

12 Unconventional Ideas for Transforming Your Sales Results

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Selling is a set of skills that can be mastered by anyone. This doesn't mean that everyone is cut out to be a salesperson. However, it does mean that, when necessary, anybody can employ the skill of selling to influence the outcome they desire.

In cultivating this skill, it helps if you begin to adopt a new set of beliefs or paradigm about selling. Whereas the old-school, traditional form of selling had its own set of guidelines or paradigm, the Client Builder Selling Process has a paradigm of its own. This new paradigm is built upon the twelve principles set forth below.

Principle #1

Believe in what you do

At its essence, selling is about the transfer of beliefs. Before your clients decide to buy your product or service, they buy your belief that you can solve their problems. Your customers will never believe in the value of your product or service more strongly than you do. If you don't believe in yourself, your organization and your organization's ability to solve your clients' problems, you might as well quit trying. Only con artists can sell something they don't believe in.

When they first start, new business owners and salespeople are brimming with the belief that their company and the products or services they sell are the best in the business. If we were to measure these beliefs on a scale from one to ten (with ten being

the very best) early on, most salespeople and business owners would rank a 9 or a 10. But over time, reality intervenes – orders get lost, products fail and mistakes happen. Their belief in their company and its products or services begins to decline.

Over time, your competitors challenge your claims. Prospects who are loyal to the competition try to convince business owners and salespeople that their products or services are no better than the competition. Over time, business owners and their salespeople begin to buy into the belief that their products are merely average - no worse, but no better than the competition. They begin to see their products and services as nothing more than mere commodities. Their belief begins to backslide. As their belief drops from a 9 down to a 5 or 6, their motivation to sell declines with it.

If you are a business owner and you see this happening, you need to make some changes fast. Your first step is to assess your belief system and determine whether there is any truth to it. If there is, you must find a way to differentiate your company from your competition.

If your assessment serves to remind you that you *are*, in fact, superior to your competition you must look for ways to reinforce this positive, constructive belief system every day. The guidebook on “Overcoming the Enemy Within” and the

worksheet on “Rewiring Your Belief System” will show you how.

If you are a salesperson whose beliefs begin to falter, you need to make the same assessments. You need to fix the problems within your company or fix your belief system. If you cannot do either, it’s time to look for a new job.

Research conducted by the late Bill Brooks of the Brooks Group shows that fear of rejection is not as big an issue for salespeople as fear of embarrassment.¹ Salespeople must believe that the product or service they sell is exactly what they say it is and that it will perform exactly as they say it will. If they don’t believe it, they won’t say it, for fear of being embarrassed. And if you can’t say it, you certainly can’t sell it.

Smart companies insure that the products or services they sell exceed the standards they promise. They spend a great deal of time proving, not to customers, but to their salespeople, that the claims they make are true -- whether it's the durability of a piece of heavy equipment, the terms of an extended warranty, the capacity of a digital product, or the reliability of a billing procedure. It makes no difference what the product is. Salespeople must believe in the value and validity of what they sell. Once their belief is gone, their power to sell the product evaporates too.

Principle #2

Keep your focus on your prospect at all times

Most salespeople focus too much on themselves, their product or service, or their organization, instead of putting the focus where it belongs -- on their prospects. You can only focus on one thing at a time and where you place that singular focus will

determine your sales success. Regardless of whatever other challenges you are facing at the moment, when you are on the phone or in front of prospects with the intention of selling something, you must be able to set aside your other problems and give your undivided attention to your prospects.

Companies often exacerbate this problem by sponsoring contests designed to reduce their inventories of old products or by providing incentives that drive salespeople to sell things that are not necessarily in the customer’s best interest. The minute you offer a “spiff” or some other incentive, your salespeople will begin to do things that fly in the face of this principle. A spiff automatically causes salespeople to shift their focus away from the customers and onto the product they are selling or the prize they’ll win for selling it.

This principle also is violated when salespeople give standardized PowerPoint presentations that start with a history of their company. Presentations like these are the equivalent of showing home movies. The only people who enjoy these movies are the people in them or the person who took them. In the context of a sales presentation, neither of those two people is your prospect. You should only present your company’s history if prospects ask for it.

One of the best techniques you can use to keep your focus on the customer is to repeat the following affirmation before you make a sales call: “I am financially independent, and I don’t need this business.” It not only raises your confidence; it keeps you calm. It reminds you that you are there for the customer and not for yourself. The bottom line is -- it’s all about the customer; it’s never about you.

Principle #3

The better you are at prospecting;
the better you'll be at selling

If you aren't prospecting on a regular basis so as to have a pipeline full of potential clients, your ability to sell will be compromised. The reason lies in your mindset. Every deal becomes a make or break situation, if you only have a handful of opportunities with which to meet your business objectives. With loads of pressure riding on each deal, you'll have the tendency to do everything wrong.

When you desperately need to make a sale, your focus naturally shifts from your prospect's needs to yourself and your needs. As a result, you don't qualify the opportunity properly. You fail to listen carefully and you end up with what I call "happy ears." You hear what you want to hear and ignore anything that indicates a problem. When you desperately need to make a sale, the tendency is to push too hard and, in the end, you often choke.

If you have plenty of prospects in your pipeline, you can afford to make a few mistakes. You can relax. You're not desperate. As a result, you do better.

No matter how much business you currently have, you should never stop looking for new customers. In today's dynamic business climate, you will always lose customers through no fault of your own. You need a steady stream of new prospects to take the place of these customers just to maintain your current position. If you want to grow, you will need even more new clients on a regular basis.

Allocate a little bit of your time to prospecting every day to ensure a steady stream of new prospects. Not only will it

improve your lead generation, it will improve your ability to convert those leads into new sales.

Principle #4

Seek to be trusted,
instead of being liked

In marketing it's important to get people to know, like and trust you. In sales it's more important to get people to trust you. Although it is true that people tend to do business with people they like, salespeople who seek to be liked by winning their prospects' approval rarely succeed in the long term.

Let's face it, the easiest way to win a prospects' approval is to give them whatever they want at the price they want it. While your customers will love you for it, this is not winning proposition for you or your company in the long term. Your margins will erode and you or your company will be unprofitable. If you build trust, you're in a better position to sell value. If you seek to be liked, you're only going to be able to sell on price.

In addition, salespeople who seek to win the approval of prospects will hang on to potential deals long after they should have disqualified them and dropped them from their pipeline. When you seek to be liked, you confuse the question of whether buyers are qualified with the question of whether buyers like you. The rejection you inevitably receive when a prospect says "no" becomes personal and it hurts. When you lose sales, you erroneously believe that prospects rejected you instead of your product or service. This fear of rejection causes amateur salespeople to avoid pushing for a decision out of fear that it will be "no".

Top salespeople get their emotional needs met through their friends and family, not their prospects and customers. Besides, once prospects trust you, they typically come to like you. So seek to be trusted and the like will follow.

Principle #5

Collaboration, not competition, is the appropriate mindset for selling

Too many salespeople and the organizations they work for look upon the sales process as a contest. They see it as a game in which one party is trying to win at the expense of another or where the object is to “get” your prospect before they “get” you. Jeff Thule of the Prime Resource Group refers to this as the “adversarial” mindset, and it permeates many of the old-school sales training programs that have long been discredited.ⁱⁱ

The adversarial mindset is a carryover from the old paradigm of transactional selling, and it is incredibly counterproductive in today’s business environment. It was illustrated by the outdated adage that salespeople should “always be closing.” This mindset is personified by the very worst caricatures of salespeople on display in movies like “Glengarry Glen Ross” and “Boiler Room.” In the late eighties, behavioral scientist and sales guru, Neil Rackham, disproved the notion that salespeople should “always be closing” once and for all when he proved that the more times a salesperson attempts to close a sale, the less likely he is to be successful.ⁱⁱⁱ

An adversarial mindset makes it harder for your prospects to let down their guard and share the information you need to make an effective diagnosis. Even if you “win” the sale, the adversarial mindset slows down the

acceptance and implementation of your new product or service, thereby delaying the benefit your new client hopes to derive from the sale. Between you and your prospects, the sales process should be collaborative, not a competition.

Principle #6

People buy emotionally; they only justify their decisions rationally

Dale Carnegie may have been the first person to articulate this fundamental truth about selling when he said: “*When dealing with people, let us remember, we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.*”^{iv}”

Dan Sullivan of the Strategic Coach explained it this way: *Humans are emotional beings first and foremost, who use reason to make sense of their emotions. You may use every rational argument to demonstrate why it makes sense for someone to do business with you, but if you don’t appeal to your customers on an emotional level, you’re just another salesperson – and you may be missing a big part of what’s influencing their buying decisions.*^v

Many of the small business owners I have worked with over the years are uncomfortable with the notion that in order to sell, they have to address people’s emotions. Like it or not that’s the way it is. People buy emotionally; then they rationalize their buying decisions intellectually.

Anytime you ask people to buy something, you are asking them to make a change. You are asking them to change their supplier or their method of doing something. People change when the consequences of staying

put are worse than the consequences associated with changing.

However, it's not what they *think* about the notion of changing; it's how they *feel* about it that matters. One of my mentors, Guru Ganesha Khalsa, defines selling as *“the art of inspiring people to do what is in their best interest by helping them get in touch with what's important to them on a personal, emotional level.”* Good salespeople know to focus on the consequences associated with action or inaction and the feelings and emotions associated with those consequences.

While selling experts have been making this claim for decades, it wasn't until just recently that experts in the relatively new field of behavioral economics have proven it scientifically. In a national study conducted at the University of Florida, researchers found that emotions are nearly twice as important as knowledge when making buying decisions.

In his book, “Predictable Irrationality,” MIT behavioral economist Dan Ariely, explains the profound effect our emotions play in the decisions we make on a daily basis and how expectations, emotions, social norms and other invisible, seemingly illogical forces skew our reasoning abilities. Similarly, in their book entitled “Nudge,” behavioral economists Richard Thaler and Cass Sunstein provide numerous examples of how people repeatedly fail to make smart choices when it comes to their money and their health because of irrational, emotional biases.

Although some people question the ethics of appealing to a person's emotions when selling, the fact is that if we are going to persuade people to buy, we have to engage their emotions. There is nothing

underhanded about it, and we don't make a secret of this fact.

Your prospects may deny it, because the notion that decisions are made emotionally does not sound strong and decisive. But the fact remains that it is emotions, and negative emotions in particular, that drive people to seek solutions and buy our products and services. For lack of a better word, these negative emotions are what we call “pain.”

Principle #7

People buy when they have “pain”

Pain is the gap between your prospects' current situations and what they would like their situation to be. According to Michael Bosworth, the author of “Solution Selling,” *“if the buyer has what we call pain – discomfort or dissatisfaction with the current situation – he will be motivated to seek a solution if he thinks a solution is possible.”*^{vi}

Jeff Thull of the Prime Resource Group explains it this way: *“The process of buying goods and services is all about making a decision to change. People change when they feel dissatisfied, fearful, and/or pressured by their current problems. Pain causes people to change. Without pain a person is unlikely to change. Without change there is no sale.”*^{vii}

Thull goes on to explain the concept of “pain” using a continuum that extends from a state of satisfaction where *“life is great”* to a state of crisis where the prospect feels *“I must change!”* As prospects move from being satisfied to a state of crisis, the likelihood they will buy your products and services increases.^{viii}

Behavioral studies show that about 65% to 70% of human motivation comes from

avoiding pain, while only 30% to 35% comes from seeking pleasure. While we all enjoy experiencing positive emotions, these pale in comparison to the power of pain to bring about change. People change when they feel dissatisfied, fearful or pressured by their current problems. Customers are also more likely to buy under those same circumstances. Conversely, people who are satisfied with their current situation are unlikely to change and thus unlikely to buy.

A few of my clients hate the word pain. Instead of conjuring up images of a helpful doctor trying to diagnose a patient's problems, the concept of pain makes them think of former president Bill Clinton, speaking at a town hall meeting where he repeatedly told the audience "*I feel your pain.*" If you have a hard time with the term pain, think of it as this -- a compelling, personal, emotional reason to change how a person does things or who they buy from.

Regardless of whether you sell a product or a service, tangible or intangible, to consumers or to businesses, in the end we all sell the same thing - solutions to an individual's or an organization's pain.

Principle #8

Use a system for selling

Although the Client Builder Selling Process is a great system and one I think superior to other selling systems, simply using a system is more important than the system you choose. Without a process, you will be inconsistent and so will your results.

You need to have a carefully prescribed strategy for both prospecting and selling. Your process should allow you to guide your prospects through the buying process quickly and easily; a process that enables your prospects to come to know, like and

trust you and ultimately try your product, buy it again and again, and ultimately refer you to others. It should be aboveboard and completely straightforward -- so much so that you are comfortable sharing it with your prospects up front so that they know exactly what each step is and where you will be going throughout the sales process.

The whole idea behind the Client Builder Selling Process is that you should only present your solutions to a prospect that is qualified. So what does that mean? It means that your prospects have a problem you can help them solve and that they recognize and acknowledge the problem and are committed to fixing it.

It also means that they have the money and the time to fix their problems, and that they are willing to invest these resources to that end. Finally, your prospects must be willing to tell you what their process is for making a final decision so that you can provide them with a proposal or a presentation that will allow them to make that decision.

The Client Builder Selling Process enables you to uncover this information in the proper sequence, so that when you finally present your proposal it hits the mark and your prospects are ready and able to make a final decision. In other words, your proposal is on target in terms of solving your prospects' problems within the investment parameters they have set. In addition, it provides the proof your prospects need to make a final decision. You should only present your proposal once your prospects have agreed to make a decision within an agreed upon time frame.

Principle #9

You can't "convince" anybody of anything

Traditionally, salespeople have been led to believe they must "convince" someone to buy their product or service. But you can't convince anybody of anything. All you can do is facilitate your prospects' decision process. For instance, salespeople have historically been taught that objections are good and that they signal interest from the prospect. This isn't true. Questions are often buying signals, but objections are not.

Objections are obstacles your prospects must overcome before a sale can be made. When your prospects have an objection, you can't overcome it. They must do it themselves. You can only facilitate the process.

Too often I see salespeople counter objections with arguments that make a great deal of sense to them. However, prospects are often unmoved by these explanations. In fact, the salespeople's counterarguments often make prospects become even more emphatic about their objections and more deeply entrenched in opposition to them -- the exact opposite of what salespeople hope to accomplish. Instead of trying to prove to prospects that they shouldn't be concerned about whatever their objection is, you should help them come up with answers of their own that help them to minimize the concerns in their own mind.

The easiest way to illustrate this is with a true story. At one time I was part of a sales training franchise. While most prospects expected the pricing between franchisees to be similar, there was actually little consistency across the organization. As a result, I found myself in front of a prospect

that was shocked to learn that my fees were much higher than what one of my colleagues in another state was charging for similar services. This prospect had sought my services based on the recommendation of a friend of his who was working with my colleague, but who was charging a lot less.

My prospect was dismayed that my consulting fees were almost twice as much as those of my colleague. When confronted by this objection, I was tempted to try and overcome it by suggesting that my services were superior. Had I done this I would have elicited a debate on a topic that would have been difficult for me to win.

Instead, I acknowledged his concern and empathized with him. I asked why he thought I charged more. After thinking about it for a minute, he suggested that my training program and my method of delivery was superior. I politely (and happily) agreed. He went on to suggest that it was also possible that my colleague was less experienced. I confirmed that he might be right. But he actually kept going. He went on to suggest that my colleague must have needed the business more than I did and was therefore willing to negotiate. Every time he came up with an explanation that made sense, I reinforced it.

I could have given him the same explanations on my own; but he would have been far less likely to agree. People always like the answers they come up with on their own more than someone else's answers. Because he came up with answers to his own objections, he was more comfortable with the conclusions he drew from those answers.

In summary, you can't convince anybody of anything. They have to convince themselves. Your job is simply to facilitate

that process. It is your responsibility to help your prospects come up with their own reasons for doing what you want them to do -- without putting words in their mouth. It takes skill and patience to do this, but the results are always better this way, and the sale almost never unravels once the decision is made.

Principle #10

Selling is a process of disqualification

Not everybody is a prospect for your product or service. If a prospect doesn't have a problem you can help him solve or an opportunity you can help him capture, he is disqualified from becoming your customer. He is not a good fit. There is no point in pursuing this prospect any further for now.

If a prospect has a problem, but refuses to acknowledge it or doesn't see it as a priority, once again, he is disqualified.

If your prospect has a problem you can fix, but he doesn't have the money or the time to fix it or isn't willing to spend the money or the time, he is disqualified.

If the person you are dealing with does not have the authority to make a decision and will not give you access to the person who writes the checks, once again, it's over.

As you work your way through the Client Builder Selling Process, you should constantly be asking these questions of yourself. If your prospect doesn't have pain, or refuses to recognize it; if he doesn't have the money or refuses to spend it; or if he can't make a decision and refuses to give you access to someone who can, he is disqualified and you should no longer view him as a prospect. Move on.

As the late Bill Brooks said, *"the secret to selling is to be in front of qualified prospects when they are ready to buy, not when you need to make a sale."*^{ix} The most important resource you have as a businessperson is your time. Allocate it wisely. You want to spend your time with clients and prospects that are most likely to buy your products or services. Smart business people don't waste time with prospects that are not qualified. If the prospect is not qualified, move on and find someone who is. With our process, you will know how and when to disqualify a prospect. Let it go. Your prospect will be better off and so will you.

Principle #11

Give your prospect the freedom to say "No"

It may sound simplistic, but the secret to winning more sales rests in getting your prospects to tell you "no." Great salespeople get their share of yes answers. But they also hear an awful lot of no answers. What they don't accept are "maybes" or "think-it-overs." Tell your prospects up front that it is okay to say no and then push for a no (instead of a yes) whenever your prospect shows ambivalence about becoming your customer.

Traditionally, salespeople have always pushed a prospect to say yes. We've all heard the line, *"What's it going to take for you to buy from me today,"* or the ubiquitous, *"if I can show you a way, will you buy from me?"* In pushing for a yes, the traditional salesperson makes his prospects feel like they are being sold, and they naturally resist. People love to buy, but they hate to be sold.

"Maybes" and "think-it-overs" waste your time. They cause you to follow-up on deals

that should have been dropped from your pipeline. They give you false hope. They prevent you from dedicating your energy to more prospecting. They are poison to your sales career. Eliminate the “think-it-overs” and you’ll blow through quotas faster than Usain Bolt in the 100-meter dash.

Instead of pushing your prospects to buy from you, tell your prospects up front that at some point they will need to make a decision. Obviously a decision to buy from you would be wonderful, but a no is also okay. As you move through the sales process, you are constantly seeking agreement on whether you should take the next step together. At the end of the process, your prospects know they are expected to make a decision one way or another by giving you a yes or no.

If they still aren’t sure at the end of the sales process, don’t back down and accept a “think-it-over.” Explain that you would love to have them as a customer, but if they aren’t comfortable saying yes, you will happily accept a no and close their file. Oh, and by the way, if they need to think about it, you are going to have to assume that, in their mind, it really isn’t a good fit and you will take that as a no. We call this “going for the no.”

Don’t be arrogant. Don’t be tough. Be sincere and nurturing, but be firm. The wrong tone will sound like sour grapes. Help your ambivalent customers bring an end to the sales process so that you can quit wasting their time and yours and find someone who is more likely to buy. The best part of “going for no” is that your prospects will never feel threatened or manipulated into doing something they don’t want to do.

When you “go for the no,” one of two things will happen. A prospect that isn’t really

interested in buying your product or service will admit it’s over, thereby freeing up your time to spend with prospects that are truly interested. Prospects that are interested but still aren’t convinced will not want you to go away. By “going for the no,” you will shake out the hidden obstacles and uncover the real issues preventing the sale. Once these concerns are out in the open you can address them and give your prospect another opportunity to make a final decision.

The fact of the matter is that while most salespeople say they would like to hear the truth, they will actually avoid the truth if they think the answer might be no. Many salespeople would rather hang on to a familiar prospect long after a deal is dead than pursue a stranger who might actually buy.

By the way, if you get a no answer, clarify whether it is a no forever or a no for now. Just because prospects aren’t qualified today doesn’t mean they won’t be qualified someday. Ask them if they want to continue to hear from you in the future. If they do, ask them what needs to change for it to make sense for you to revisit this issue with them and when it would be appropriate for you to follow up. Ask them if they would like to stay on your mailing list, so you can continue to send them relevant articles and case studies on the problems you’ve solved for other companies like theirs. Just because they aren’t ready to buy today, doesn’t mean they won’t be ready to buy someday.

Principle #12

Give yourself permission to fail

Many of the things you read in these pages or learn from my training program will be new to you. Because they are new, you are bound to fail the first few times you try

them. Don't give up. It takes time for you to become comfortable and proficient at these new skills. Once you do, look out. Your success rate will increase dramatically. But, in the meantime, give yourself permission to fail.

When I was in my 20's, I decided to take up the sport of whitewater kayaking. With no experience or knowledge, I joined a kayaking club and began taking lessons in the calm environment of my local swimming pool. Soon thereafter I could do an Eskimo roll in the pool and I was ready to hit the river.

Wow! Was I in for a surprise! I quickly learned that it's a heck of a lot easier to perform an Eskimo roll in the warm, calm water of a swimming pool than in the middle of Class 4 rapids with water temperatures in the 50's. On my first trip down the Lower Youghiogheny River, I flipped upside down in the very first rapid. As my head plunged into the icy water my brain swirled in panic and the air rushed out of my lungs. Gasping for air I struggled to swim in the turbulent water while my legs were pummeled by rocks.

By the time I dragged myself ashore, my knees and shins were bruised and bleeding. I was exhausted – and I still had another 8 miles of whitewater to go! I flipped again in the very next rapid and I began questioning my judgment for taking up the sport. I played it safe for the rest of the river, avoiding the trouble spots and even walking around a couple of the more dangerous rapids.

My first try wasn't the success I had hoped for, but I went back to the pool sessions and tried harder. I knew I had to train my body to react without thinking about the dangers. I

needed to perfect my Eskimo roll to the point where it was automatic.

My second river attempt produced the same results as the first. I flipped my kayak in the exact same spot and once again found myself gasping for breath as I tried to swim ashore. After sharing my travails with my parents and my saner friends, they encouraged me to give up the sport.

My breakthrough came on my third attempt. As I approached Cucumber Falls, I shut out my fear. Like "The Little Engine That Could," I chanted "I can do it, I can do it." Once again, I flipped my boat. But this time I controlled my panic, set up, and rolled my kayak.

From that point forward, I started to enjoy the sport. No more bloody shins. No more experiments in drowning. While I've flipped my kayak more than a hundred times in the 30 years since, I've almost never come out of my boat.

Owning a business or making a career in sales is not unlike kayaking down a river for the first time. You don't always know what's ahead of you. There will be challenges you are unprepared for and times when you are afraid, not for your life, but for your livelihood. Selling looks easy until you have to do it. Then you begin to realize it is more difficult than you imagined. As you apply the strategies presented in this manual, there will be times when you are not sure you can do it. You can. But there will be times when, despite giving it your best effort, you will fail.

Don't give up. We learn more from our failures than we do from our successes. If you're not making mistakes, you're not pushing yourself. And if you are not willing to push yourself, you won't grow as a

professional or as a person. In the early going, you are not going to be good at much of what I present in this book. Push past your discomfort. Practice. Work at it. Consider your failures as stepping-stones on the path to success.

This same principal applies to the people who work for you. As a business owner or sales manager you should never punish failure; you should only punish lack of effort. Failure is often the first step toward becoming successful. It takes hundreds of hours to master the art of selling. If you punish failure, your salespeople will give up before they have the chance to become good.

Don't allow yourself or your salespeople to go back to doing things the traditional way. Although the traditional way of selling might appear easier or feel more comfortable, it no longer works. You need to change, and change is never easy, but it's worth it.

In time, you will find yourself doing things on a sales call you never thought possible. The process you are going to learn works. Trust it. It just takes time and practice. Give yourself and your people permission to fail while you grow increasingly more adept at using our strategies and techniques.

About Larry Lewis and Client Builder Sales & Marketing LLC

Larry Lewis is the founder and president of Client Builder Sales & Marketing LLC, a company that provides practical, hands-on sales and marketing training to businesses and independent professionals.

Larry's street-smart approach to lead generation and selling has helped hundreds of sales executives, small business owners, and independent professionals increase their sales and profits with more control, greater confidence and less effort.

In 2011, Larry joined forces with the Professional Business Coaches Alliance ("PBCA") to make his training tools and resources available to a broader audience. In addition, many members of the PBCA are now licensed to provide Client Builder Sales Training to their clients.

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"Making Good Businesses Better"

Endnotes:

ⁱ Bill Brooks, *Sales Techniques* (New York: McGraw Hill, 2004) p. 16

ⁱⁱ Jeff Thull, *Mastering the Complex Sale* (Hoboken, NJ: John Wiley and Sons, 2003) p. 34

ⁱⁱⁱ Neil Rackham, *SPIN Selling* (New York: McGraw-Hill, 1988)

^{iv} Dale Carnegie, *How to Win Friends and Influence People* (New York: Pocket Books, 1936) p. 14

^v Dan Sullivan, *The D.O.S. Conversation* (Toronto: The Strategic Coach, 1994)

^{vi} Michael T. Bosworth, *Solution Selling* (New York: McGraw-Hill, 1995) pp. 35-36

^{vii} Jeff Thull, *Mastering the Complex Sale* (Hoboken, NJ: John Wiley and Sons, 2003) p. 48

^{viii} *Ibid.*

^{ix} Bill Brooks, *Sales Techniques* (New York: McGraw Hill, 2004) p. 16