they like about the competitor? What are they paying?

What incentives are they receiving? What changes are taking place within their company?

Keep records. Grow your list. Grow your business.

Cold Calling for Lottery Tickets

For every five cold calls salespeople make, management should give them one scratch-off lottery ticket.

To prove they've made the calls the salespeople need to give management a record of the company they called, business details (maybe the "contact us" link on their website) and who they talked with (gatekeepers qualify). But the key is they have to find out (a) if that company is using your services and products; and (b) if they are, who their vendor is.

This not only becomes a useful and practical weekly sales report of each salesperson's activities, but it provides a record of prospects to call back on because they've been identified as Level 2 or Level 3 prospects who can be turned.

There's no limit to the number of tickets salespeople can collect each month. Lottery tickets are given out as they're earned, not at the end of the week or the month. This keeps the excitement going every day for the entire office. It's like playing the slots in Vegas: the more people winning and whooping it up, the more contagious the excitement becomes.

What's in it for management? This is the best OJT sales training the salespeople can get. Everything salespeople encounter in cold calling they'll encounter in sales, management and life. Plus,

if the salesperson should win a \$5000 lottery prize it's an extra bonus for them and it only cost the company \$1.

Oh, and the salespeople will actually find new business because they're doing what it takes to find it.

Throwing Darts Blindfolded

To motivate your sales team to make their cold calls, use this game given to me by one of our students in Oahu. This gives everyone a chance to win the monthly sales prize.

Create your standard office sports-pool chart with squares for salespeople to enter their names. To qualify for a square, the salesperson has to make five proven cold calls. If all the squares fill up, make another board and keep adding names; you don't want to discourage them from cold calling.

At the end of the month, have someone from another department throw a dart at the board (being blindfolded and turning them around in a circle three times adds to the excitement!). The winning square wins a prize of management's choice.

The object is to make it so everyone has a chance to win, everyone has fun, and everyone gets better at their jobs because they're doing their jobs.

Cold Calling Scripts

Two salesmen in Seattle wanted to meet me for coffee to talk about what should be in a cold calling script. They said they didn't use scripts, but maybe they should look at it since their calls weren't bearing fruit.

I had them describe a typical call, especially any that particularly bothered them.

One spoke for both. "When I call, I ask for the principal's voicemail and not the principal so I can leave my message. What scares me is sometimes the gatekeeper connects me to the principal. Or the principal actually answers the phone. I'm so nervous that I'll hang up. I don't know what to say."

I told them they need three scripts: one for the principal, one for the gatekeeper and one for the principals' voicemail. The principal and gatekeeper scripts should be 15-20 seconds. The voicemail script can be 30-45 seconds. All three scripts will be short, thus all three will fit onto one side of a single sheet of paper.

A cold calling script is like the first stage of a rocket blasting you off from the launch pad: it gets you going. Once you've delivered the script, you'll either find you don't have a prospect and hang up, or the prospect may be interested and you'll go off in all different directions. This is where your experience and sales training takes over as you discard the script. The cold calling script is not meant to cover every aspect of the sales call. Its purpose is to get you launched, to get you over your fear. I told them:

1. Get to the point immediately. No "how are you today" stuff. I've had principals tell me after I've iden-

tified myself, “You’ve got fifteen seconds!” Assume when dealing with principals that’s what you get.

2. Speak in short sentences; avoid industry buzz words. As U.S. Airways hero pilot “Sully” Sullenberger said “Say it concisely and precisely.”
3. Determine your strategy on each call. You will have one strategy for gatekeepers, one for the principal and one for voicemail.
4. Ask yourself the purpose of each statement. Why would you say that?
5. Predict what will happen after each statement.
6. If, after calling, you don’t get the results you want, ask yourself what changes you need to make to get them. Cold calling scripts are in constant flux. You have to be flexible and willing to change quickly and often.

Write your own scripts and don’t have anyone write them for you because each person speaks differently. Otherwise, your call will sound stilted and forced.

You don’t need to say or read your script verbatim. Use it as a guide to help you stay poised and confident while hitting your talking points.

Principal Cold Call

If you get the principals on the phone, or meet them in the office when doing walk-in cold calls, make your point quickly. Know what you want to say, why you're saying it and how to say it.

I got a good cold call from a local CPA firm that went like this.

“Hi Mr. Hocutt. My name is (he gave me his name) and I'm a Seattle CPA specializing in small businesses. I'm sure that you have an accountant, but if not, I'd be glad to answer any questions you have even before we meet.”

It took him less than fifteen seconds. He got my name right, he quickly identified himself and the purpose of the call, he did his research and knew I was a small business owner, he stated that he was a CPA and not a bookkeeper, he correctly assumed that as a long time business owner I would already have an accountant, and he kept my attention by saying that if I had any questions he would be glad to answer them before we met.

After telling him I appreciated the call but I am satisfied with my accountant, he did ask if I knew anyone I networked with who might be interested. Always ask for referrals even if you can't get the business.

Principal's Voicemail

When you get the principal's voicemail on a cold call you can leave a 30-45 second message. The shorter the better. Sixty seconds is entirely too long and they won't play it back to listen to it. Leaving a voicemail is like having your own personal radio ad where you have a direct connection to the buyer.

Gatekeeper

Gatekeepers are valuable because they control the flow of all communications coming into the company. They know who the decision makers and influencers are and can smooth the way for you if you're upfront with them and respect the work they do. You will often find that in smaller companies the gatekeeper may even be related to the decision maker.

The wife of my college roommate is the executive assistant for the COO of a Fortune 100 company in New York City. She said executive assistants know where all the bodies are buried. She gave me the following tip to pass on to anyone cold calling larger companies.

She said that if you've done your internet research and know the name or title of the decision maker you want to talk with, when you call in ask the receptionist to connect you to that person's ex-

ecutive assistant. She said top executives rarely take cold calls. But executive assistants are required to take all of their boss's calls.

When you get the assistant be upfront, be direct and state exactly what the call is about. She said that what she will do is give the caller the name of the contact they actually need to talk with. They may even be in another department or in another state.

I've taken her advice and am astonished that not only do the executive assistants give me the correct decision maker, but how easily they pass the name and contact information on to me. If they have a direct extension to the decision maker, they put me on hold and transfer me. If I need to call another number, I get permission to use the assistant's name as the person who referred me.

The Holy Grail of Selling: Never Cold Call Again?

Meeting with a national sales manager in Minneapolis, he asked what was the best way I've found for getting in front of decision makers, especially in this electronic world where it's easier to screen and reject calls.

I was reluctant to tell him this. I like to keep it a secret because it works so well, it's easy, and I'm afraid everyone will start doing it. After making thousands and thousands of cold calls during my forty plus years of selling, this has proven to be the best way ever to get in front of decision makers.

I told him to go to the company's "Contact Us" section of their website. They invite anyone with a question or idea to contact

them. Do it. But – this is critical – you need a reason for the contact. What I like to do is give away some abridged versions of my books in a pdf format that can be emailed to them.

If the person I want to talk with is a sales manager, my email says “I’d like to send a complimentary pdf copy of my book. *Cold Calling Is Like a Colonoscopy without the Drugs*, to your director of business development. Can you tell me who to contact?”

It’s amazing how easy it is to get the contact’s name, email address, and permission to contact them. And never has anyone been upset by me contacting them this way. Most of their replies are, “Thanks for thinking of us. Yes, please send the book.” This gets my foot in the door to start building a relationship to see if I can be of help to their company.

Can You Convince Our Manager to Hire Telemarketers?

Several salespeople from a company in Stamford, Connecticut, approached me and wanted to know how they could convince their sales manager to hire telemarketers to make calls for them. They said their time was too valuable to spend cold calling when they should be selling. Translation: “I hate to cold call. Find someone to do it for me.”

Point one: if a telemarketer is really good, they get out of telemarketing and go into sales where they can make more money by making commissions. They know they’re doing the toughest job in sales – finding the people to sell to.

Point two: the average telemarketer doesn't study selling. They don't understand the nuances of selling. Their goal is to make appointments and most of those appointments have never been fully qualified. Get enough unqualified prospects, and salespeople stop following-up on their leads.

Point three: salespeople need to make their own cold calls, if for no other reason than to use it as OJT sales training. Everything they encounter in cold calling they'll encounter in sales and management.

A salesperson cold calling can tell when a client goes silent after a critical question that information is being withheld. They learn how to read personalities to determine how much or how little information to give a client. They read body language to determine if they have a chance with this client. They understand not only the critical questions that need to be asked, but how to put them in the correct sequence to get the best responses. When they're cold calling they work on the persuasion techniques like the laws of reciprocity, social proof, scarcity and liking.

Selling isn't just saying the words, talking products and applications, and closing. Selling is acquiring knowledge, experience, and wisdom and knowing when and how to apply it.

I Don't Have the Time to Cold Call

Doing on-site sales training with one of the largest banks in America, the sales manager said that his people refused to cold call argu-

ing that “I don’t have the time to cold call.” He asked if I could observe them for several days and see if they truly didn’t have the time to call.

After watching them and conducting individual interviews, I had to agree. They were extremely busy. But I had an idea. I asked the manager if he could pull the people together into the conference room because I had a question for them and I wanted him to see their responses. I wanted them to go on record.

The question I asked was this: “If I could show you how to find the time to make your cold calls, would you do it?” I waited until every salesperson raised their hand so the manager could see their responses. But several of the bankers mumbled and said “Sure. But there’s no way you can find the time. Impossible.”

I said, “Ok, here’s what I want you to do. It’s what we’re going to call our ‘3800/6 technique’. What I want you to do is to make one cold call every thirty minutes of every working day. That’s all. Just one call every thirty minutes. The average cold call takes twenty seconds.

“If you do this, you will make over 3800 calls this year spending less than six minutes a day. That’s probably 3700 more calls than you made all of last year. Tell me you hate cold calling. Tell me you don’t like cold calling. But never again can you tell me that you don’t have the time to cold call.”

I did the math for them. There are at 244 working days a year; eight working hours in the day.

$$244 \text{ days} \times 8 \text{ hours} \times 2 \text{ calls} = 3904 \text{ calls year}$$

$$20 \text{ seconds} \times 16 \text{ calls} = 320 \text{ seconds} / 5.33 \text{ minutes}$$

Most cold calls end quickly with “Not interested” or “We’re doing business with someone else.” But often you will find some-

one who is interested, wants to talk and wants to make an appointment. So that will skewer the six minutes. But I think you can live with that.

Three months later I got a nice thank you card from the Assistant Vice President of Institutional Sales who said, “Thank you for your insights. My business has picked up substantially. Best months ever for me.”

Will You Run Out of Prospects?

A saleswoman in Cleveland said she had the fear that if she cold called everyone in her territory she would eventually run out of prospects. No new prospects, no new sales. No new sales, she’d be out of her job. She said she knew she could do more cold calls each day but she didn’t want to “kill” her prospect base.

I told her that she was subscribing to what I call the “Cake Theory” of prospecting. This theory states that there are only so many pieces of the cake and once they’re gone, the cake is gone.

I told her to change to the “Recipe Theory” which states that since you have the recipe you can make as many cakes as you want. The Recipe Theory works this way: how many people in your territory are buying what you’re selling today, this week, this month from your company and from all of your competitors?

Now, how many of those prospects are calling your competitors and not you? What’s stopping you from calling them first?

Also, your customer base will grow because new services and products will be made and created. Prices will drop, creating more people who can buy. People who didn’t have the money or need

before, have them now. New applications will be developed for the things you sell. New markets will be found and developed. New decision makers will come onto the scene. Some competitors will go out of business. Territories will grow. Territories will change.

There are all kinds of dynamics affecting your customer base. Don't let the fear of running out of prospects scare you or stop you. It's not going to happen.

Play Ball!

To take the pressure off of finding new business, take the attitude that "I'll call and see what happens." You're no longer paralyzed with feeling you have to make the sale or the appointment. You're reminded that you that you can't control the results.

Take baseball. Every pitcher's dream is to throw a perfect game: twenty-seven batters up, twenty-sever batters down, no hits. Over the 140 years of major league baseball there have been over 210,000 games with only 23 perfect games. And no pitcher has thrown two perfect games.

The pitchers know that when the ball leaves their hand everyone has to wait and see what happens next. The pitcher can't control what the batter does with the pitch. He can't control the call of the umpire. He can't control what happens when a routine grounder is hit to the shortstop. He can only control his pitches and mastering his pitches.

Business is goal driven. Goals give you a direction to go. Good. But if your goal is a perfect game every day, every month, then you're setting yourself up for failure and disappointment. For

example, a sales team is given a goal to sell forty widgets a month. A results goal. Something not in their control. Every time they fail to reach their goal they become more discouraged, more likely to give up.

Instead, do this: set behavior goals. Something in your control. This is your “pitch”. Make ten cold calls a day. Network twice a month. Qualify prospects better. Ask for more referrals. Master three closes. Ask for the business. Deal with objections better. These are measureable, behavioral goals that lead to winning the game. Every time you achieve a behavioral goal you succeed. You’re encouraged to make the next pitch. To stay in the game. Perfect.

The Dilbert System for Dealing with Discouragement

Dilbert cartoonist Scott Adams said in his book *How to Fail at Almost Everything and Still Win Big*, you have to understand the difference between goals and systems.

Adams says “goals are for losers. Goal-oriented people exist in a state of nearly continuous failure that they hope will be temporary. That feeling wears on you. In time, it becomes heavy and uncomfortable. It might drive you from the game.”

Instead, he says, concentrate on a *system* that leads towards your goal. “Systems people succeed every time they apply their systems, in the sense that they did what they intended to do. The goals people are fighting the feeling of discouragement at each

turn. The systems people are feeling good every time they apply their system. That's a big difference in terms of maintaining your personal energy in the right direction. The minimum requirement of a system is that a reasonable person expects it to work more often than not. Buying lottery tickets is not a system, no matter how regularly you do it."

Set a goal. But work the system. If you want to write a book, write one page, even one paragraph each day until you're published. Every day you are encouraged because you did something to move you towards your goal and you're encouraged and motivated.

Stressed out? Try meditation. But don't start with a goal of doing even 15 minutes a day. Try one minute. GMA's Dan Harris in his book *Meditation for Fidgety Skeptics* even has ten-second meditations that will move you toward your goal.

Want to play golf even though you've never played before? Don't set a goal of breaking one hundred. Start with a system. Go to the driving range. They'll give you the clubs you need. Get a bucket of balls. Take your swings. As you're driving away you'll feel good because you took the steps necessary to take the next step. You can't wait to do it again.

Do the small things. The little things. The easy things you can do. You won't be disappointed. You'll be encouraged. You'll be motivated to stay in the game because you're working the system and succeeding.

Sage Advice

“Happiness is the end and the purpose of action – the whole point of life.” – *Aristotle*

Four Ball Corner Pocket

A Fort Lauderdale business owner asked me “Other than trying to make an appointment or sale on a cold call, is there something else I should be looking to do when calling on new accounts?”

I told him one of my high priorities is to find out who my prospects are doing business with and then keep records on them. I’ve picked up a ton of business doing this. By keeping records, when change happens I’m the first salesperson in the door to get the business. I’m in there before my competitors ever get wind of change.

I’ve found customers who have been unhappy with their vendors for some time and who have been looking to change but never got around to it. I’ve had prospects tell me that if their salesperson ever leaves their company, they’ll change over to me. (And they did!) I’ll often find customers who don’t use my services or products from anyone but who are interested now. And I’ve found some people who are simply not interested and I’ll move on.

Cold calling isn’t always about getting immediate results. It’s like playing pool where you use one shot to set up the next shot.

Cold calling is about positioning yourself for future changes. Identifying who my prospects are doing business with allows me to start a relationship that will pay dividends when those changes occur.

Why Did They Hire the New GM?

If you know a company is undergoing change (new management, reorganizing, consolidating or merging) don't believe them if they say they're not looking to make any more changes.

When companies are undergoing change, two principles are at work: (1) they're spending money freely; and (2) they're making decisions quickly.

The reason they've made the changes to begin with is because things haven't been going according to plan or because they're in a growth mode and need to adjust quickly to keep up with or get ahead of the competition.

New management has been brought in to make changes and make them now. And they've been given the authority and budget to do so.

Customers Hate to Cold Call You

Customers are as uncomfortable calling a new vendor as salespeople are in calling on them.

The most loyal customers are those found through cold calling. Why? Because those customers hate to call around. When a customer wants to buy a new service or product they do a “reverse cold call”, contacting several vendors. It makes them uncomfortable because they don’t know who or what they’re getting. They don’t know the questions to ask.

It’s the customers who call up out of the blue, take the “next available salesperson”, and give you a quick order that you need to be wary of. When the slightest thing goes wrong they will pick up the phone and call your competitor. They have no loyalty.

Bonus: those you cold call will rarely call in the competition to compete with you. Even if they do, since you are the first in the door, you set the parameters and rules. Your competitor has an uphill battle.

When Do You Stop Calling On a Prospect?

A sales manager in Ontario, California, asked me if there is a “magic” number of when you should stop cold calling on a prospect.

I told him that as long as they’re using my competitor, I never stop calling because it tells me they have a problem, they need to solve the problem and they have the budget to solve the problem.

However, if you feel you must stop, here are some numbers to consider: 44% of salespeople stop calling on a prospect after the first call. 22% stop after the second call. 14% after the third call. 12% after the fourth call.

More numbers: Drivers account for 15% of the people you call and can make a decision in one to two calls. Expressives account for 15% of customers and can make a decision in two to three calls. Amiables account for 35% of the people you call on and can make a decision in four to five calls. Analyticals account for the remaining 35% of the people and can make a decision in five to seven calls.

That means that 70% of the people you call on (analyticals and amiables) won’t make a decision until you get beyond that fourth call. And 92% of salespeople stop after four calls.

If there is a magic number, it is five.

Sales Psychology

“IF YOU WERE ME, WOULD YOU BELIEVE YOU?”

– detective Jane Timoney, Prime Suspect

Funny Things Sell, Go Figure

My first year of sales was in the school picture business in Dallas. One of my first sales was made by simply walking up the school's steps.

After a year of doing business with the school, I invited the principal to lunch. Before we were served he asked "Do you know why I hired you to be our photographer?" I shrugged "No."

"It was when I saw you walking up our steps. You were dressed like a business professional. You had the attitude of a business professional. You have respect for who you are and what you're doing. I knew then that we could do business together."

Selling isn't always about what you sell or what you say. It's often what people see. What they feel.

Stop and Read This

If you want to get someone to do something give them two commands and insert the connecting word *and* in between.

Does it work? Go back and read the title at the top.

(Oops, did it again.)

The Millionaires' Magician Steve Cohen calls this his "Layered Command" technique. He found that if you use words in a certain pattern you'll alter outcomes to your benefit.

His formula is [Command] *and* [Command].

Cohen says that people try to resist single commands. But when you add a second command you overwhelm them with so much information they simply obey both.

Instead of telling your 8th grader to “put down your phone” at the dinner table, add a second command. “Put down your phone and tell me what your teacher said about your science project today.”

Does it work every time? Have you got kids? Look, nothing works all the time. But if I can get my way 10% more often with 10% less hassle, that’s 10% less stress in my life. And did I mention – have you got kids?

One Word Should Do the Trick

In St. Louis, the president of one of the world’s largest chemical companies pulled me aside during one of our breaks and said “One word.”

“Excuse me?” I said.

“One word,” he repeated. “If you’re such a great sales trainer, give me one word that will help me get my people to do what I ask more often.”

I gave him the word “because” and explained how it works. Six weeks later I got a very nice thank you card from the president. “The word ‘because’ works like magic,” he said, “and no one even knows that I’m doing it.”

Based upon research by Harvard psychologist Dr. Ellen Langer, the author of *Mindfulness*, you want to give a command, throw in the word “because”, and then give your justification.

She said that when a person hears the word “because” the human mind is programmed to follow the preceding command without thinking. And it doesn’t matter if the reason (the justification after the word “because”) is relevant. What went before “because” is merely accepted as being valid enough to create compliance.

For example, if the salesperson is positioning to close the sale she could give the command “Tell me what information you need to make your best decision, because I can call in some of our experts to help.”

The client hears as true that the salesperson needs to know “what information you need to make your best decision” and will give it. “Why” the salesperson needs to know that doesn’t register with the client.

When your teen asks why you’re taking away her Instagram privileges, don’t you always complete your demand with “Because I said so!” In what way does “I said so” ever make sense?

Quit Second-Guessing Yourself

In Miami, a business owner told me that he loses sleep some nights after making a decision that he was unsure of. He’s afraid he’s made a mistake and may come to regret it.

I told him that if you have to make a tough decision, and you think you might second-guess yourself, make the decision and then take a quarter, look at the date and mint mark on it so you’ll recognize it when you see it again, and throw it as far as you can.

Throw it down the street. Throw it into the bushes. Throw it into the Atlantic. That quarter represents your decision. You can’t

worry about that decision any longer unless you go back and find that specific quarter and hold it in your hand.

This will put a closure to your second-guessing. You'll find you will never go back and retrieve that quarter. You'll find worrying over that decision isn't worth two-bits.

How We Got to the Moon

A fellow speaker in Little Rock commented that she'd like to do a new program on a subject of great interest to her, but she didn't know if she could do it because she didn't know if she could market it.

I told her that Harvard's Dr. Ellen Langer says the question you should be asking yourself is not "can I do it" but "how can I do it?"

Langer says this one question directs your attention towards defining the steps that are necessary to achieve your goal. Don't ask "Can I ask for the business?" Instead, "How can I ask for the business?" Replace "I can never get referrals" with "How can I get more referrals?"

Yes, That Is My Foot in My Mouth

Riding back on a shuttle bus from watching the Seattle Seahawks during one of their summer training camp practices with my

daughter and granddaughter, the bus driver missed the turn to let us off. Everyone on the bus knew it.

Realizing her mistake, she picked up her microphone, gave an embarrassed laugh, and said “I’m so sorry. My mind is on auto-pilot and I completely missed my turn. But I promise I know how to get us back.” Everyone laughed. No harm, no foul.

When it happens, use embarrassment to your advantage. Maybe get a laugh out of it. People will see you as vulnerable and human and quickly bond with you.

We’ve all done it. Called someone by the wrong name. Slipped and fell on the ice when entering the building. Lost our train of thought when talking with a customer.

What can you do in an embarrassing situation? You can pretend it never happened and take no responsibility for it. Psychologist Perry W. Buffington said in *Cheap Psychological Tricks* that observers expressed dislike for the individual who does this.

You can confidently try to remedy the situation. But observers are unfavorable to anyone who maintains their aura of self-confidence.

Or. Buffington says, you can express your embarrassment and try to fix the situation. Observers best like those who show their embarrassment and find those people endearing. They’ve seen themselves in similar situations and feel the pain.

“I know, for I have been there.”

– *Mark Twain*

What Do You See?

THE SILENT LANGUAGE THAT CAN'T HIDE WHAT YOU'RE THINKING.

What's She Thinking?

When trying to understand what someone's body language is saying look for "clusters" of gestures that are consistent to get a clue. You've just finished your presentation to the marketing manager. What does her posture tell you and what should you do?

Four negative gestures stand out:

1. Her "courtesy" smile is not sincere. A real smile shows teeth.
2. Her chin is down and is supported by her thumb with her forefinger pointed upwards.
3. She's leaning away from you to put distance between the two of you.
4. Her left arm crosses her body as if it's a shield to protect her.



What should you do? Ask her a question or make a statement to get her involved. "You seem to have some questions. What do you need to know to make a good decision?"

As soon as she answers she'll change her position. The instant she changes her posture, she'll change her attitude.

I Spy

A student in Long Beach, California, asked me “Where is a good place to watch body language?” I like restaurants.

Don’t try to overhear what people are saying. Simply observe their actions. Pick out a table near you where three or four people



are dining. Select one person in the group and watch her for the entire meal and see what clues you pick up.

When she’s listening to someone else does she raise her eyebrows when they speak? What do you think

that means? What if she knits her eyebrows?

When she speaks, does she lean forward? When she listens does she lean back? What do those two gestures indicate?

When either speaking or listening, how often does she blink her eyes? Does she keep them closed for more than a second either time? What does that mean? What if she lightly touches her nose just before speaking? Why is that important?

Does she spread her arms when she talks? Cross them? What does it mean? Does she ever touch her lips or ears when talking or listening? What’s the clue?

Are her ankles crossed? Are her knees turned toward the person she’s speaking or listening to?

Does she quickly change facial expressions? For example, does she suddenly turn a smile into a frown? And back into a smile again? What do you think was said to make her change so quickly?

Does she touch anyone at the table? Where? On the hand? Arm? Shoulder? Face? What does that tell you about their relationship? Is she playing with her hair? What does that signal to the person she's speaking with?

As Yogi Berra said, "You can learn a lot by observing."

Let's Get Ready to Rum-m-mble!

The "Figure-4 Leg Cross" is a position used mostly by American men. The message? "Bring it on!"

When someone takes this position they're ready to be defiant. Don't challenge them as they're combative and ready to argue their point. Tread carefully. Don't ask for decision until both feet are firmly on the ground.



a

To change his attitude, do something to make him stand up or lean forward. Change his body language, change his attitude.

A Sign of Confidence



When someone uses the “raised steeple” gesture as they’re talking (hands or fingers touching and pointing skyward), they’re confident in what they’re telling you.

If you were standing in the doorway to the meeting room and talking with this executive, what else does her body language tell you?

Since she could – but hasn’t – swiveled her chair to face you directly (with her knees and feet facing you) she’s not interested in a prolonged conversation.

The Peacock

The “Peacock” stance (feet shoulder width apart, hands on hips with thumbs to the back, raised chin) is an aggressive “I dare you” gesture. Approach with caution because this person feels they have the “goods” on you.

This is also a stance you can take before making your cold calls as it will give you the courage that you can handle whatever happens. It only takes seconds to change your attitude this quickly.



Who Invited You?

If you're the woman on the right and just walked up and want to know if it's okay for you to join the conversation, the answer is “No!” Since the woman in the middle has not turned her feet and body towards you, the reader, she's indicating this is a closed conversation and no one is invited. There's nothing to see here. Move along.

Joe Navarro, the author of *What Every Body Is Saying*, was an FBI counterintelligence special agent specializing in nonverbal communications. He said some of the most critical clues people give are with their feet and legs and how they're positioned when



talking or answering questions. That's why he said police interrogators should never have a table or object between them and their suspects in interviews.

If the woman in the middle had turned her body and shoulders more to her left and "opened" her feet so that the right foot was pointing more towards the man, and the left more towards the blond, it would be an inclusive conversation. But since her feet and body remain pointed towards the man, this is a private meeting and she doesn't want interruptions.

Maybe I Should Shut Up Now

When you're speaking with someone and they're listening while covering their mouth, they don't like what you're saying.

Most all hand-to-face gestures are negative. If you're speaking and someone makes this gesture, you might want to change the subject or say "Did I say something you have a question about? Do I need to clarify anything?"

They'll be amazed – and scared – at the same time, thinking you must be a mind reader.

But if the man covers his lips just before *he* speaks, it means he's uncomfortable with what he's about to tell you.



King of the Hill



This is a man who feels superior and is a “know-it-all”. He’ll be competitive with anything you have to say.

As Allan and Barbara Pease point out in their book *The Definitive Book of Body Language*, the hands behind the head shows his confidence. The

feet on the desk shows his territorial claim to it and the surrounding area. If you want to rattle him, sit on the edge of the desk as you talk. It’ll make him less confident and he’ll probably sit up.

Dealing with Objections

TELL ME WHAT YOU BELIEVE AND I'LL TELL YOU WHAT I KNOW.

Oh, So Simple

Customers can come up with more objections than you can answer. The easiest response? “Oh?”

This was shown to me by my seat partner on a flight from Seattle to Dallas. Archie was the president of a steel company and said the best response to any objection is “Oh?” He gave me an example of how it works.

“We’re going with your competitor,” the customer says.

“Oh?” Archie replies.

“Yeah. Their price is 10% less.”

“Oh?”

“Yeah. Plus, they can deliver in six weeks.”

“Oh?”

“Yeah. And I don’t see any difference between your product and theirs.”

“Oh?”

“Now look at what I’ve done,” Archie told me. “I found out my competitor’s price, I discovered their delivery time, and I found the customer sees no distinction between our products. I also know how the buyer is making the decision. Now I have something to work with.”

Archie can now respond and knock down every one of the customer’s objections because he can show they’re not comparing apples-to-apples.

Beat the Customer to the Punch

Determine the three most common objections people have about your service or product and develop one or two responses for each. Then bring up the objection before the customer gets the chance. Price will always be an objection. Bring it up early and bring it up first.

This was shown to me by Mark, my Sony office products regional sales manager. As you know, anything Sony is expensive.

I was meeting with an M.D. who wanted to see some of our products. Following Mark's advice, I told the doctor before the dog and pony show "You know, doctor, our Sony products are very expensive. Would you like me to show you something a little *cheaper*?" I stressed the word "cheaper".

The doctor seemed indignant. I'm sure he wanted to say, "Can't you see I'm a doctor. I'm rich!"

"No," he said, "I buy only the best. Show me your best."

I eliminated his first objection and he didn't know it yet. After the demonstration, I went for the close. The doctor whistled and shook his head. "Man, that's expensive," he said.

"I know. But don't you remember that before we began, I said our Sony products are very expensive. But you said you buy only the best. Well...this is the best."

He laughed. "You got me." He bought.

What Aren't You Telling Me?

The CEO of a company in Detroit told me one of his favorite techniques to find the real objection is that if you think the client is holding something back ask, “Is there something else?”

By asking “Is there something else?” you show him you’re not in a hurry, you will allow him to calmly collect his thoughts, and you let him know that he has a receptive listener who is trying to solve his problem and get a solution that works best for him.

As the customer expands on “something else” he will sometimes discover the solution in his own answers and give you credit for being so perceptive.

The Deadly But

The owner of a printing company in Kansas City gave me this one. He said to eliminate objections (1) bring up the objection first; and (2) immediately follow it with the word “...but.”

The word “but” negates everything said before it. “You’re just the type of employee we’re looking to hire, *but we’ve decided to go with someone else.*”

The trick is knowing what to say after the word “but”. Keep it short and use it to sell yourself and show what makes you different.

“I’m sure you’re happy with your printer, *but can I be your back-up #2 printer?*” The “but” is saying “I’m ready to prove myself if things don’t work out with your current printer.”

“I know all real estate companies look the same, *but with our deep ties to the community we can give you referrals to others when you need home improvements.*” The “but” says “here’s what makes us different.”

Well...Maybe

A national sales manager in Los Angeles tells his people that when confronted with a seemingly impossible objection, don’t go for the whole enchilada of “yes” as you try to handle it. Get a “maybe”. It takes forward movements to build momentum.

“Your bank is too small and local for our business,” the CFO says. “I think I need a national bank.”

“Oh?” you respond, putting the pressure back on him to flush out his reasoning.

“Yeah,” he says, “we do a lot of government work and I think your bank isn’t sophisticated enough to handle the deals we’re involved in.”

“What if I told you that our CEO and two of our top executives have over 90 years between them as lobbyists in D.C.? They know the ropes and, more importantly, the players. Would that make a difference?”

“Hmm. Well...maybe.”

You All Look the Same

Meeting with the sales managers in Riverside, California, the day before our training session, they told me one question their salespeople would have is “What do you say to the customer who says we all ‘look alike’?”

I told their salespeople the next day that you have to persuade buyers to believe what you believe. You have to get them out of their “trances” that everything is the same by giving them proof that you’re different.

Joe Vitale says in *Hypnotic Writing* that buyers are often in a trance. “All vendors are the same” is a trance. Joe said that what the salesperson has to do is move the client from his trance to the salesperson’s trance in three steps.

1. Identify his trance. (“All vendors are the same.”)
2. Agree with his beliefs to gain rapport.
3. Lead his belief to your offer. (New trance.)

“All fastball pitches are the same,” your Little Leaguer says. “Yes,” you agree, “they certainly all look alike.”

Then show him the four-seam fastball grip. “This pitch will appear to rise when it’s not because it’s not dropping as fast as the batter’s brain thinks it should.”

Next, show your two-seam fastball grip. “What makes this pitch different is it’s slightly slower and causes the baseball to change directions.”

Experts can always point out the difference.

Blackmail, Threats and Bribes

SOMETIMES YOU HAVE TO USE WHATEVER YOU CAN TO MOTIVATE.

Skeletons in the Closet

If the customer won't return your calls as promised, go to a website like Archie McPhee's and buy a novelty rubber skeleton. Send it to the customer with this note: "This is me. Waiting for you. To return my call."



cu-

Whereas most people will throw away junk mail, almost everyone will open a bulky package simply out of curiosity. Because of the humor, they'll save it and show it to others and will appreciate your creativity to get their attention.

Message in a Bottle

When feasible, to get your foot in the door with a new prospect, buy their product first.

This is an idea from a saleswoman who attended one of our Long Island seminars. She said she sent an empty Pepsi bottle to her prospect (Pepsi) in Manhattan with this note: "I tried your product. Will you try mine?"

She got the appointment and the sale.

The Angry Cat



If the customer won't make an appointment with you, send a note or email and interject some humor. Comedian John Cleese said, "When you make people laugh they have an affection for you, no matter what you do." If possible,

include a picture with your note. Pictures grab people's attention like a magnet and piques their curiosity.

Free Throw

Send a basketball with this note scribbled on it to all the key accounts you want to get appointments with: "Just wanted to bounce off a few ideas with you."

This approach was shared with our Chicago audience by a business owner who said his competitor moved in from California and sent twenty-five basketballs to his accounts with that note on them. He said he lost five of those accounts.

When people get something like this, they won't throw it away. They'll play with it, show it to others, and they'll be talking about you.

Lunch?



To get your foot in the door with a new client, send a paper napkin with this message written on it.

You have to do something to stand out from the competition. Something that gets their attention. Something they will remember. Be creative. Find different ways to say what you want to say; or find a different

vehicle to deliver the message. It's like a meal served at a fancy restaurant versus the same meal served at home: it's all about the presentation.

Don't Test My Patience!

If the customer doesn't return your calls as promised umpteen times, send him a fork with this message: "The fork is to remind you that you *fork*-got to call me back. Don't make me come after you with a knife!"

This idea was shown to our group in Omaha by one of their most successful saleswomen. She said that when she calls back to

follow-up and identifies herself to the gatekeeper as “The lady who sent your boss the fork” the gatekeepers always laugh.

They tell her, “That crazy fork has been passed around to everyone in the office. Everybody likes it!” The saleswoman said if the customer is in his office her calls are taken. If he’s not in, she does get a return call.

Who Moved My Cheese?

The top saleswoman for her company in Dallas told me their secret for getting that first appointment.

She said they buy cases of Spencer Johnson’s book *Who Moved My Cheese?* and send them to prospects who are reluctant to change vendors. They write this note inside: “This book only takes an hour to read. It talks about the importance of change. I’ll call next week and see what you think.”

She said they get tons of appointments and sales and the investment is well worth it.

Negotiating

WHAT'S MINE IS MINE, WHAT'S YOURS IS MINE.

Negotiate for Referrals

A saleswoman in Indianapolis knows how to slow down the “I need a better price” ploy. She said that if the customer tells her that he needs a better deal, she tells him she needs three referrals in exchange.

“I don’t know if I can do that or not, but I’ll take it to my boss. I do know that if he gives you a better price, he’ll want something in return. And what he wants are three introductions to people you network with who can use our services. Deal?”

She said look at what I’ve done:

1. I’ve stopped the customer from nickel-and-diming me to death. He knows that if he tries this again, I’m going to ask for something else in return again.
2. I’ve placed a value on my discount. It’s not a freebie. It’s going to cost him something: three referrals.
3. I’ve made my boss the “bad guy” while maintaining my status as the “good guy”. If the customer can’t get the discount, it’s not my fault. It’s my boss’s. I’ve kept the lines of communication open with the customer because I’m in his corner.

Will She Negotiate?

Having dinner in San Diego with top negotiator Roger Dawson (*Secrets of Power Negotiating*), he said that when someone forcefully tells you upfront that “I’m not going to negotiate” they will.

People who are adamant in telling you they won’t negotiate don’t believe it themselves. But they’re hoping you’ll believe it so you won’t ask for a better deal.

How to Negotiate If You’re a One-Man Operation

If you’re negotiating with someone and they try to back you into the corner by saying “Well, you’re the boss; it’s your decision” what can you do?

Make it not your decision. It’s impossible for someone to negotiate a final offer if they’re not dealing with the ultimate decision maker. How do you get leverage and take the decision out of your hands?

“That’s a good price,” you respond, “but I’ve got to take it to my investors. I’m not sure they’ll buy into it, but if you can sweeten the pot a little more that might help.”

Of course, you don’t tell him your investors are your spouse and kids.

How Much?

When the customer's first words are "How much?" give him a price range to take back control of the situation.

Unless you sell only one service or product with one fixed price, how can you give a specific price without understanding exactly what it is they want and what they want it to do?

"It depends. We have several to choose from. Prices range from \$250 to \$8000. Why don't you tell me what your situation is and it will give me a better idea of what to recommend. That way I can narrow down the prices for you."

By asking questions you regain control of the conversation and show the customer that you're trying to find the best fit and best deal for him.

Also, by giving the high-end price (\$8000) you make the price of the product he needs (\$1500) seem more reasonable and that you're not out to gouge him.

Negotiating with an Established Vendor

Even if you're buying from a vendor you've been doing business with for years, make your subject line "RFQ" on your email.

Never let a vendor assume that he has your business forever. Tell him you're requesting a quote from him and two other vendors to take to your boss or committee.

The vendor may have been thinking of raising your price from your previous purchase and now may have second thoughts and hold the line. It also lets your vendor know that he's always competing and that you're always looking.

It's Your Problem, Not Mine

When there is a difference in negotiating, turn your problem into the customer's. If the customer offers \$500 for your \$800 product, make the \$300 difference his problem.

"You can have a stripped down version for \$500, but you'll lose the benefits you want. Or, you can pay the difference which includes the total package that gives you exactly what you want. It's your choice."

You've now removed his sense of control of the situation, given him a choice of an adequate product or the best product, and made him responsible for his decision.

By taking his mind off the original problem (the \$300 difference) you offer leadership and guidance in the guise of taking responsibility.

Closing

THE SECOND SCARIEST THING TO DO IN SALES.

How Costco Closes

One of the best closes is the “reduction to ridiculous” where you compare the cost of your service or product to the competitors over a period of time, or by comparing the quantity cost.

Actually, all retail stores are required to do what Costco does. Next to the purchase price the retailer is required to display the cost per item in the package.

For example, Costco sells their own brand of tissues stacked next to the Kleenex brand. Since Costco sells large bulks, their price looks more expensive than the Kleenex brand. The shrink-wrapped boxes of Costco tissues may be \$26. The Kleenex brand next to it is \$16. Which is cheaper?

Find the small print. On the sign with the Kleenex price is the cost of \$1.38 per 100 tissues. On the Costco price sign of \$26 is the cost of \$.80 per 100 tissues.

Whatever you sell, compare it to your competitors and find some way to amortize the cost over the life of the service or product to make the decision a no-brainer.

Prove It!

The best way to close the deal is to prove your statements to be true. You know you've proven it when their jaw drops.

The best close I've seen was made by a salesman of china dinnerware. I was in junior high and watched the salesman in our home close my parents on buying a set of new dishes.

My mom's biggest objection was, "We have three kids and they're always breaking things. I don't think the china would last a week with our family."

Without saying a word, the salesman brought out a coffee cup, a board and a nail. Holding the cup by the handle he said, "This is the most durable china you'll ever see. Watch." He drove the nail into the board with the cup.

My parents had the china for years after all the kids had left home.

Own It

The most forceful statement a salesperson can make to influence others is to say "I own one too."

Not everyone can say this; for example, if you sell Boeing 787 Dreamliners. But if you can, buy your product to prove to others that you're committed to what you sell.

Zig Ziglar said that his brother could never sell his expensive cookware as a distributor. Ziglar asked him how many he owned himself.

“None,” he said. “I can’t afford them.”

“That’s your problem,” Ziglar said. “How can people believe you, if you don’t believe in your product yourself?”

Ziglar’s brother had to stretch his budget to buy his pots and pans. But once he owned them his sales took off because the belief of what he was selling came through in his words and in his attitude.

Ask for It

People don’t want you to think you’re entitled to their business – they want you to ask for it. A big complaint sales managers have is that their people never ask for the order.

The first “professional” close I made was without even knowing I did it. I really wanted the job I was interviewing for; the school picture job in Dallas. The interview lasted twenty minutes in a coffee shop off North Central Expressway. As I got up to leave, I shook hands with the owner and said “I’m interested in you. Are you interested in me?” He smiled, nodded and said “Yes.”

I got the job two weeks later. A year later, the owner asked if I knew why I got the job over the other two finalists who were both experienced salesmen. I had no idea.

He said, “Do you remember what you said when you got up to leave? You said, ‘I’m interested in you. Are you interested in me?’

That's when you got the job. You were closing the deal. Asking for the business. The other two guys never asked me for the job."

He added "I knew that if you had the nerve to ask me for the job on the first interview, I could trust you to ask our principals for their business when the time came."

Why Should We Do Business with You?

People do business with people they like and trust – not with companies. That's why companies have "no compete" contracts. That's why they have to scramble to save accounts when their star salesperson walks out the door.

After doing a keynote for a regional banking organization in Austin, a banker told me how she closed a large account by selling herself, not her bank.

The wavering business owner said he really liked her but asked why he should do business with her bank and not with her larger competitors.

Being quick on her feet, she unsold every bank in Austin and got the business. "Because I don't work for them."

How to Get Your Boss to Pay for Lunch Every Day

Having lunch with a client at a Manhattan deli (why do they give you so many gigantic dill pickles with their pastrami sandwiches?!*), he asked me how he could get his salespeople to ask for the order more often. He said that if they would even ask for the order 10% more often, they would increase their sales substantially.

I reached into my jacket pocket and handed him this 3x5 card and told him he's free to make copies to give to his salespeople.

Why Should You Do Business with Me?

1. I return every call and answer every email.
2. I'm your advocate with our service, billing and management.
3. I don't know all the answers. But I can find those who do.
4. I want to learn more about your business and your needs.
5. If we're not a match, I'll refer you to my competitors.
6. Can I have your business?
7. My sales manager bet me lunch I wouldn't give you this card.
Want to join us?

Magicians Know How to Close

Millionaires' Magician Steve Cohen says that magicians “know the endings” of each of their tricks. No one trick has one ending because there are possibilities things can blow up in their face. They always have three or four “outs” the audience doesn't know about, thus one audience member may attend three different performances and see three different endings to the same trick.

Cohen said that salespeople need to apply this to closing deals. Four possibilities exist to every close: yes, no, maybe, or a smoke screen. Regardless of what happens when you ask for the order, any response will lead to a success. Even a “no” is successful because you don't have to spend time with this prospect any longer.

So before closing the next deal, know and prepare your ending to each of the four possibilities. It's not magic if you know how it's done.

Just the Facts Ma'am

Driver and analytical decision makers are the Joe Friday's of business. They're not impressed with enthusiastic salespeople and presentations. Give it to 'em straight.

The best closing question to ask the driver? “What's your ‘gut’ say?” They trust their instincts. They may make a decision on the very first call.

The best closing question for the analytical? “What more do you need to know to make a decision?” Give them time and space and never back them into a corner. Rarely will you get them on the first close attempt. Plan for at least six.

Using Silence to Put the Screws to You

A favorite game of principals at closing is to see how much silence the salesperson can bear before cracking and giving away the store.

Novelist Jo Nesbo says that “Silence functions like a vacuum, sucking the words out.”

Of course, it’s not recommended that you stare down your customer. It’s his office and you’ve got to leave at some point. If you feel you must talk, don’t make small talk that can get you into trouble. Instead ask questions to take back control.

“I’m thinking that if we place the order now, you’ll have it by your deadline. Does that work for you?”

Time Management

KILLING TIME ISN'T MURDER – IT'S SUICIDE!

The Gunfight Rule

You have an open-door policy. Your intention is to have quick meetings to take care of pressing problems. But some days you feel like you need to get a restraining order for some people who constantly abuse this privilege. So how can you take back control of your time?

Employ the Gunfight Rule. Someone once asked Wyatt Earp how to win a gunfight. He said, “Take your time, but hurry.”

The idea, according to psychologist Perry Buffington, is to make people uncomfortable. You do this by standing up when they enter. The intruder won’t sit down. Instinctively they know they’re on the clock: state their business, make it brief, move on.

Other standing advantages, he says, is that you’ll think up to 20% faster because your heartbeat increases by ten beats per minute; and you’ll make quicker decisions.

Standing is also good strategy when on the phone. A Los Angeles broker told me that he won’t let his people sit when they’re on the phone with clients. He said their conversations are quicker, they make faster decisions, and they close more deals.

Think of how much faster your departmental meetings will be if you take away all the chairs and force the people to stand. No longer will people go brain dead from a numb butt.

Let Me Finish!

According to John Medina in *Brain Rules*, a person who is interrupted takes 50% longer to accomplish a task and makes up to 50% more errors.

If you feel you must interrupt someone always start with, “Is now a good time?”

The Three Words Bosses Hate to Hear

A Seattle TV station said a survey of bosses found there are three words they hate to hear from their employees: “Got a minute?” It’s because bosses know it will take more than a minute, or it’s about a co-worker conflict, or a major account has just tanked.

If there is a problem and you want your boss’s time it’s best to say “I think we have a problem, but I have a solution.” If you’re one of the ones that’s always bringing a problem without a solution, then get in line.

C'mon Man, Make a Decision

If you have to make a tough decision, learn from football: toss a coin. Get the game started. It doesn't matter where you start from. Heads or tails, your goal is the same: win. You may not start from where you want, but the game is long – and there are many ways to move the ball.

Leaders make decisions. And the good thing about making a decision? It doesn't always have to be the right one. Get as much information as you can, weigh your alternatives, and then make the best choice.

Leaders have confidence they can handle any situation. They'll make the necessary adjustments as more information is revealed. They know that success and rewards belong to those who can adapt.

Dr. Maxwell Maltz (*Psycho-Cybernetics*) said “There are few inherently right decisions or wrong decisions. Instead, we make decisions, then make them right.”

Take a Number

Got complaint? Problem? Leave me a note.

When you're pushed for time and someone stops by to grouse, peel off one of those tiny, half-inch Post-It notes, hand it to them

and say “I’m really pushed for time today. Write your gripe on this and I’ll get back to you.”

Management

FINDING AND SELLING THE SOLUTIONS TO THE PROBLEMS.

Carpe Diem

Have theme days around the office to break the monotony and boredom and build camaraderie.

Monday Morning Muggings: Take selfies around the office, then post them on your company's internal Facebook page and let co-workers add their own captions.

Tuesday Tips of Bad Advice: Create a company hashtag that workers can post bad advice they've received about working, dating, restaurants, travel, raising children, spending time with the in-laws.

Wednesday Candid Slogans: On a white board or bulletin board people can post slogans that honestly describe a company. Sears: "The mall's shortcut to Nordstrom." MetLife: "We're betting you'll live. You're betting you'll die. Either way, we win." IKEA: "Easy to get in. Impossible to get out."

Thursday #DaffyDefinitions: Create a company hashtag and have people pick any word and give it their quirky definition. Yoga: "What it takes to get from the airplane's window seat to the aisle to hit the lavatory." Kiss off: "The subject line on your email from your last job interview." I'm sorry: "The best pick-up line men can use because women seldom hear it."

Friday Lotto Fever: To help ensure workers show up for work on Fridays, hide nine lotto tickets, one each hour, throughout the office. Once every hour send a text giving clues where each is hidden. It's like Elf on the Shelf for adults.

15-Minute Job Interview

Curiosity kills cats – and getting hired. A business owner in Seattle told me that the first interview question he asks a sales candidate is “What three books have you read this past year and what have you learned from them that can help you in business?”

He said 80% of the applicants haven’t read three books in a year. “Just like that,” he said, “I’ve eliminated them from consideration and it took me less than fifteen minutes.”

I asked him why this is an important question. “Because it shows me they aren’t curious. I won’t hire people who aren’t curious.”

Do I Have to Cold Call?

A sales manager at a Boston seminar said that if a sales applicant asks if he has to cold call she says “No, not if you can show me how you’re going to find new business because you’re not getting any house accounts.”

Asking a sales candidate in the interview how they’re going to find new business is perhaps the fastest way to end the interview – or find that you have a really good candidate.

The Hardest Salespeople to Find

The simple ad I answered for McCaw Communications said “Salespeople Wanted. Must be willing to cold call.”

Walking into the sales manager’s office on my first interview he immediately asked “So, what do you think about cold calling?”

“It sucks,” I told him. I waited for the surprise to leave his face. “But,” I continued, “I’m probably one of the best you’ll see doing it. It’s not that I’m great at it. It’s because I do it.”

The sales manager said that response got me the job. He knew I understood cold calling because he knew himself that cold calling sucks. And he knew that if I would tell him the truth then, he could always trust me to be truthful with him.

As mentioned earlier, I went on to become our division’s number one salesperson in the nation for three years and led the nation in new business found through cold calling every year.

I still believe cold calling sucks. But people have been cold calling ever since caveman Grok called on his neighbor Hilde to see if she’d be interested in buying his new invention, the wheel.

I’ve been experimenting with ways that salespeople can find new business without cold calling ever since I got into sales over forty years ago. I know that if I can find a way to do it I can become filthy rich, because every salesperson in the world will pay me a fortune for the answer.

At our national sales meeting in Phoenix I was talking with our CEO and cell phone pioneer Craig McCaw. He told me that when he was selling cable services for his dad in Southwestern Washington he had to cold call to find new business. He said that’s why he

insisted that every ad for salespeople started with “Must be willing to cold call.”

I asked him why those had to be the first words. He said “It eliminates most people. I’m not looking for salespeople. Most people can sell. And those who can’t, we can train. I’m looking for people who will do what it takes to get in front of customers. Those are the hardest people to find.”

McCaw knew what he wanted, he was upfront about it, and he let you know what he expected from you. Guess that’s how millionaires become billionaires.

“I was successful not because I was better –
but because I was there.”

– *Walter Cronkite*

Save \$1000’s Recruiting Salespeople

If your business requires salespeople to cold call, one of your early interviewing steps should be to have the recruit make cold calls with your best salespeople.

At McCaw some salespeople would still slip through the interview process only to have them quit in their first month because they could, but wouldn’t, cold call.

After seeing the thousands of dollars we’d lose in recruiting and training salespeople, I suggested to management that we should try cold calling as part of the interviewing process. They

thought it was worth a shot and had me take out a new recruit the following week.

She was a recent University of Washington grad. We spent the morning doing about thirty-five walk-in cold calls. Getting back to the office around noon she said “If this (cold calling) is what you have to do to sell, I have no interest in being a salesperson. Tell your branch manager I’m not coming in for the rest of the interview. I’m outta here!”

From that day forward we included cold calling as part of the interviewing process. Not only did it save us thousands of dollars in recruiting and training, but hundreds of hours in wasted interviews with management.

Voicemail Screens Sales Applicants

A telemarketing manager in Irvine, California, shared this with our group. He said when he’s looking to fill positions in sales, he either posts the job description with this message, or gives this message to a recruiter to pass on to the candidate: “For an appointment call...” and he gives the number.

What he doesn’t say is that it’s a voicemail number. When the applicant calls they’ll hear this message: “Thanks for your call. Please listen to the rest of this message, hang-up and call back with your response. When you call back, tell me in thirty seconds or less why I should make an appointment with you.”

He said 80% of the people never call back because they can't get their act together. Of the 20% who do call back and leave a good message, he'll bring them in for an interview.

He said that voicemail is so prevalent in business today that people better know how to use it and use it to their advantage.

Knowledge v. Relationship

Harry Beckwith (*What Clients Love*) says to "Hire for relationships, train for skill." He said there are two reasons for this. First, people constantly grow at their tasks but few improve at relating. Second, people forgive the mistakes of others who seem to care for them.

Many people know their business, they know their numbers, but they don't understand how to relate. How many times have you heard friends say "He's a great doctor, but he has no bedside manners."

Sales managers know it's easier to hire a nice person and teach him how to sell, than it is to hire an experienced nasty salesperson and train him how to be pleasant. Relationships have made more sales than knowledge ever has.

Ghost Shopper

If you're wondering why your sales are so poor have a ghost shopper buy something from your company.

My daughter's best friend went with her future sister-in-law to pick out her wedding dress. They arrived five minutes late for the two-hour showing. The saleswoman said that since the bride was late, she would only give her an hour-and-a-half. The bride-to-be said no problem. She knew the dress she wanted.

The shop didn't have her size, she needs it in ten weeks, and could the saleswoman rush the order and she'd be glad to pay extra. The saleswoman said it would take sixteen weeks.

"Could you call to your other locations and see if they have my size?" she asked.

"No," the saleswoman said, "because I wouldn't make a commission." And she topped it off with, "You shouldn't have planned your wedding so soon."

The store's manager was in New York on business. Probably wondering why sales are so poor.

The Cure for Cancer

NO DISCOVERIES HAVE BEEN MADE WITHOUT CURIOSITY.

What's the Question?

Answers are important. But more important are the questions.
Cures for diseases are found when the right questions are asked.

If you haven't found what you're looking for, keep looking.
Keep asking questions. The answers are there if you know the right
questions to ask.

About Jerry

I've been a Seattle speaker and author since 1992, helping over 150,000 salespeople, executives, managers, business owners, entrepreneurs, and professionals from thousands of companies in my nationally acclaimed Cold Calling for Cowards® seminars. I was also the #1 salesman in the nation for a division of Fortune 1000 McCaw Communications for three years.

Yeah, doesn't impress my grandkids either.

AM I TOO YOUNG/OLD TO SELL?

what if I've never sold before?

who are the hardest salespeople to find?

How do you talk to a woman?

How do you talk to a man?

How do you remember names?

Why can't you sell?

*What handshake causes more
lost sales?*

What are body language
clues to look for when
selling?

what can you do to make selling fun?

What's the best advice you got
in your first year of selling?

DO I HAVE TO COLD CALL?

How would Hollywood
scriptwriters create an
elevator pitch?

*What's the secret number for when to
stop calling on a prospect?*

Best response for "what makes you different?"



Chugwater Publishing