

2021

Elevate Sales

HIGH PERFORMANCE SALES HABITS

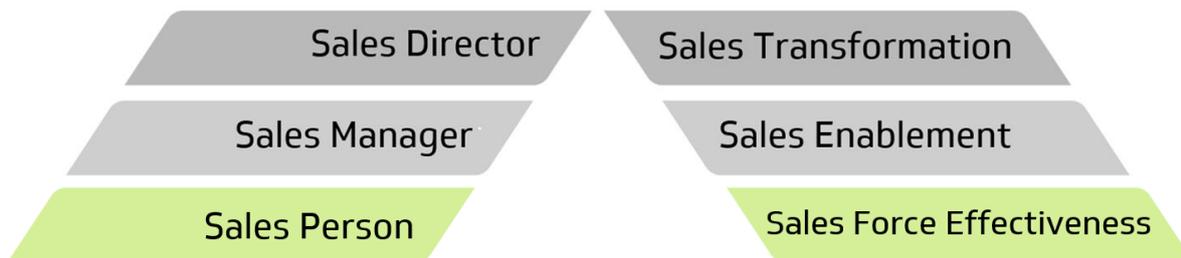
"We are what we repeatedly do. Excellence, then, is not an act, but a habit." Aristotle

SBRConsulting

SBR Consulting is a specialist sales performance consultancy.

Our aim is to elevate the practice and perception of sales within individuals and organisations and as a result create **increased revenue, enhanced professionalism & intelligent activity**.

What *Elevate Sales* means to us and our clients...



Elevate Sales



INCREASED REVENUE
ENHANCED PROFESSIONALISM
INTELLIGENT ACTIVITY

Sales Transformation

Sales Enablement

Sales Force Effectiveness



For further information on how we can help your sales culture,
email us at info@sbrconsulting.com or call 020 7653 3740

Introduction to HPSH

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Introduction to HPSH

10 Biggest Mistakes Sales People Make

Pick the ones most relevant to you

- 1. Not maximising their time in front of prospects.
- 2. Not continually prospecting and taking care of the top of the funnel.
- 3. Talking too much.
- 4. Failing to listen effectively.
- 5. Focusing on just the outputs / results rather than the inputs / activity.
- 6. Living in their 'comfort zones'.
- 7. Not controlling their self talk.
- 8. Not using a structured sales process and methodology.
- 9. Failing to plan their work and work their plan.
- 10. Failing to take full responsibility for their results.

Creating Successful Sales Habits

The Sales Habits Triangle ©



Skills	Sales Motivation	Systems

Creating Successful Sales Habits

The Sales Habits Triangle ©

Use the Habits Triangle to design the core competencies for your sales function.



“The Common Denominator of Success is forming the habit of doing the things that unsuccessful people don’t like to do.” **Albert E. Gray**

Creating Successful Sales Habits

My Thoughts

When I

Instead of

I will

Because



Four Stages of Competency & The Slight Edge Philosophy

If you always the way you've always
then you'll always as you've always
and you'll always what you've always

"Insanity: Doing the same thing over and over and expecting a different result." **Albert Einstein**

Unconscious
 I incompetence

Martin M. Broadwell first articulated the model in his "four stages of teaching" in February 1969

"The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together." **David Brailsford, British Cycling's Performance Director**

Four Stages of Competency

My Thoughts

When I

Instead of

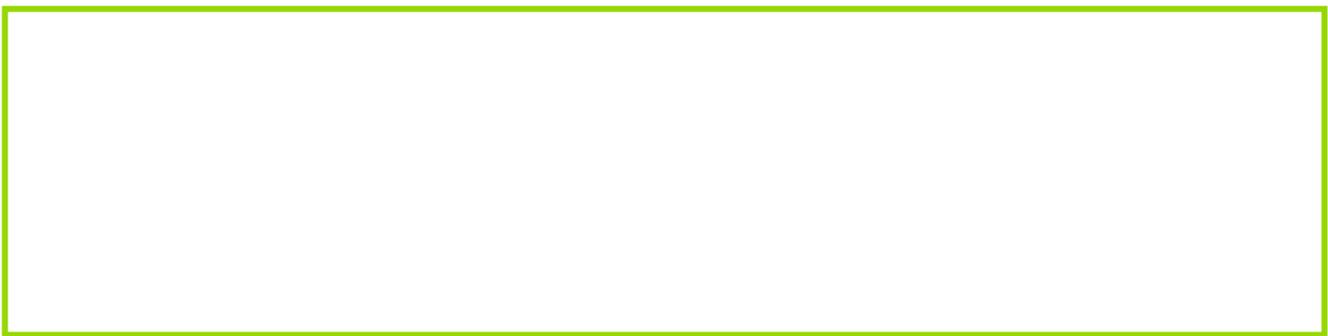
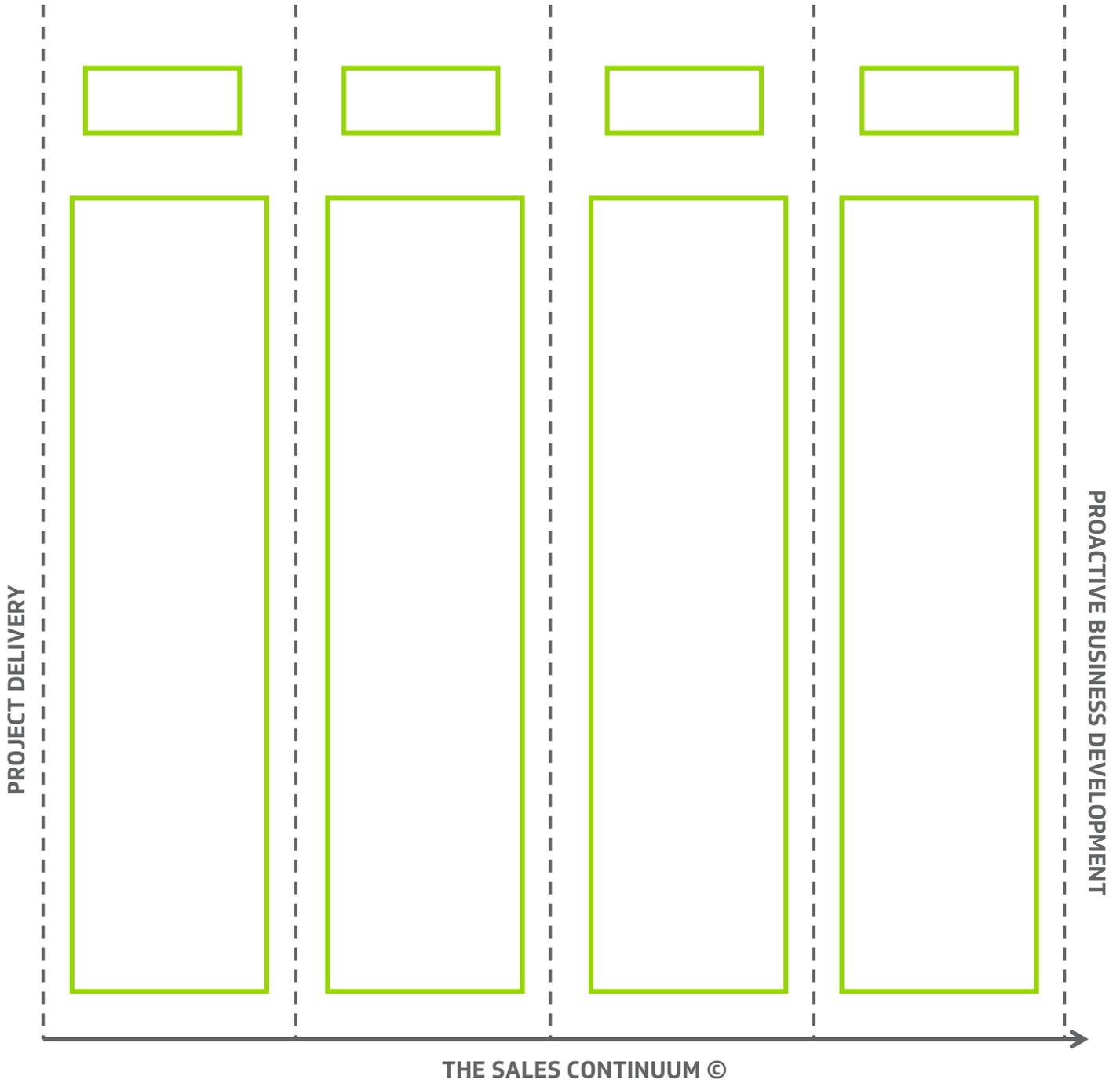
I will

Because



The Sales Continuum ©

The Sales Journey for Professional Services



The Sales Continuum ©

My Thoughts

When I

Instead of

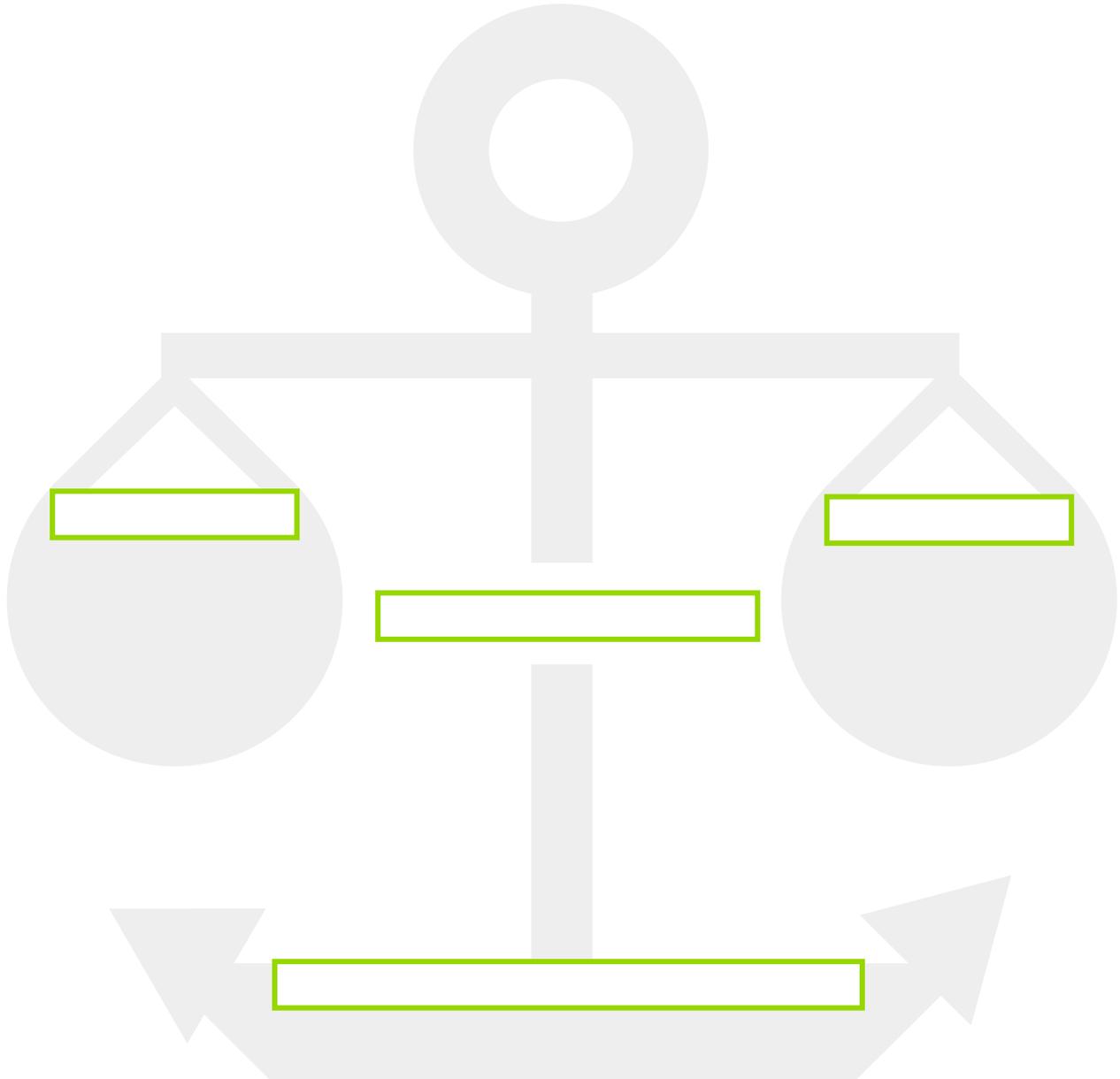
I will

Because



Formula for Success in Sales

The Anchor & Scales



Anchor =



Scales =



Formula for Success in Sales

The Anchor



Number of Meetings

Time Spent with Prospects



Quality = Average Order Value

Quantity = Number of Wins

Formula for Success in Sales

My Thoughts

When I

Instead of

I will

Because



Developing Emotional Resilience

Internal Focus for External Success

Sometimes when terms such as 'self-talk' are used, there is a scepticism which emerges. There are many misconceptions out there as to what having a 'positive attitude' and 'constructive self-talk' really means.

Training within organisations has historically been dominated by product / service knowledge and process. More and more companies are realising that the individuals who reach their potential and bring in the most business have something more than product knowledge; it is their drive, determination and goal orientation which sets them apart. In other words it is their attitude and their internal focus.

This topic refers to research conducted by Dr. Maxwell Maltz in his book "Psycho-Cybernetics" and is supported by Travis Bradbury & Jean Graves in their book "Emotional Intelligence 2.0".

Your self-talk (the thoughts you have about your feelings) can make or break your career. When you make a mistake, they either magnify the negativity or help you turn that misstep into something productive.

Negative self-talk is unrealistic, unnecessary, and self-defeating. It sends you into a downward emotional spiral that is difficult to pull out of.

All self-talk is driven by important beliefs that you hold about yourself. It plays an understated but powerful role in success because it can both spur you forward to achieve your goals and hold you back.

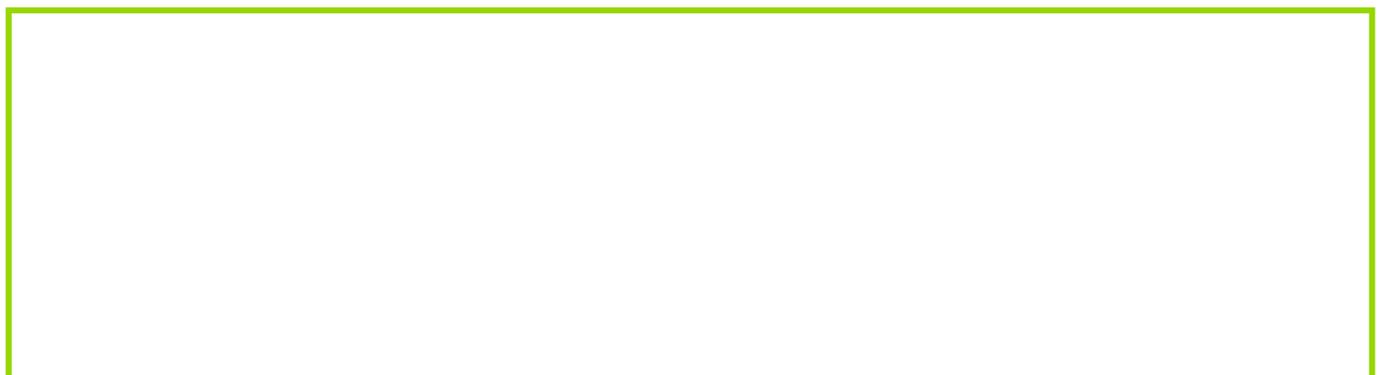
TalentSmart has tested the emotional intelligence (EQ) of more than a million people and found that 90% of top performers are high in EQ. These successful, high EQ individuals possess an important skill—the ability to recognise and control negative self-talk so that it doesn't prevent them from reaching their full potential.

These successful people earn an average of £21,500 more annually than their low EQ peers, get promoted more often, and receive higher marks on performance evaluations. The link between EQ and earnings is so direct that every point increase in EQ adds £1,300 to an annual salary.

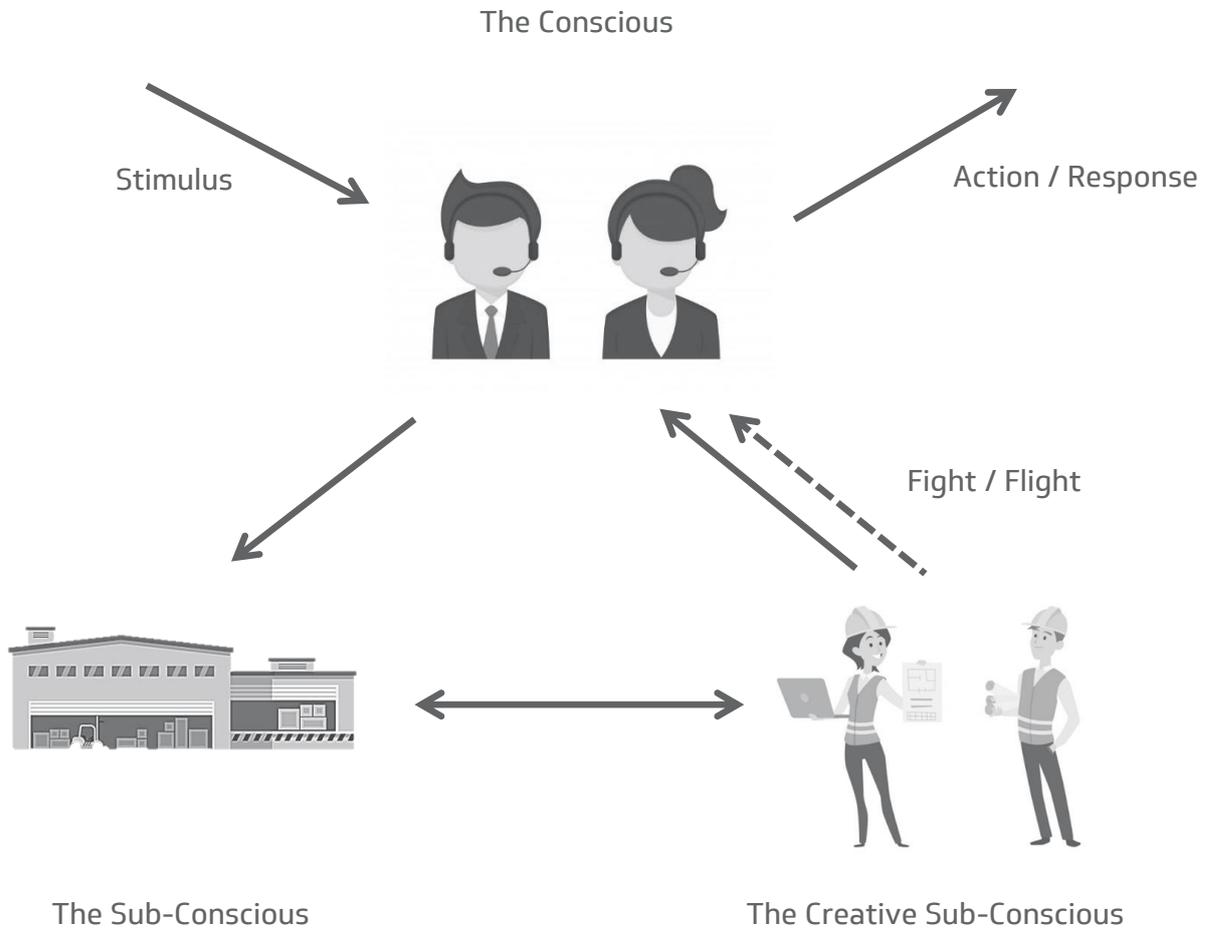
"The mind is its own place, and in itself can make a Heaven of Hell, a Hell of Heaven." **John Milton**

Conscious Mind

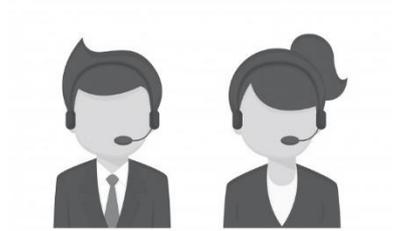
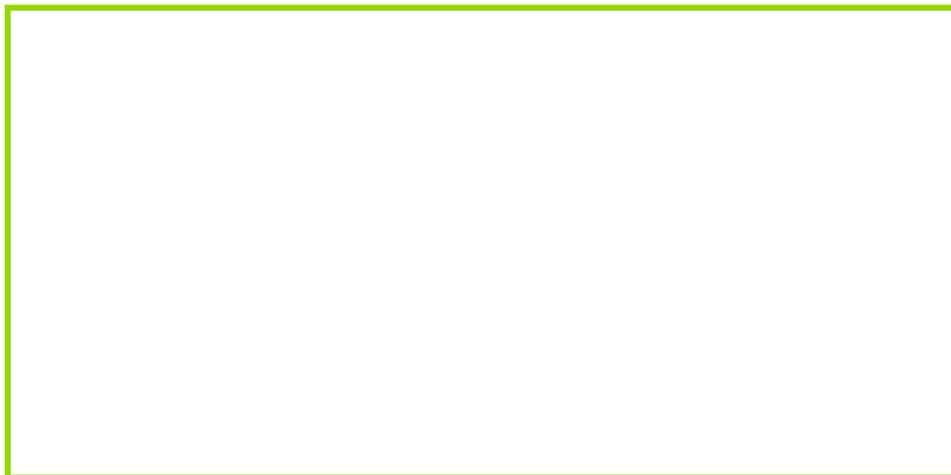
BSAINXLEATNTEARS



Understanding Your Mind



The Conscious: The Reception



Developing Emotional Resilience

Internal Focus for External Success

The Sub-Conscious: The Warehouse



The Creative Sub-Conscious:

G

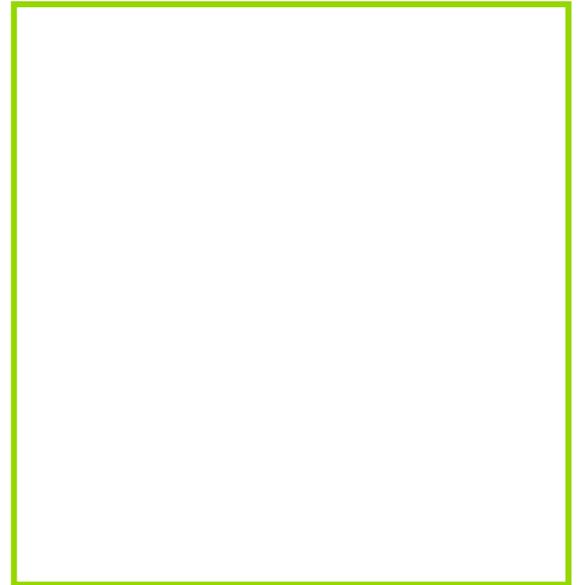
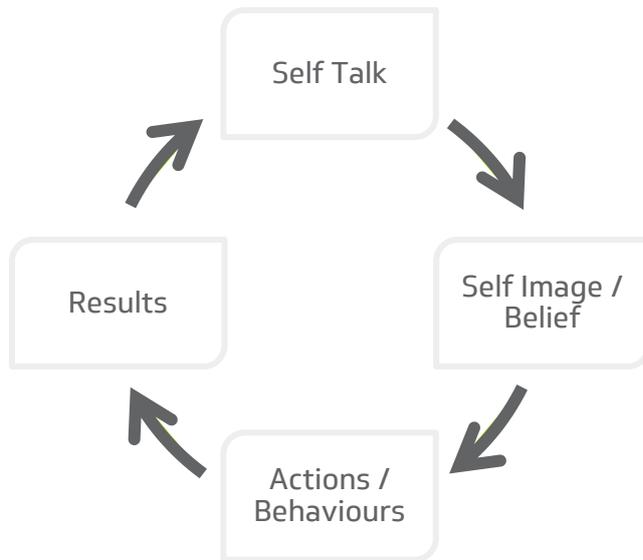
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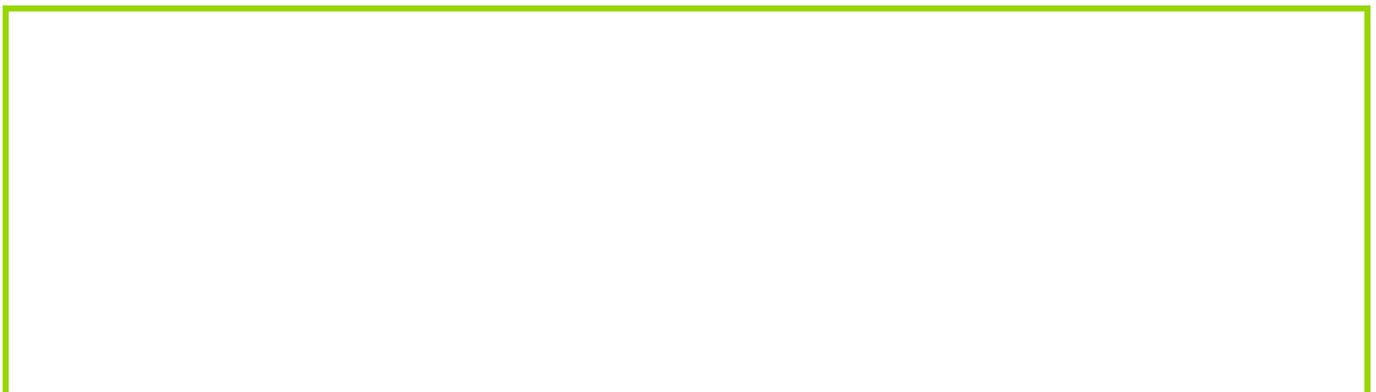
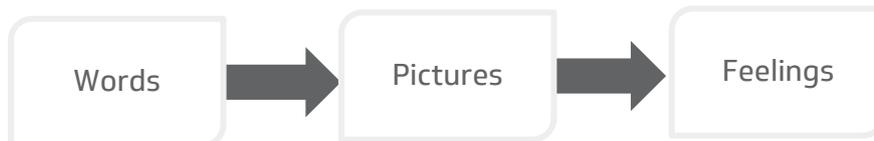
Managing our G.A.P.

The Self-Confidence Cycle



‘The “self-image” is the key to human personality and human behaviour. Change the self image and you change the personality, and the behaviour.’ **Dr Maxwell Maltz, 1899-1975**

Understanding Affirmations



‘Nothing is good nor bad but thinking makes it so.’ **Hamlet by William Shakespeare**

Developing Emotional Resilience

Managing Self: Exercise

You	-5.....0.....+5	<input type="text"/>
Your offering	-5.....0.....+5	<input type="text"/>
Your company	-5.....0.....+5	<input type="text"/>
Your market	-5.....0.....+5	<input type="text"/>

Q: Where would you rate your belief/expectation in each area?

Q: What are any limiting beliefs/expectations that you have – possible rationalisations?

Q: Have they developed from experience or perception?

Q: How could you approach things differently and how can you coach yourself?

Developing Emotional Resilience

Internal Focus for External Success

Examples of Rationalisations for Salespeople	Example of Good Self-Talk
<p>“It’s not me, it’s the market.”</p> <p>“I could have hit my goals, if I’d have really wanted to.”</p> <p>“People just don’t want to make decisions at the moment.”</p> <p>“I don’t need to get new clients, I just need to farm my existing ones.”</p> <p>“I don’t need to write my goals down, I’ve got them in my head.”</p> <p>“Why should I work hard, others don’t and they do OK.”</p> <p>“I don’t want to exceed my targets by too much. My manager will only increase my targets for next month.”</p>	Empty space for Good Self-Talk

Monthly Rationalisations	
January	Budgets were allocated in December, snow meant I couldn’t travel to the office / meetings.
February	Shorter month plus school half terms.
March	End of tax year so no spare budget, union strikes meant I couldn’t travel to meetings.
April - May	Impacted by Easter, Royal Wedding, Volcanic Ash meant I couldn’t travel to meetings.
June	I can’t get hold of anyone, they must all be watching the World Cup!
July – August	Summer holidays and everyone’s watching the Olympics!
September	First normal month (though everyone’s busy catching up after the summer break!)
October	School half-term, peak business travel month so no one’s in the office.
November	The second normal month (Halloween, Guy Fawkes) ...everyone’s deep in budgets!
December	Christmas holidays, half month and people in party mode.

Developing Emotional Resilience

Internal Focus for External Success

Examples of Rationalisations for Consultants / Professional Services	Example of Good Self-Talk
<p><i>"I never wanted to be in sales anyway."</i></p> <p><i>"I do not want to be seen to be always asking for business."</i></p> <p><i>"Business Development is someone else's role, not mine."</i></p> <p><i>"I am better when I just focus on delivering."</i></p> <p><i>"If I win more work then I'll have to deliver it and I'm already too busy!"</i></p> <p><i>"I don't want to ask too many questions as they might think I'm not an expert."</i></p> <p>and finally...</p> <p><i>"I don't have the time for business development."</i></p>	

Monthly Rationalisations

January	Budgets were allocated in December, snow meant I couldn't travel to the office / meetings.
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Developing Emotional Resilience

Internal Focus for External Success

My Affirmations



Me As I Am



Me As I Want to Be

Gaining Leverage Through Adjusting Self-Talk

'I can't do that.'

'I just don't have enough time.'

'I'm very stressed out.'

'I think I can do that - I just don't know how, yet.'

'I prioritise what's important to achieve my goals.'

'Wow! I am really in demand!'

Formula for Properly Constructed Affirmations

First-person, "I."

Present tense, "I am" or, "I am becoming."

Use powerful words that convey pictures or emotions, "I am extremely good at..."

Logical explanation as to why or how, "Because when I... / Instead of... / I will.... / Because..."

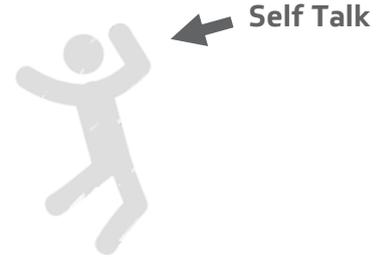
Developing Emotional Resilience

Internal Focus for External Success

My Affirmations



Me As I Am



Me As I Want to Be

Gaining Leverage Through Adjusting Self-Talk

"This is tough."

"I can't control this situation."

"I can't figure this out."

"This is challenging."

"I can't do this."

*"This is **tough**. But so am I."*

*"I may not be able to control this situation. But I am **in charge** of how I respond."*

"I haven't figured this out... yet."

"The challenge is here to teach me something."

*"All I need to do is take it one step at a time. **Breathe. And do the next right thing.**"*

Formula for Properly Constructed Affirmations

First-person, "I."

Present tense, "I am" or, "I am becoming."

Use powerful words that convey pictures or emotions, "I am extremely good at..."

Logical explanation as to why or how, "Because when I... / Instead of... / I will.... / Because..."

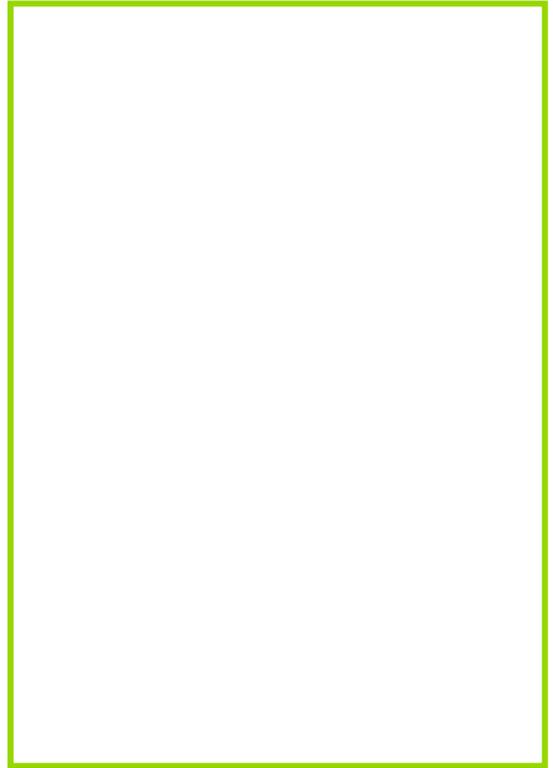
Developing Emotional Resilience

Internal Focus for External Success

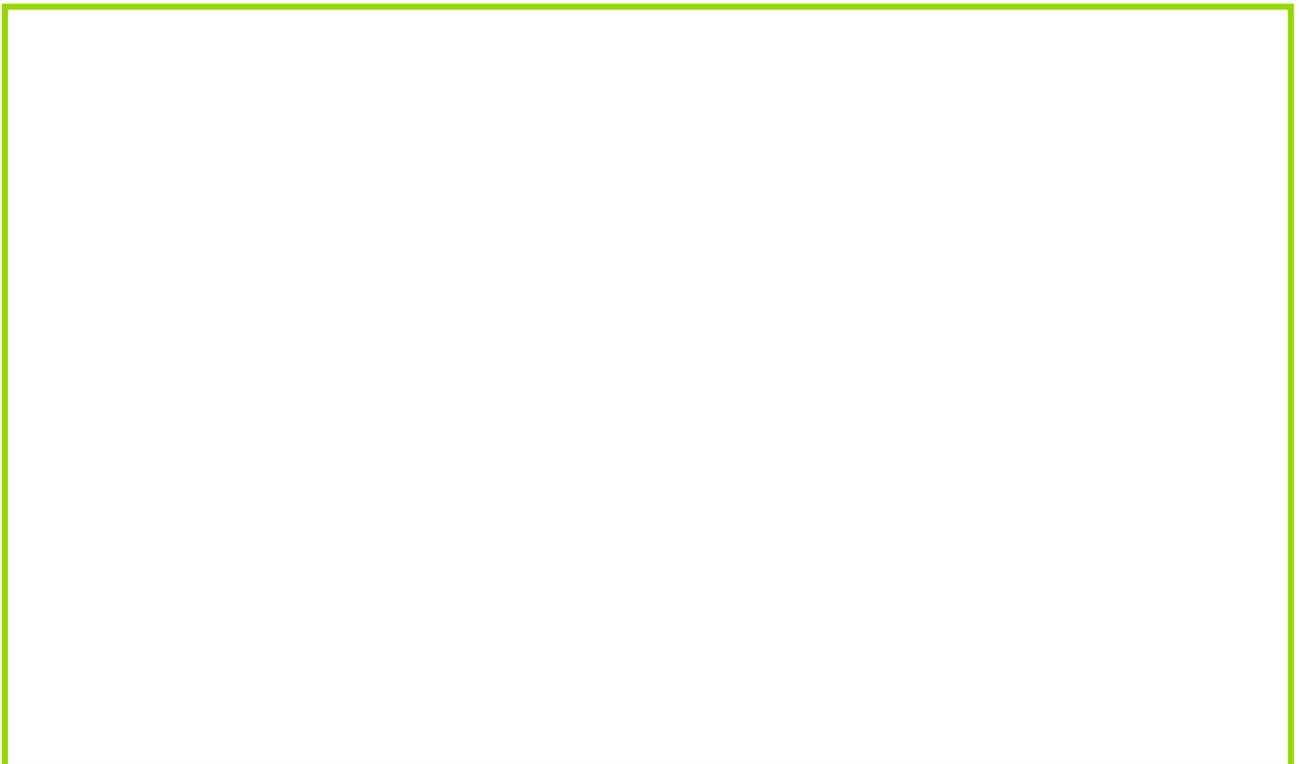
My Potential BD Rationalisations



More Productive Self-Talk



6 Recommendations for Developing Emotional Resilience



Developing Emotional Resilience

My Thoughts

When I

Instead of

I will

Because



Your Critical Success Factors

It's Tough to Manage What You Don't Measure!

On average salespeople spent just % of their time actively selling to customers.

Salespeople think they spend as much time selling to customers than they actually do!

Source: Alexander Proudfoot – International Study of Sales Effectiveness.

D

M

A

I

C

Your Critical Success Factors

CSFs

Why do people often hate KPIs?

What system do you use to collect and analyse sales activity? How do you use that information?

How do you currently link activities to revenue?

“Nothing is more terrible than activity without insight.” **Thomas Carlyle, 1795 -1881**

Your Critical Success Factors

CSFs

Draw Your Sales Funnel

A funnel diagram template consisting of five horizontal rectangular bars stacked vertically. Each bar is outlined in a light green color. The bars decrease in width from top to bottom, creating a funnel shape. The top bar is the widest, and the bottom bar is the narrowest. The bars are centered horizontally on the page.

Existing Clients

New Clients

Cross Selling Clients

A large empty rectangular box with a light green border, intended for drawing or writing content related to Existing Clients.

A large empty rectangular box with a light green border, intended for drawing or writing content related to New Clients.

A large empty rectangular box with a light green border, intended for drawing or writing content related to Cross Selling Clients.

Your Critical Success Factors

The Slight Edge in Action

	Company Average	Person A	Person B	Person C	Person D
Effective Conversations	48	60	12	48	48
	<input type="text"/>				
Meetings	12	20	6	16	24
	<input type="text"/>				
Proposals	6	10	4	8	6
	<input type="text"/>				
Customer Wins	2	5	1	2	2
	<input type="text"/>				
Total	£15,000	£10,000	£25,000	£15,000	£16,000

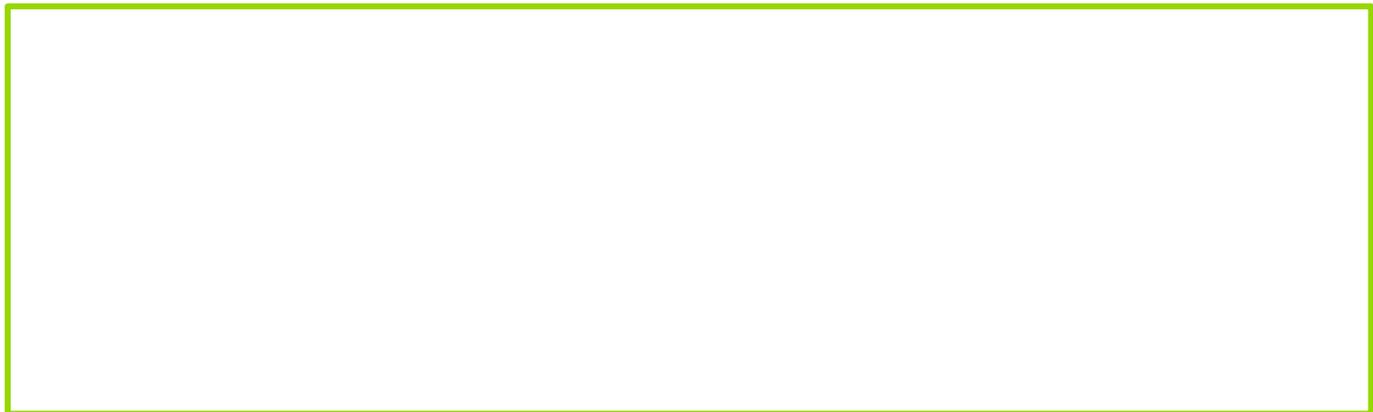
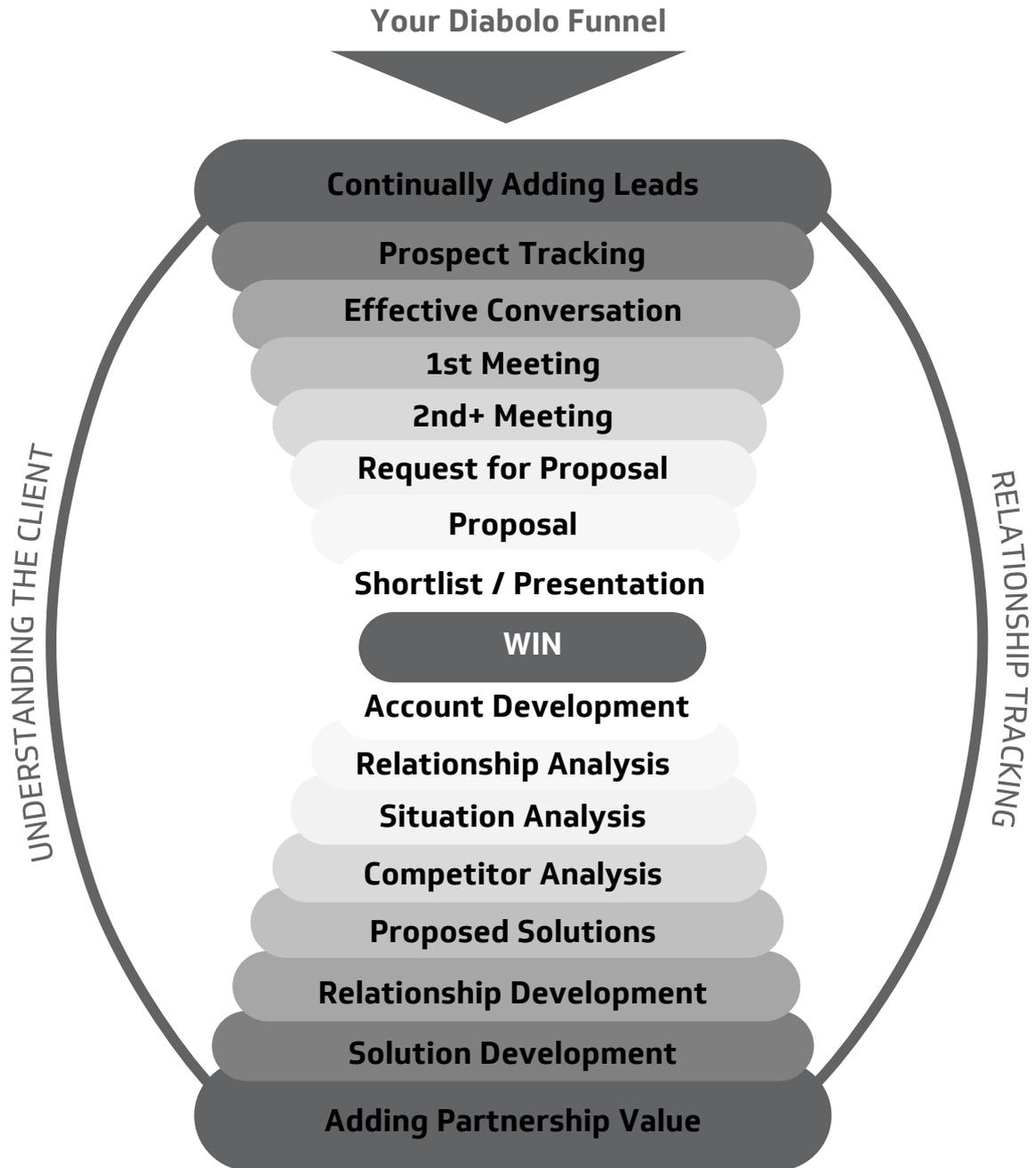
Your Critical Success Factors

The Slight Edge in Action

	Company Average	10%	How to improve by 10%
Effective Conversations	48		
Meetings	12		
Proposals	6		
Customer Win	2		
Total	£15,000		

Your Critical Success Factors

Your Diabolo Sales Funnel



Your Critical Success Factors

My Thoughts

When I

Instead of

I will

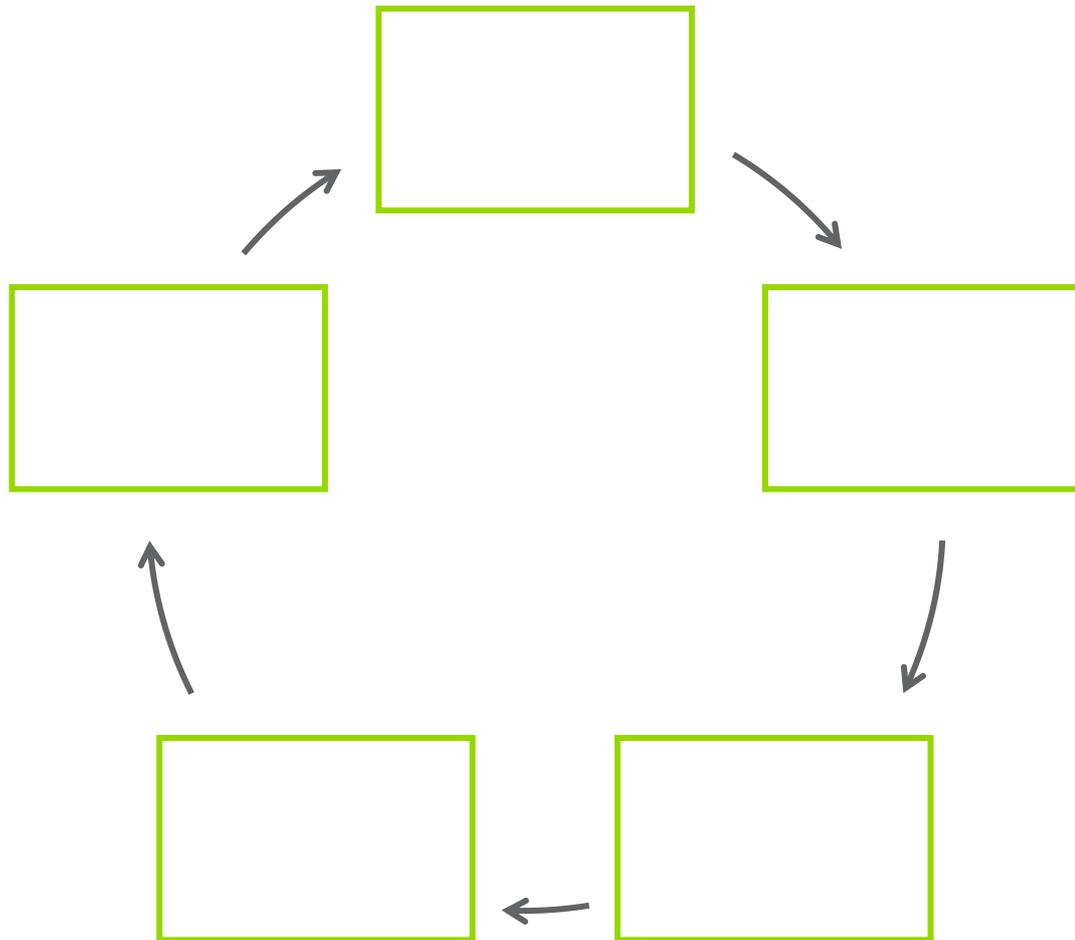
Because



Buying Cycle

Structuring a Consultative Sales Meeting

Understanding the Buying Cycle



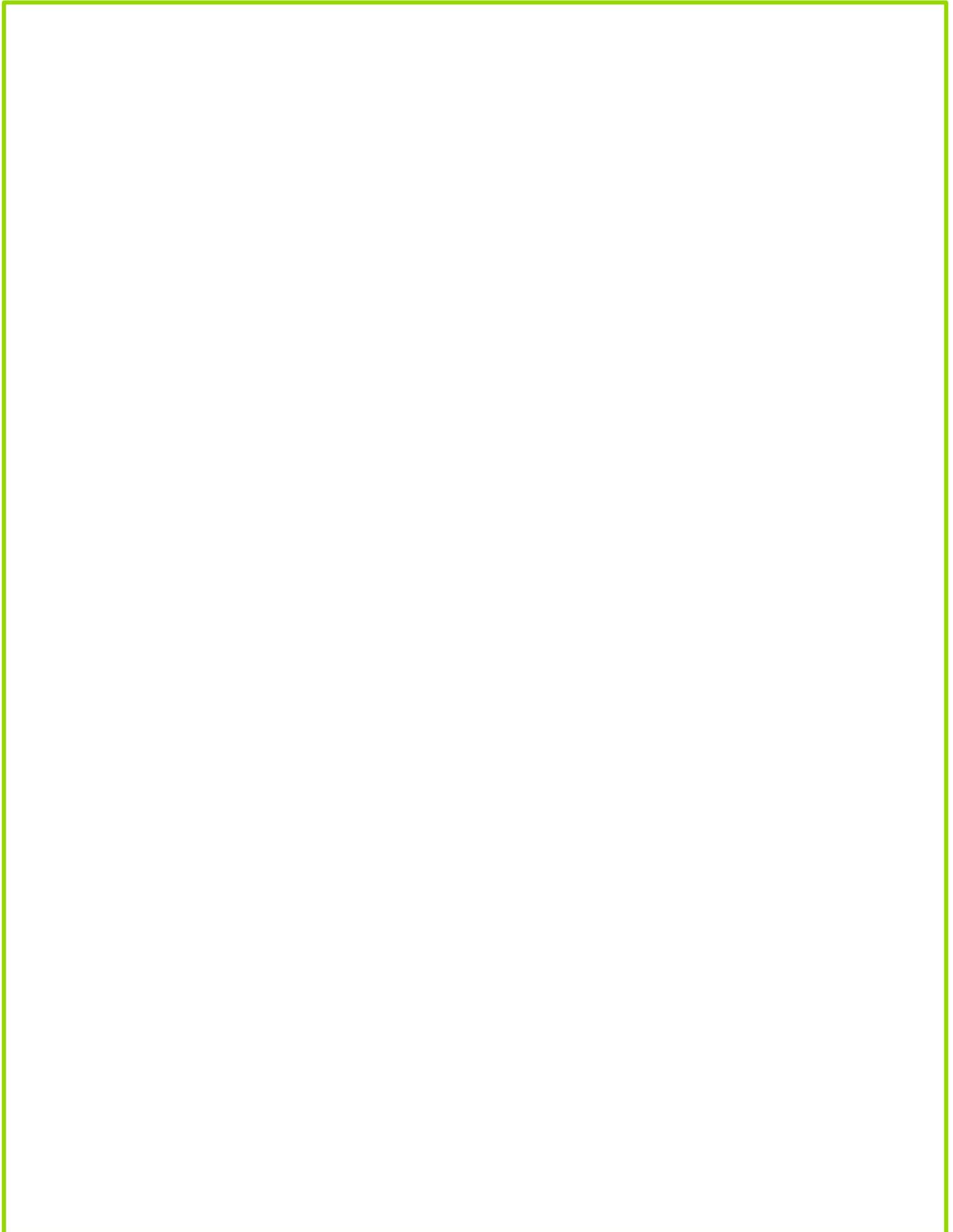
“If you have not deliberately formed the habit of prospecting for needs, regardless of wants, then unconsciously you have formed the habit of limiting your prospecting to people who want what you are selling and therein lies the one and only real reason for lack of prospects.”

Albert E.N. Gray, The Common Denominator of Success

Buying Cycle

Structuring a Consultative Sales Meeting

Think of your own opportunity, what could have been your slight edges?



Introduction to QUIS Selling™

Structuring a Consultative Sales Meeting

QUIS Selling™ is a consultative sales technique that is designed to be used in most sales meetings held / calls made:

Q – Question.

U – Understand.

I – Influence.

S – Solidify

It is vital to keep the 4 stages in the back of your mind as you hold effective sales meetings. Many salespeople unfortunately forget about the first two stages and go straight into the 'Influencing' stage, believing that this is what good salespeople do. This could not be further from the truth. If the tables are turned and you have a salesperson visiting you, even though you may ask them to tell you, "What they do," you really do not build trust and have faith in them until they have listened and understood your situation. It is for this reason that High Performers make sure that 'Questioning' and 'Understanding' take place first.

The objective, therefore, is to practice and become a great communicator through asking the right questions and listening intently to the answers to show you care. This however, is only part of becoming a successful winner of business. We must (and for many this does not come naturally either) learn to have the confidence to 'Influence' and then 'Solidify the Sale'. It is quite rare to find someone who actually asks people for their business and helps work out a way to start working together. We believe this is because people have a picture of a stereotypical salesperson going in for the kill and selling someone something that they do not want or need. Again, if you have gone through the first two stages (Question and Understand), then talking about how best to work together (Influence and Solidify) is a very different conversation to the picture described above.

To become a Professional Salesperson, we have to learn to be experts at all 4 stages, even if a couple do not come naturally at first. As with everything, the only way to make sure this happens is by practice and there is no short cut. We have broken QUIS Selling™ down into 14 stages to help create a conscious competency. 10 of the stages make up the sales meeting journey and 4 of the stages fit alongside, on top and in between the others and are so important because they will set you apart from your competition.

Introduction to QUIS Selling™
Structuring a Consultative Sales Meeting

Q

U

I

S

Introduction to QUIS Selling™

Structuring a Consultative Sales Meeting

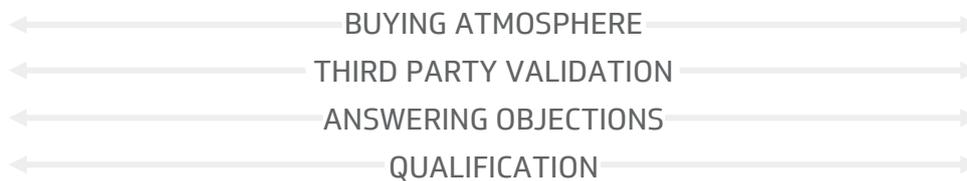
QUIS Selling™ is designed to be used as the structure for all meetings.

The difference on how to use QUIS effectively becomes the emphasis you place on each section, depending on:

- A. the type of sale.
- B. the solution.

Number of meetings to close	4+	↑	↑
	4.	QUIS	QUIS
	3.	QUIS	QUIS
	2.	QUIS	QUIS
	1.	QUIS	
		The sale / finish	

QUIS Selling™ - The 10:4 Model



PRE-APPROACH	APPROACH	CRITICAL KICK OFF	CLARIFICATION	SHAPE	CONFIRM	WHY US	SOLUTION	CLOSE	FOLLOW UP
1	2	3	4	5	6	7	8	9	10

Buying Atmosphere

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Definition: Buying Atmosphere

People love to buy but hate to feel sold. It is essential that at all times during a sales meeting the prospect feels that they are in control and are not being pushed into making a decision that is not their choice. By understanding how and when to create a Buying Atmosphere, you will find that the prospect is much more open and communicative.

There are key points during the sales meeting when a prospect unconsciously expects to be 'sold to' and so their guard comes up. It is vital to be aware of these and to make slight adjustments in how you deliver to them.

Knowledge vs Buying vs Selling



Third Party Validation

QUIS Selling™

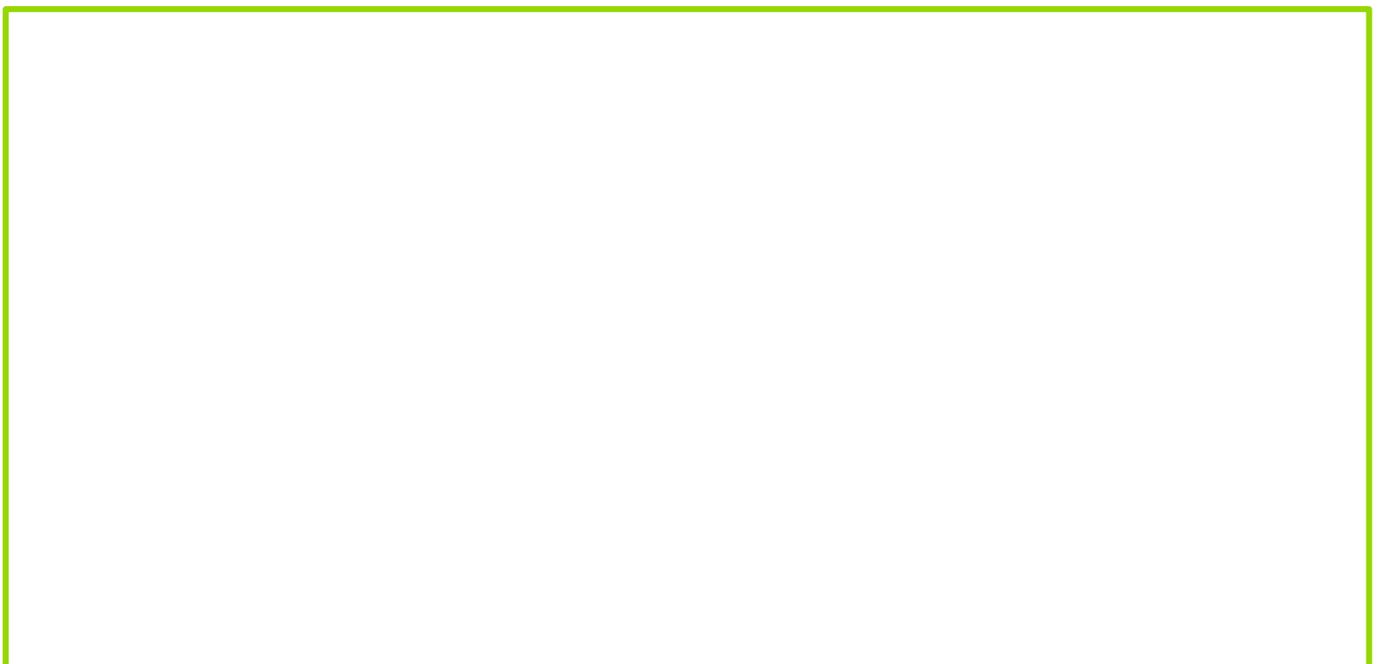
Buying Atmosphere									
Third Party Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Definition: Third Party Validation (TPV)

Nothing gives you more credibility than having relevant examples that you can use to show that you and your organisation have experience. They can be anything from testimonials through to sharing examples about where you have seen this situation before and how you have solved it.

Understanding more about when and how to use TPV will help you close more business and close it faster, as the prospect will feel a lot more comfortable choosing you and your solution above the competition.

Categories of Third Party Validation



Third Party Validation – Reference Story

What is a reference story? A verbal case study that is:

- Focused on customers business issue not your solution.
- Includes measurable results.
- Clear, Concise and Compelling
- Factual / true.

Who – title and industry

Business Issue they were dealing with

Cause of business issue

What we did (non-specific)

Outcome (specific)

Answering Objections

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Answering Objections - Definition

Most of the time when people give objections they are not saying, “No, we do not want it”. In fact it is often the opposite, people express their concerns/ issues as they are not sold yet and want more information. People also want to be able to defend their decisions to others and so need to be armed with answers to prove they have done their due diligence.

In our experience there are 3 types of objections which we will explore in this module. A professional salesperson knows how to deal with each of these types of objection and knows the methods to ensure they deal with them in a professional way while keeping the prospect with an open mind.

What are the main objections you hear more than others?

Answering Objections

QUIS Selling™

Three Types of Objections

1.
2.
3.

Your Approach to Dealing with an Objection

Why do we qualify?

What do we qualify?

When do we qualify?

How to we qualify?

When I

Instead of

I will

Because



Pre-Approach

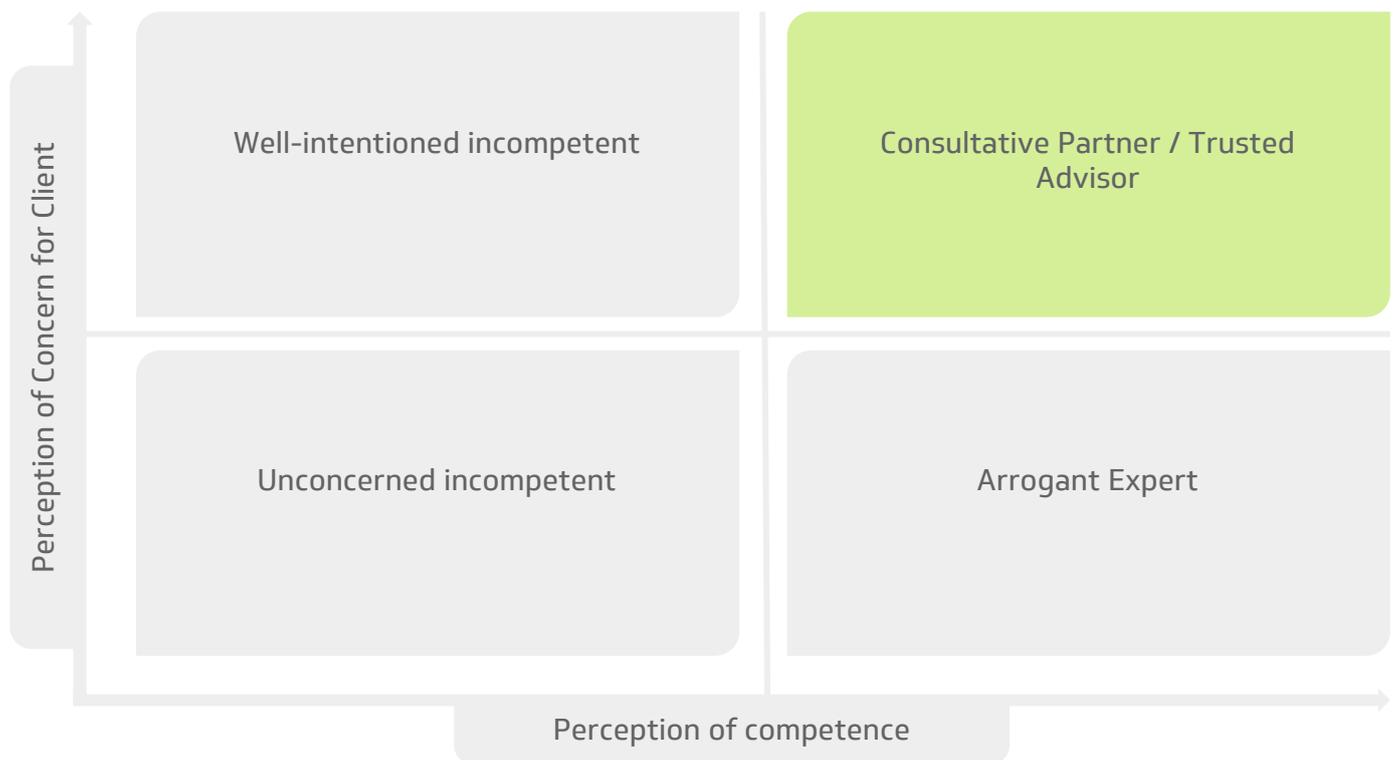
QUIS Selling™

Definition: Pre-Approach

Preparation before any meeting is essential. It is often only through stepping back and thinking that we can uncover the 'slight edges' which determine whether or not a meeting is successful.

The questions that high performers plan ahead of a meeting ensures that they are going in prepared with the best possible chance of establishing rapport, credibility and positively impacting your prospect or client.

This is a vital area of performance. It is important to get the balance right as either extreme i.e. too little or too much preparation is unlikely to be productive.



There are 3 parts to Pre-Approach:

1. Knowledge About the Customer.
2. Understanding of Your Potential Value Add.
3. Knowledge About Your Objectives.

Pre-Approach

QUIS Selling™

Pre-Approach, part 1: Knowledge About the Customer.

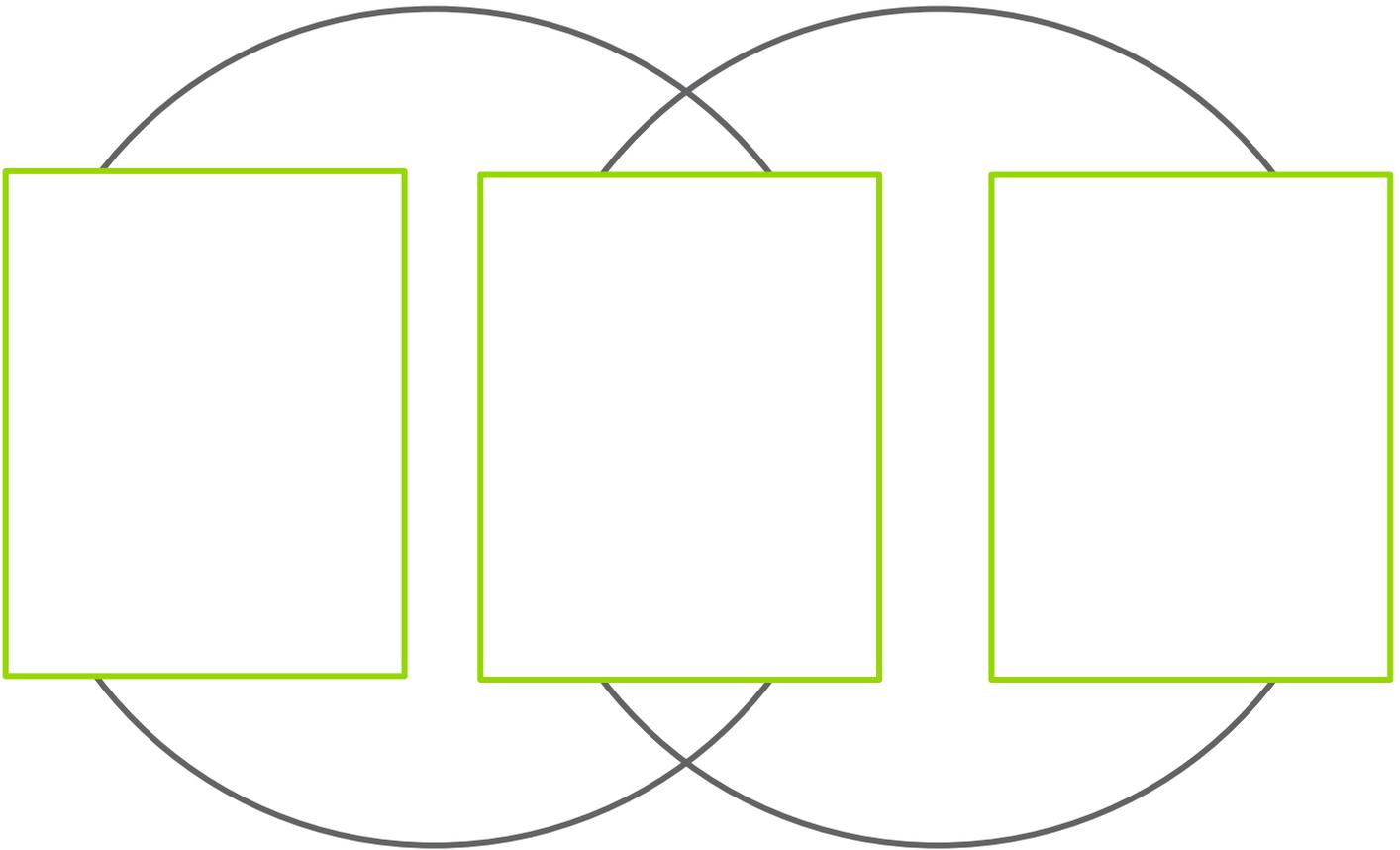
What info do we need	Where do we get it	How do we use it?
<p>People</p> <div data-bbox="129 443 576 869"></div>		
<p>Industry</p> <div data-bbox="129 958 576 1384"></div>		
<p>Market</p> <div data-bbox="129 1473 576 1897"></div>		

Pre-Approach

QUIS Selling™

Are vendor salespeople frequently prepared for your meetings in the following ways?



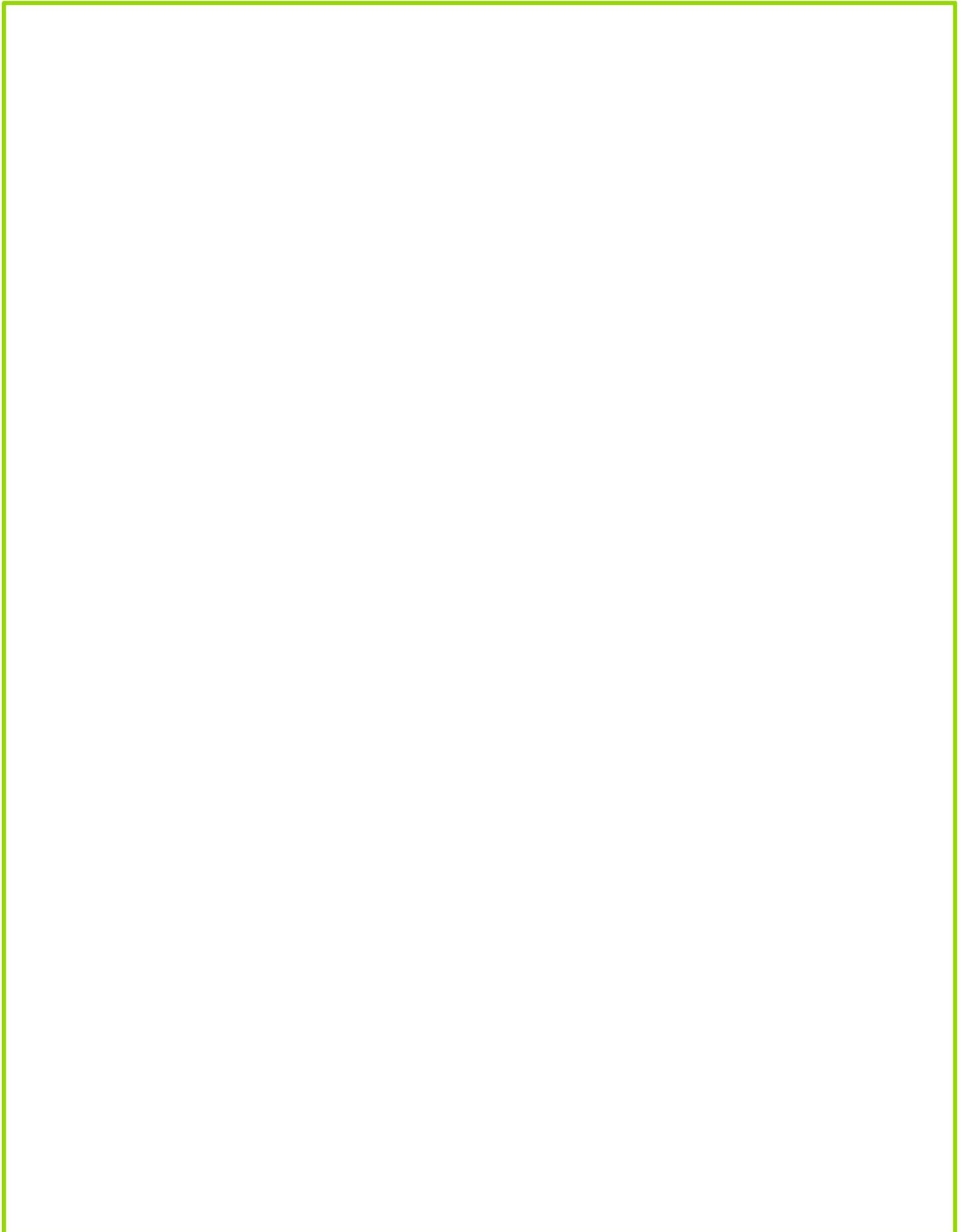


Pre-Approach, part 2: Understanding of Your Potential Value Add.

List all your unique selling points & your unique value propositions.

Features	Advantages	(Potential) Benefits
We have...	Which means...	So that you can achieve your objective of....

Pre-Approach, part 3: Knowledge About Your Objectives



Approach

QUIS Selling™

	Buying Atmosphere								
	Third Person Validation								
	Answering Objections								
	Qualification								
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Definition: Approach

Our definition of the approach is: from the moment you arrive at the customer site, meet the individual(s), make the journey to the meeting room, to the actual start of the commercial conversation.

It has been said that you do not get a second chance to make a first impression. As so much of a salesperson's world is about establishing strong relationships, this is a vital section to review but is often overlooked. It is about developing the skill of 'tuning in' to your prospect.

What do we need to be tuning in to:

1.

2.

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Approach

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Environment

First Impressions Count

Definition: Question for Understanding

The whole goal of this stage of QUIS Selling™ is to get the prospect to talk about their issues so that you understand their perception of their situation. You can then use this at a later point when it comes to providing a solution. More importantly, it enables the prospect to truly understand their situation and why they need your help, if at all.

People like to talk and in general if you allow your prospect to talk enough they will tell you exactly how to sell to them. The challenges are threefold:

1. How to get someone to start talking if they are not naturally going to.
2. If they do talk, how to make sure it is about the relevant areas.
3. How to prevent yourself from interrupting and providing solutions, suggestions too early.

This section is the one we spend the longest on as we teach how to open up a meeting, covering all major points as quickly as possible and then how to “hand the talking baton” over to the prospect.

Questioning methods such as ‘Cluster Questions’, ‘Expanding Questions’ and ‘Lightbulb Questions’ are essential to aid the parties thought process.

Effective questioning takes in to account;

- **What** to ask
- **When** to ask
- **How** to ask
- **Who** to ask

“McKinsey didn’t pontificate. He was much more conversational. One of the standard techniques that he outlined to us in staff meetings was that you ask questions, you don’t start by giving answers. He (McKinsey) said that in the first place you can appear a lot smarter if you ask questions than if you give answers, but more than that if you really are trying to help the other person until you really know the nature of the problem you better not try to help.”

William B. Wolf: Management and Consulting an Introduction to James O. McKinsey

What is the number one complaint about salespeople?

Why is this the case?

The main benefits of letting the client do the talking:

1. This creates a better customer experience by ensuring there is a buying atmosphere and not a push / sales atmosphere.
2. It allows us to fully qualify the opportunity through understanding their objectives, situation and challenges – relates back to NTABO.
3. We can play back the clients own words (UCOW), providing credibility.
4. It allows us to uncover any objections and concerns the clients may have about proceeding – reference objection handling.
5. You can bring to life your offering and make it relevant to the client.
6. “The cone of experience”.

Critical Kick Off

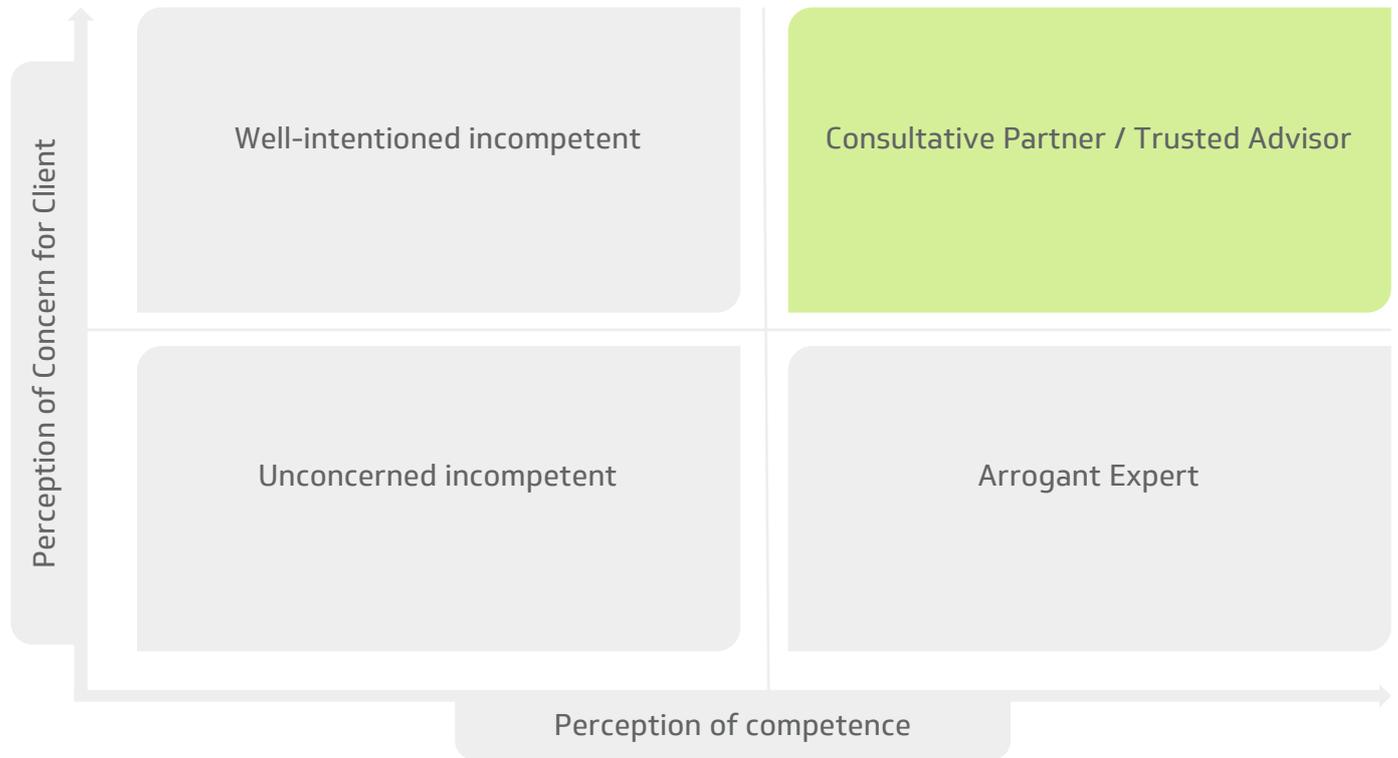
QUIS Selling™



What Sales Winners Do Differently (2016) HBR research.

Winners from second-place finishers, considering 42 factors. The top 3 factors that most separated winners from second-place finishers were:

1. Educated me with new ideas and perspectives.
2. Collaborated with me.
3. Persuaded me we would achieve results.



“One guy said that he had a profound insight and came to us in a way that it felt like he was going to impose it on us, rather than run it by us and think it through with us. He’s an annoying human being. As a consequence regardless of how smart he is, he’s not someone that we want to work with because its not fun and it’s all about him rather than about us.”

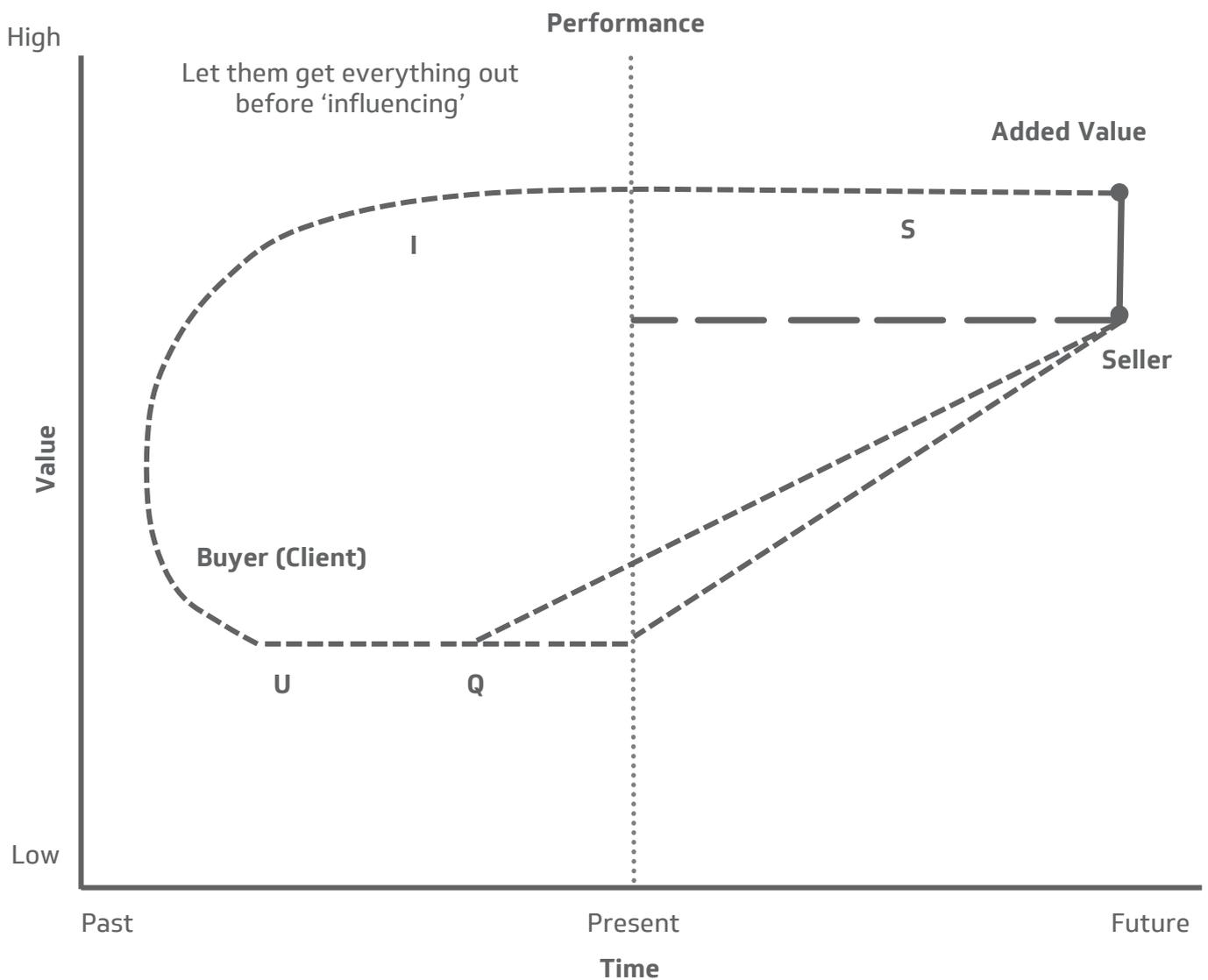
Leonard Schlesinger, Professor Harvard Business School and former COO Limited Brands

Critical Kick Off

QUIS Selling™

The first point of contact: What is the main focus of most sales people?

What is the main focus of most prospects?



“Most people do not listen with the intent to understand; they listen with the intent to reply.”
Stephen R. Covey, 1932 – 2012

Critical Kick Off

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Opening the Meeting – 5 Steps

1. Set the scene

Clarify timescales and peer to peer environment.

2. State role / potential value

Value defined by the audience so position what you can in terms of their hired / measured / fired

3. Agree Agenda – THEM / US / WE

- Must be mutual! Transfer ownership, don't impose your agenda on others
- Show you are prepared: Their job is not to educate you about the basics of the business or how to repeat everything that has been covered in previous conversations. Validate what you think you know.

4. Establish a buying atmosphere and conceptual agreement

- Yes is fine, a no is fine, but a maybe will kill you. Set up the fact that they will be direct with you and vice-versa. Get “conceptual agreement” to discuss next steps at the end. Great closers set commitment up at the start of the conversation and then continually through the conversation

5. Pass the talking baton – QQQA

Use “cluster questions” to get them talking about what is more important to them. Remember “open” questions at the start of the conversations can feel like pressure.

Critical Kick Off
QUIS Selling™

What would your words be?

Clarification

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
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Active Listening

It is important that we frame questions...

Understanding the client perception of need and value.

Issue – Expanding on their thinking. Logical.

What is causing the issue?

How Long?

Already tried & results?

Options?

Consequence – Explore their thinking. Emotional.

What is it costing?

Is do nothing an option?

Who else is it impacting & how?

Value – Explore their thinking. Emotional.

Business

Personal

Clarification

Exercise

Scenario

You have a meeting set up with a prospective new customer.

Prospect role and task

- Ahead of the conversation the observer and customer have 5 minutes to brainstorm and decide the issues, consequences and value that are relevant to them before starting the roleplay.
- In response to the opener the prospect gives a partial response to the representative of the selling organisation that they will need to clarify and then expand/explore.

NB As long as the prospect feels comfortable with the approach (i.e., questions are well framed) provide more detail about the issue, consequences and value of dealing with it. Don't give everything away at the start wait for the salesperson to question to reveal the full detail. If you begin to feel pushed – push back either by becoming vague or negative.

Shape

QUIS Selling™

Understanding the client perception of timeline, authority, budget and obstacles.

Timeline
When?
Milestones



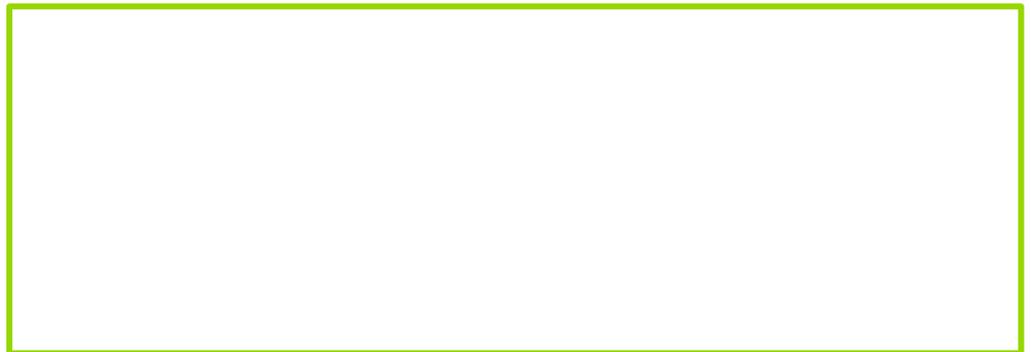
Authority
Process
People
Criteria



Budget
Amount?
How is it being funded?



Obstacles
To not going ahead?



Shape

QUIS Selling™

Buying Atmosphere										
Third Person Validation										
Answering Objections										
Qualification										
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up	
1	2	3	4	5	6	7	8	9	10	

Definition: Lightbulb Questioning

Galileo once said, “You cannot teach a man anything, you can only help him to discover it within himself”. This built on and supported Socrates’ approach to teaching, that the best way to truly challenge someone’s thinking is to ask questions rather than to tell them how they should think.

We believe strongly that the right question can lead to a ‘lightbulb moment’. This is where the prospect truly understands the reality of their situation, where previously they may have been at the ‘Satisfied’ stage of the Buying Cycle, or at the stage where a challenge / opportunity was not yet high enough on their agenda to warrant immediate action.

As experts in what we sell, we may be able to see opportunities, challenges and perspectives that our prospects cannot. Therefore once we understand their current perception of reality we can employ this hugely powerful technique. N.B. you can only do this effectively once you have earned the right by listening...

It is important we know for what we are listening for, but whilst recognising just because the customer perceives it to be true it doesn’t mean it is.

If our experience tells us that there is something missing or a there is a perspective that is not being considered we should be prepared to challenge the client, in the form of questioning that creates realisation. We are not saying ‘you are wrong’, we are saying ‘I’m curious . . . “. This feeds into the trusted advisor status which helps them see obstacles and pitfalls that they are potentially not aware of.

“If I had asked people what they wanted, they would have said faster horses.”

Henry Ford (1863 – 1947)

Link from Expanding Questions to Lightbulb Questioning

By asking permission you are getting their buy in to position yourself as a trusted advisor and partner and maintaining a buying atmosphere.

“Thanks for taking the time to go through that. It’s really helpful to understand your situation as you have described it. There are a couple of things it would be good to drill down on based on what you have said. Would you mind if I asked a couple of further questions?”

Shape

QUIS Selling™

Ask what they are doing regarding issues that they haven't yet mentioned and that your proposition answers to generate **interest** and **direct** thinking to your offerings.

"How satisfied are you with...?"

"How comfortable are you with....?"

"How are you responding to...?"

Develop the client's perception of the significance of the challenge / opportunity by exploring possible consequences that they haven't mentioned yet and therefore may not have considered...

"How is the CFO reacting to the probable impact on...?"

"Has 'x' ever resulted in / led to / caused...?"

Help the prospect to recognise potential additional value of dealing with a challenge/opportunity that they haven't mentioned and may not realise.

"What would it mean to the business if you could...?"

"How would the (e.g. CEO / CTO / CIO) feel if you were able to...?"

Make the benefit tangible with them if they haven't done so already.

"When you sat down internally to work out how much is costing you/how much you hope that will you will make by doingwhat figure did you come up with?"

Shape

Timeline and Authority (Exercise)

Separate into groups of 3

Task: To uncover the 'real deal' re: timelines (and what is driving them), key milestones, decision making process, people and criteria.

Note to "customer" - Share openly as long as they frame their questions well.

Write down before the roleplay what one area that you haven't fully thought through and what the issues are that need to be uncovered.

Observation Sheet

Did you see the consultant...	1 to 4	Comments
Use open questions to explore the timelines and DM process, people and criteria	<input type="checkbox"/>	
Use questions to probe and educate	<input type="checkbox"/>	
Frame the questions well	<input type="checkbox"/>	
Summarise understanding back to the customer	<input type="checkbox"/>	

Shape

Budget (Exercise)

Separate into groups of 3

Task: To uncover what their budget is in as much detail/accuracy as possible.

Note to “customer” - Do not reveal the detail straight away but work with the consultant if they approach the conversation in a way that you are comfortable with and frame the questions well.

Write down before the roleplay what one area that you haven't fully thought through and what the issues are that need to be uncovered.

Observation Sheet

Did you see the consultant...	1 to 4	Comments
Use open questions to explore the timelines and DM process, people and criteria	<input type="checkbox"/>	
Use questions to probe and educate	<input type="checkbox"/>	
Frame the questions well	<input type="checkbox"/>	
Summarise understanding back to the customer	<input type="checkbox"/>	

Qualification

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

	Details	Score Don't know: 0 Think you know: 1 Definitely know: 2 Validated: 3
Need	What do they want and why do they want it – what is the issue, consequence and value?	<input type="text"/>
Timeline	When do they need it?	<input type="text"/>
Authority	What is the process? Who else is involved? What are the criteria?	<input type="text"/>
Budget	How is it being funded? What is the budget?	<input type="text"/>
Obstacles	Competition – Who are we competing against (internal/external)? Solution – Can we match all of their requirements? Uniqueness – Do we know that we have a clearly differentiated offer vs. the competition.	<input type="text"/>

When I

Instead of

I will

Because



Confirm

QUIS Selling™

Buying Atmosphere										
Third Person Validation										
Answering Objections										
Qualification										
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up	
1	2	3	4	5	6	7	8	9	10	

Definition: Confirm

Once you are at a point where you feel you have a good idea of the prospect's situation and that it is time to move onto the next stage, it is important that you take a short moment to check that you are both on the 'same page' as to possible issues, areas of need, motivations, dissatisfactions, etc. As with many of these stages, it seems so obvious to do this, but it is often overlooked, and misunderstandings that could have been dealt with early on prevent you from moving to the next stage of winning business sooner.

This can be achieved in one of two ways; either where you summarise or ask them to summarise the key areas.

It also serves as an additional questioning time as prospects often expand further after you have summarised.

2 Ways to Confirm & Gaining Commitment

Option 1: You summarise their situation - UCOW.

Option 2: Get the prospect to summarise their situation.

Trial Closing Questions - Set next steps – Gain commitment from the client

Transition to "Why us?"

Why Us

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Why Us: Definition

Two of the biggest complaints made about salespeople are that they talk too much and do not listen. If they talk too much, then generally what they talk about is their own product / service and why it is so good. Furthermore, this often happens at the beginning of the meeting and when this happens to each of us, we tend to switch off, making the assumption that we are going to be sold to, as opposed to listened to.

Engineering the Vision is the stage where you talk very briefly and start to sow the seeds as to why your organisation could be the right one to choose, hence 'engineering the vision'.

The timing of this stage is very important as it comes after the prospect has been talking about their issues and situation. In essence, you can talk once you have proved you can listen.

You will probably pick **2-3 relevant UVPs and USPs** to talk about based on what you have heard from the prospect. It is a chance to use **appropriate third person examples** to prove your experience and start to build trust in what you can offer, as well as serving as an opportunity to **pre-empt possible objections**.

Transition from Listening to Presenting

List all your unique selling points & your unique value propositions.

Features

The features we have are

Advantages

Which mean that

Benefits

What does that mean to you

"Indeed, I got the deal at the price we asked for, well almost. They increased the budget from \$145k to \$187k. We quoted \$190k but they asked for a face-saving \$3k discount, which we gave them. Thanks to SBR Consulting for giving me the confidence of going back to the client with a firm value proposition rather than to simply drop our price to meet with their 'budget'. And so it works!"

Head of Sales, Asia Pacific, Professional Services Firm

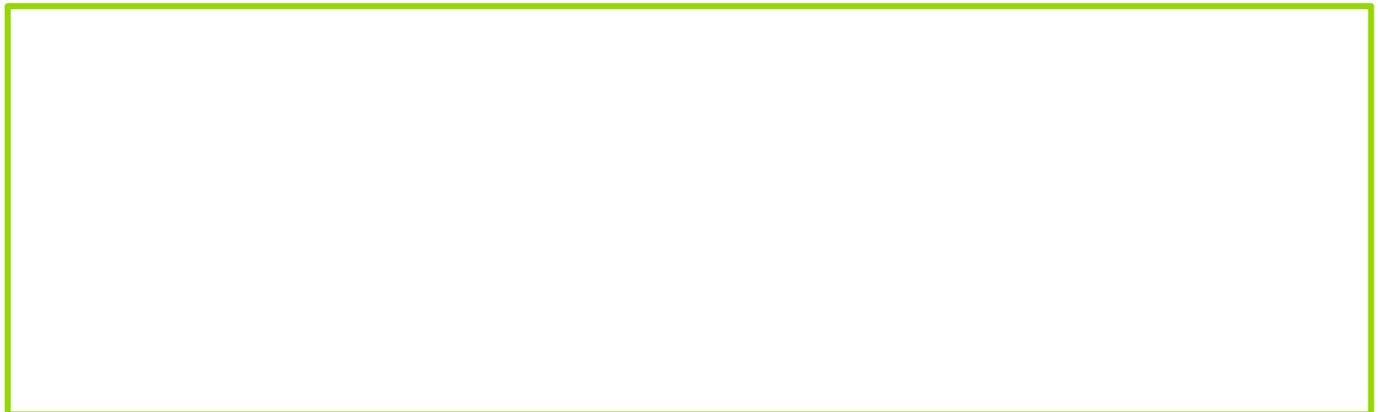
Solution

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Solution / Options

1. To truly provide the right solutions you need to familiarise yourself with the business issues.
2. Don't sell the alphabet - Confused customers don't buy and confused sales people don't sell.
3. Ensure you are using physical evidence and T.P.V.
4. Link back to their previous statements.



Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Selling isn't something you do to someone; it's something you do for and with someone.

Why do we need to close?

Keys to Effective Closing

Closing is not...

Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Discussion Questions

What is your closing process?

What is your favourite closing question?

How early and how often do you close?

Close

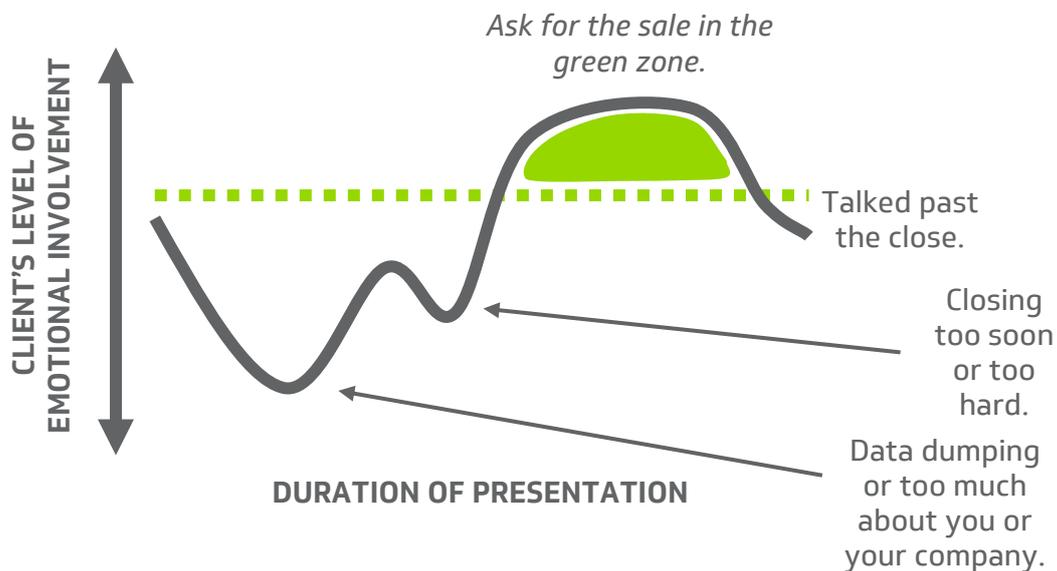
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Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
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Customer buying signs when it's time to close:

- Customer is asking lots of questions.
- Customer is highly responsive and open body language.
- Customer is the budget holder - can sign the cheque.
- Customer is Looking at the proposal / product / service closely for a second time.
- Customer is intently reading the paperwork.
- Customer has long personal responses to open-ended question.

Understanding Buying Lines



Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

99 questions

- | | | |
|-------------------|--------------------|------------------------------|
| 1. Would I | 34. Can we | 67. Don't I |
| 2. Would he | 35. Can he | 68. Don't you |
| 3. Would she | 36. Can she | 69. Don't they |
| 4. Would you | 37. Can they | 70. Don't we |
| 5. Would they | 38. Can it | 71. Doesn't it |
| 6. Wouldn't you | 39. Can't I | 72. Doesn't he |
| 7. Wouldn't it | 40. Can't you | 73. Doesn't she |
| 8. Won't I | 41. Can't they | 74. Didn't I |
| 9. Won't you | 42. Can't we | 75. Didn't he |
| 10. Won't he | 43. Can't he | 76. Didn't she |
| 11. Won't she | 44. Can't she | 77. Didn't it |
| 12. Won't it | 45. Can't it | 78. Didn't we |
| 13. Won't they | 46. Should I | 79. Didn't they |
| 14. Won't we | 47. Should he | 80. Aren't I |
| 15. Wasn't I | 48. Should she | 81. Aren't you |
| 16. Wasn't it | 49. Should they | 82. Aren't they |
| 17. Weren't you | 50. Should you | 83. Aren't we |
| 18. Weren't they | 51. Should we | 84. Is it |
| 19. Weren't we | 52. Shouldn't I | 85. Isn't it |
| 20. Could I | 53. Shouldn't it | 86. Isn't it so |
| 21. Could you | 54. Shouldn't he | 87. Isn't it true |
| 22. Could he | 55. Shouldn't she | 88. Isn't it clear |
| 23. Could she | 56. Shouldn't they | 89. Isn't that right |
| 24. Could they | 57. Have I | 90. If they could, would you |
| 25. Could we | 58. Have you | 91. If we could, would you |
| 26. Couldn't I | 59. Have we | 92. If I could |
| 27. Couldn't he | 60. Haven't you | 93. If he could |
| 28. Couldn't she | 61. Haven't they | 94. If she could |
| 29. Couldn't you | 62. Haven't we | 95. If it could |
| 30. Couldn't we | 63. Haven't I | 96. If we could |
| 31. Couldn't they | 64. Hasn't he | 97. If you could |
| 32. Can I | 65. Hasn't she | 98. If they could |
| 33. Can you | 66. Hasn't it | 99. What if |

Close

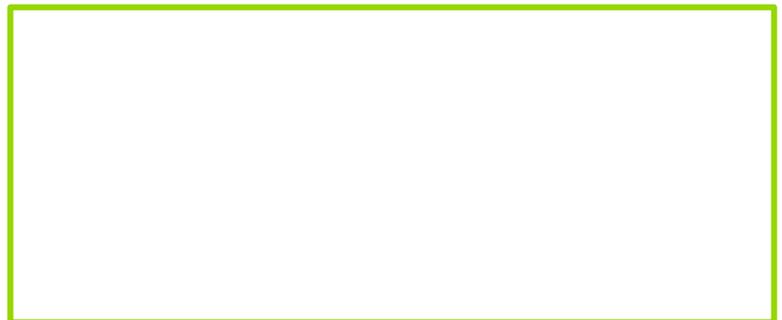
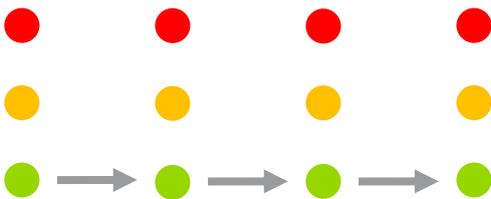
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Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
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Close

Professional Selling should be a natural thing and there should be no surprises. Many people are good at what comes before this, but then shy away from moving the prospect to the next stage - the Close. The Transition to Close is very similar to the functions that take place when a pilot wishes to land the plane. They go through a series of 'checks' to make sure that everything is in order to land the plane safely. A professional salesperson should therefore go through a few key areas to make sure that all are on the same page. This is achieved through a dialogue, allowing the prospect to talk about the things they like most about the solution recommended, and by making sure they feel comfortable with the situation.

Rule: You are looking for agreement on minor points. It is like getting 3-4 green lights that allow you to move to the next stage together.

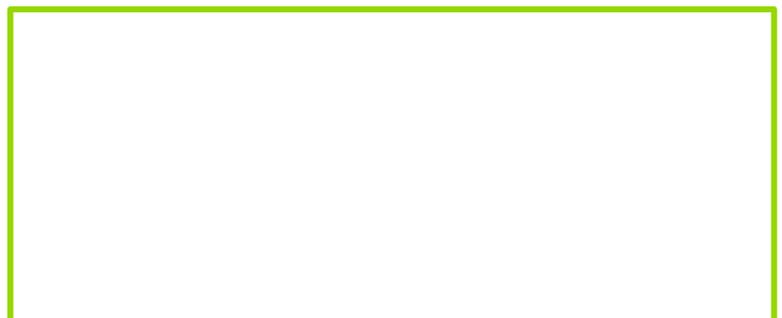


Transition to Close – 4 Elements

1. Summarise the benefits of your service.

2. Ask commitment questions.

3. Remind them of the value gap.



4. Use Third Person endorsements to help client feel comfortable.

Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

Close: Definition

The dictionary defines 'close' as, 'to put an end to; to finish'. In selling, this means the process used to bring the prospect to a decision; a logical progression of ideas bringing about a decision.

Like other parts to this cycle, the close will vary considerably depending on the type of sale, however the most important skill to learn is to close. The reason for this is that most people tend to procrastinate and have a problem making decisions. Closing is not solely about getting someone to say 'yes', but more importantly it's about moving the sale on to a point where someone can say 'yes' or 'no', or, if it is neither of those, then to a mutual understanding about what the next steps are to get to one of these decisions.

By learning how to close effectively you not only help the prospect to make their own decisions but you gain a better understanding of the commitment level of the prospect.

Four Stages to Close

1. The way we do business is...
2. Reconfirm starting arrangement and timetable...
3. Reconfirm their final stages to getting started...
4. Okay - Confirm and finalise engagement...

Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

If Commitment Isn't Gained

Who is going to do what next?

Both sides need to have follow on actions.

The Summary of Closing

Close

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

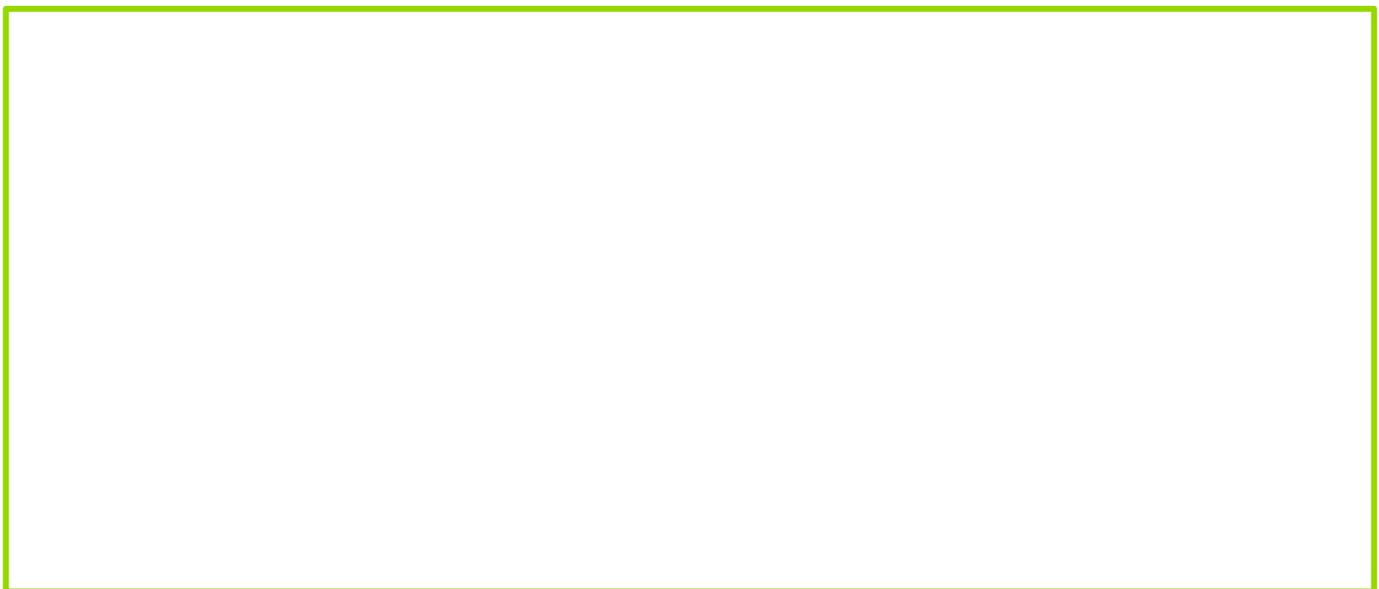
Finishing Touch: Definition

Similar to when you first meet someone (first impressions being important) the end of a meeting is just as important. People often have what feels like a great meeting and then at the end finish without truly knowing what the prospect liked most. Even worse, we finish by changing subject completely and discussing something like the traffic, weather, economy and leave the individual thinking about that and their next meeting.

It is really important to make sure that you learn to 'wrap-up' and find out what they liked best about the meeting so that it is the last thing that stays with them. In this stage we talk about how to make this happen as a natural flow in the conversation.

Finishing Touch

How to leave prospects in the right frame of mind.



Follow Up

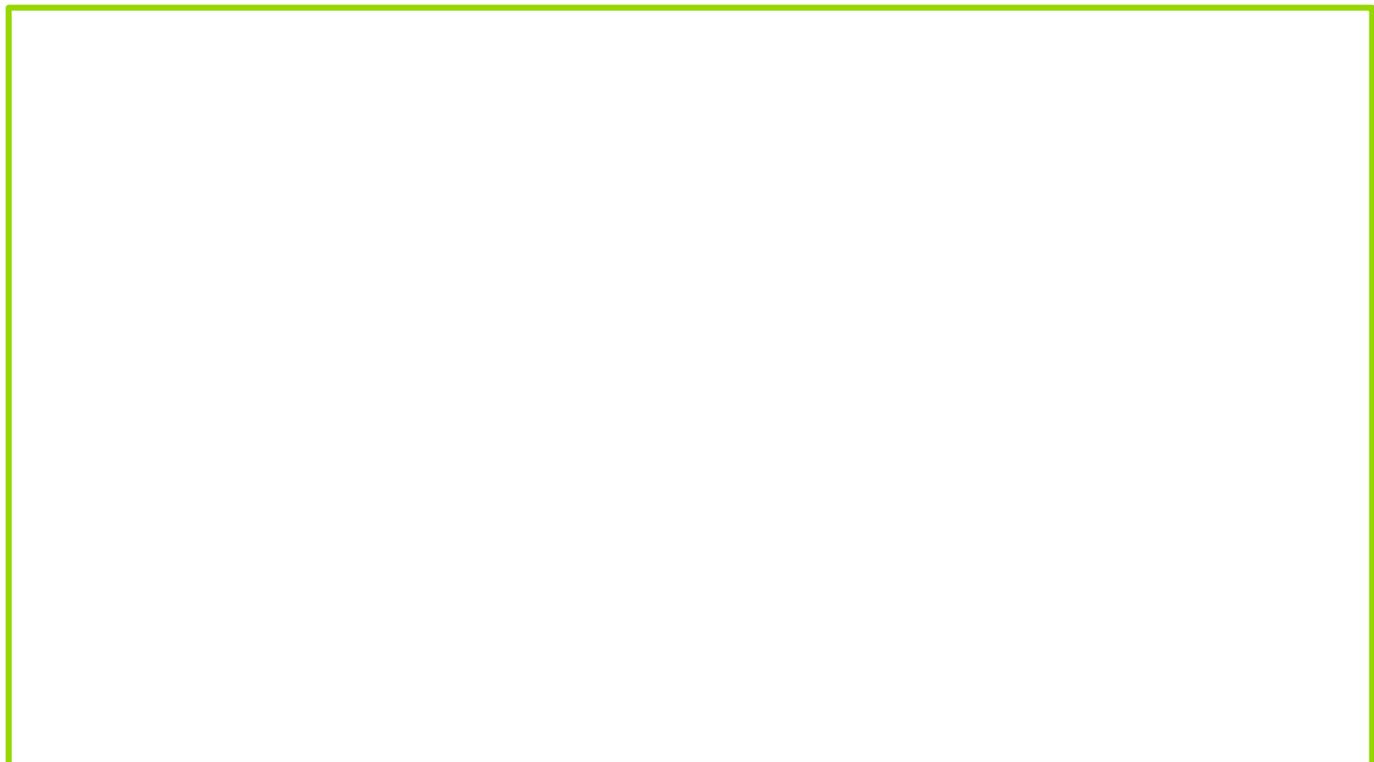
QUIS Selling™

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Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
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Referrals: Definition

Most of our organisations work on referrals, even if we do not know it. In our non-working lives we think nothing about asking others to refer us to services or products that they think we may need, yet in the workplace, many people still feel uneasy asking for suggestions on who else they should be speaking to.

By just forming the habit of asking for referrals you can really improve your revenues. The end of a meeting is the ideal time to do this naturally and you will be amazed how many people are happy to make suggestions. You only need a few people to give you referrals to see the results of personal warm leads. Whether you are attempting to win a new client or you are meeting with a current, make it something you always ask. The worst anyone will say is that they will think about it, and that is fine.



Follow Up

QUIS Selling™

Buying Atmosphere									
Third Person Validation									
Answering Objections									
Qualification									
Pre-Approach	Approach	Critical Kick Off	Clarification	Shape	Confirm	Why Us	Solution	Close	Follow Up
1	2	3	4	5	6	7	8	9	10

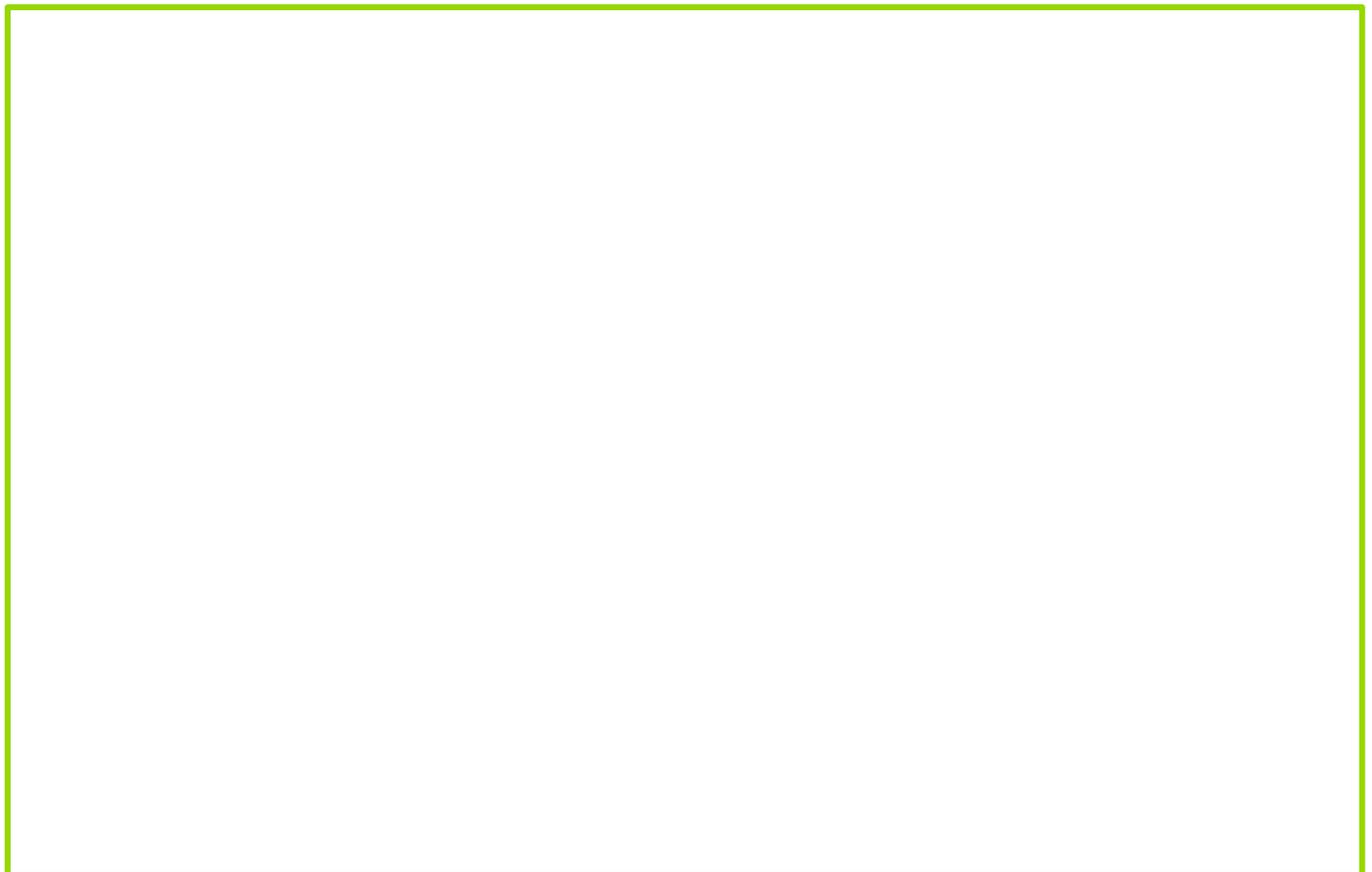
Follow Up: Definition

In most professional selling cases, you will rarely have just one meeting. Once you have learnt to apply the QUIS Selling™ methodology, you will have opened up a real possibility of working with the prospect as a client, therefore the journey has just begun.

Follow up is as important as the meeting, partly because many salespeople don't do it, but also because you don't want to be seen to be wasting a prospect's time.

Make follow up the norm in your sales process by continuing to keep the relationship alive.

Specific 'keep-in-touch' methods to continue to build relationships



Pride Objective:	Medium Objective:	High Objective:
-------------------------	--------------------------	------------------------

37 Second Opener: “Thanks for taking time... here to talk about... but before we do that.... helpful to understand QQQA (SUAL)”.

Expanding clarification questions - facts that we need to gather:

Known / likely objections:

Lightbulb Questions

Business Issues/ Opportunities where we can potentially help.	Consequences of not addressing challenges or acting on opportunities.	Questions to identify & uncover business issues / opportunities.	Questions to explore consequences that can develop ‘nice to have one day’ to ‘need to have now’.	Questions to identify perception of value. Prepopulate with Value questions:
	→	→	→	→

Relevant Examples (TPV).

Think of a scenario

A current opportunity where you have used SBR's sales habits theory.

Outcome / ROI

When I

Instead of

I will

Because



Effective Goal Setting

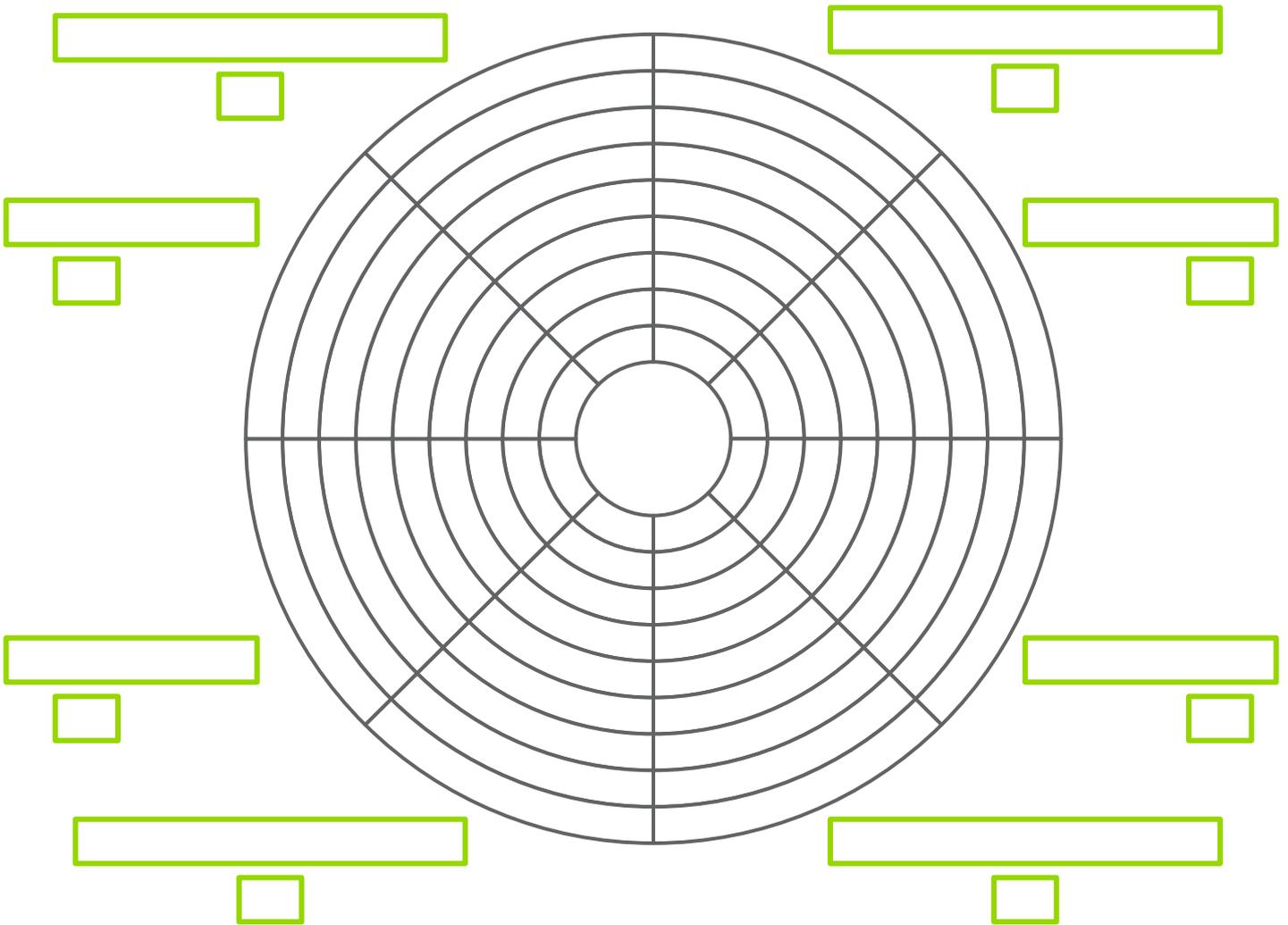
What are the most important areas in your life?

Write your area of focus in these boxes:

Business / Career

And grade them from 1-10 in these:

6



Effective Goal Setting

Thought Starters

Finance



Income, savings, total net worth.



Start savings plan, begin investing.



Become debt free, eliminate credit cards.



Buy a home, retirement account.



Save for school / university fees, charitable giving.



Complete estate / trust setup, write will.

Personal Growth



Read 15-30 minutes every day, listen to instructional audio / podcasts.



Take a new course.



Hire a coach, join a supportive organisation.



Build new skills, incorporate more free time into my schedule, advance knowledge in special subject, etc.

Effective Goal Setting

Thought Starters

Health / Fitness



Reduce Body Fat %, improve BMI [8-24% (men 20-60), 21-36% (women 20-60)]



Reduce cholesterol count [less than 5.0mmol/l], reduce sugar, caffeine, fatty foods, carbohydrates.



Run marathon, become flexible, increase stamina, start meditating / yoga.



Upgrade appearance, do make-over.



Schedule annual doctor exams.



Go to bed earlier, get up earlier, etc.

Business / Career



Revenue growth, profit, position in market.



Major projects, brand reputation, customer satisfaction performance.



Team development, new skills, improved performance.



Find a mentor, mentor someone else, etc.

Effective Goal Setting

Thought Starters

Family / Relationship



Spend more time with family, be home for dinner every night, spend one-on-one time with children.



Begin nightly reading ritual with children, date night(s) with partner, plan special outings, attract Mr. or Mrs. Right.



Review / discussion with partner on goals every month.



Forgive or make amends with a relative.



Book and take holidays, plan fun family trips, weekends away with partner, send birthday / Christmas cards.

Effective Goal Setting

SMART Goals



Specific.



Measurable.



Achievable.



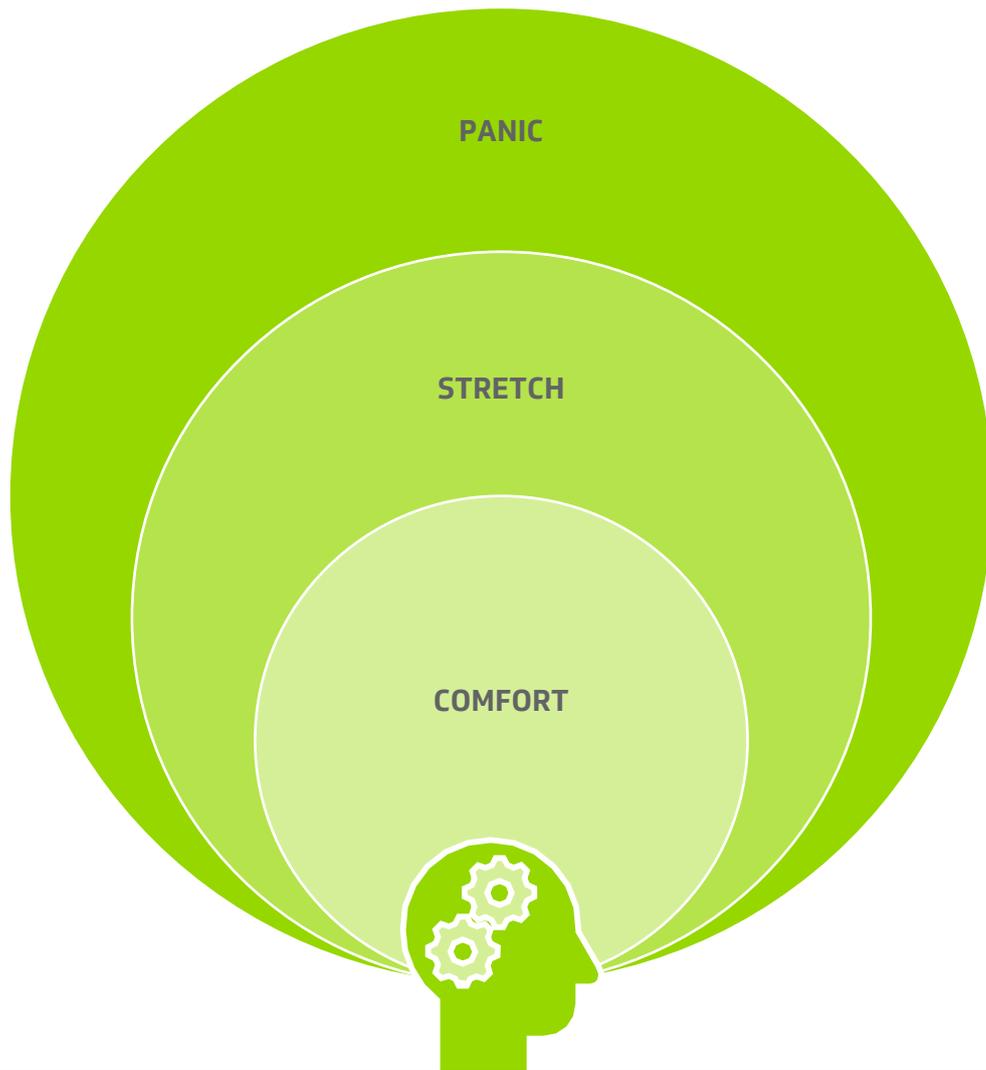
Realistic / Relevant.



Timely / Trackable.

Effective Goal Setting

SMART Goals



How can I set high goals & be realistic at the same time?

The concepts behind goal setting can be complex, and the challenge is that most people do not understand the true rationale behind the idea of setting high goals. The simple truth is that the vast majority of really successful people in this world do not hit most of their goals! The reason they are so successful is because they set their goals so high that even if they do not quite hit them they are still doing really well, and staying ahead of the competition.

What is the best approach to take? Instead of setting a single goal, you should split your goal into three different levels

Pride, Medium, High

Your '**Pride**' goal should be the level that no matter what else happens - lightning may strike, your prospects may all be carried off to a desert island - you will never go below this level.

Your '**Medium**' goal should be just outside of your 'comfort zone'. This goal should challenge you, and take that extra effort.

Your '**High**' goal is the one that you know if you really put your mind to it and accepted no excuses from yourself - you gave it your all, then you could hit it. This should be the goal that both gets you excited and nervous at the same time.

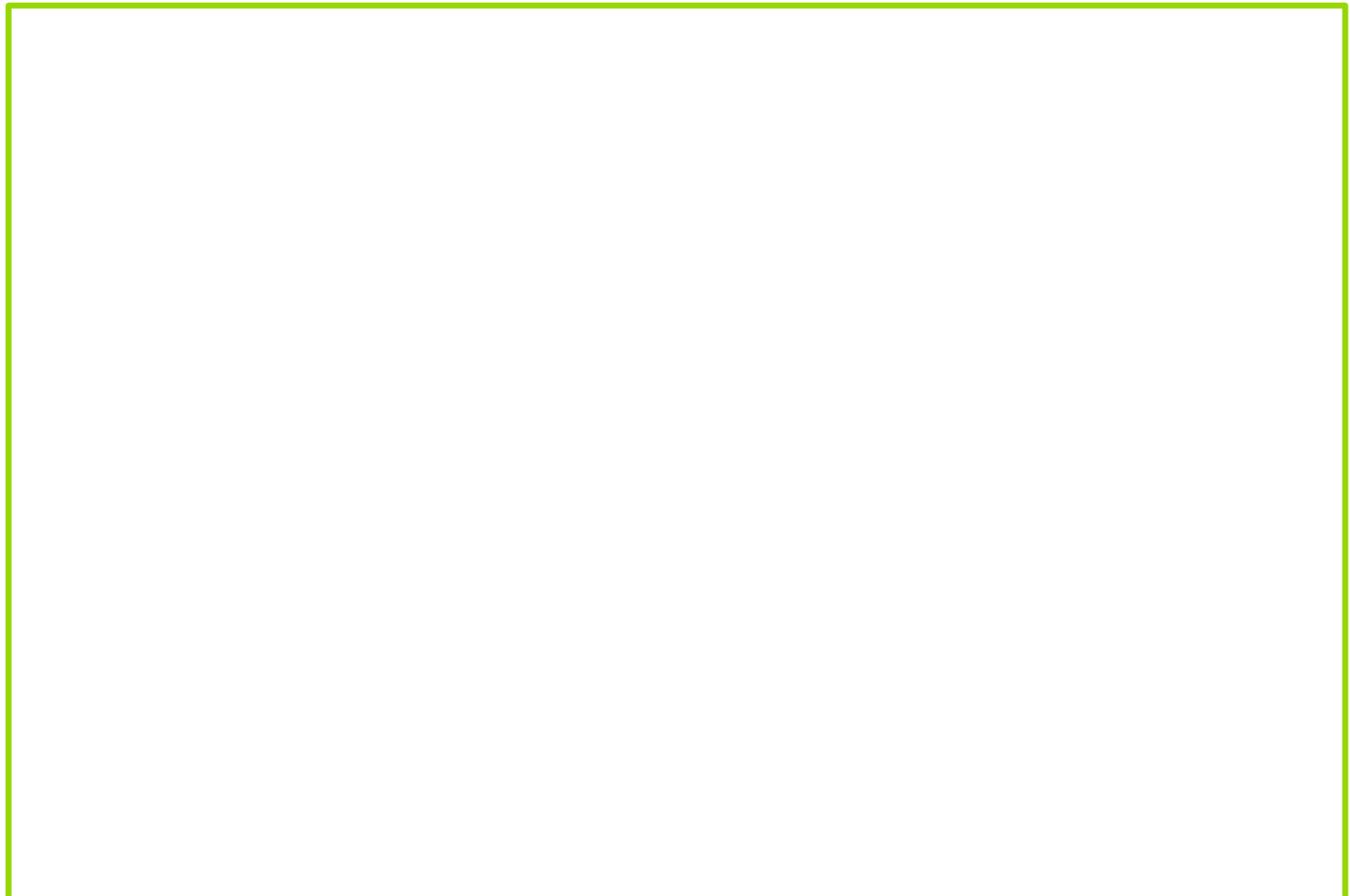
Make your goals high enough that they do excite you. No one can truly get enthusiastic about being 'mediocre' or 'average'.

Remember: 'It really doesn't matter if you have the most noble, far-reaching, insightful, altruistic, success-oriented goals in the world. What matters is whether you put them into effect or not.'

Effective Goal Setting

10 Steps to Effective Goal Setting

1. Goal Setting; (A) write it down (B) be specific (C) set a completion date.
2. Towards motivation for achieving this goal.
3. Away motivation for achieving this goal.
4. "The major obstacles to be overcome and my potential rationalisations."
5. "The knowledge I will need to acquire, in order to achieve this goal."
6. "The habits I will have to change, or activities I will choose to eliminate or curtail, in order to free up time for attaining this goal."
7. Who are the people I will need to work with effectively?
8. My plan of action and milestone dates.
9. How will I measure my progress?
10. Confirm your commitment.



Effective Goal Setting

My Thoughts

When I

Instead of

I will

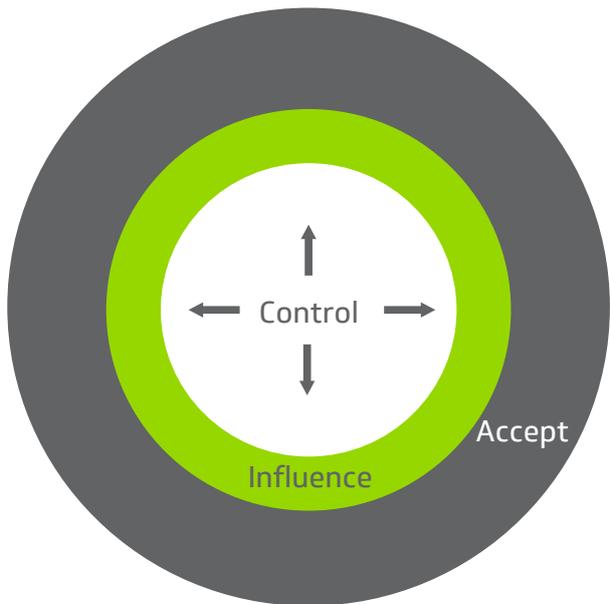
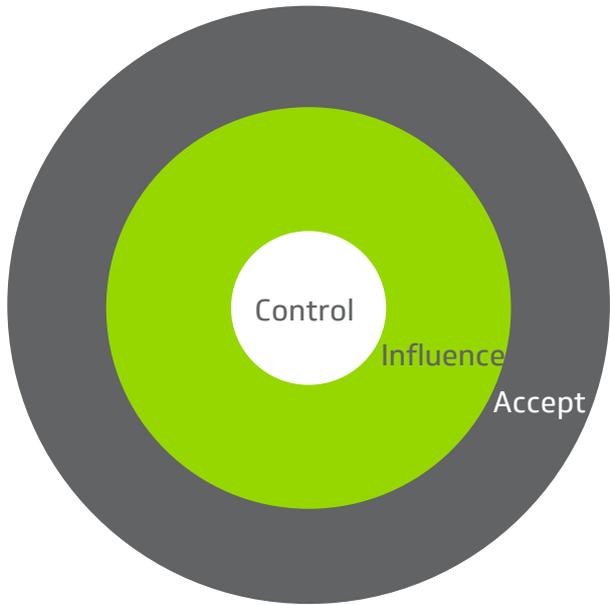
Because



Self Management

The Effect of 'Attitude' has on Self Management

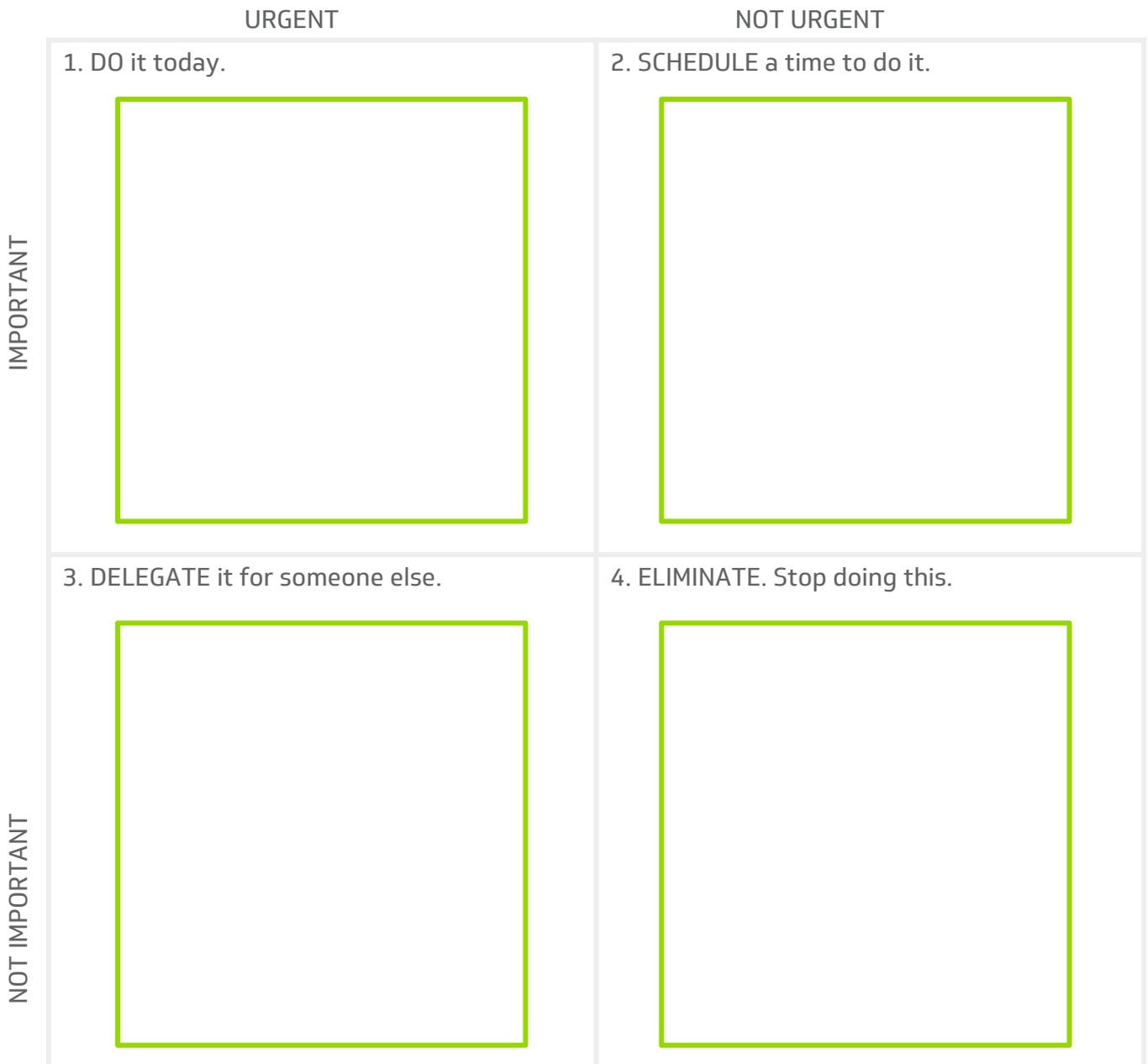
Spheres of Influence



Self Management

Prioritisation Management – The Eisenhower Matrix

Prioritise Your Tasks

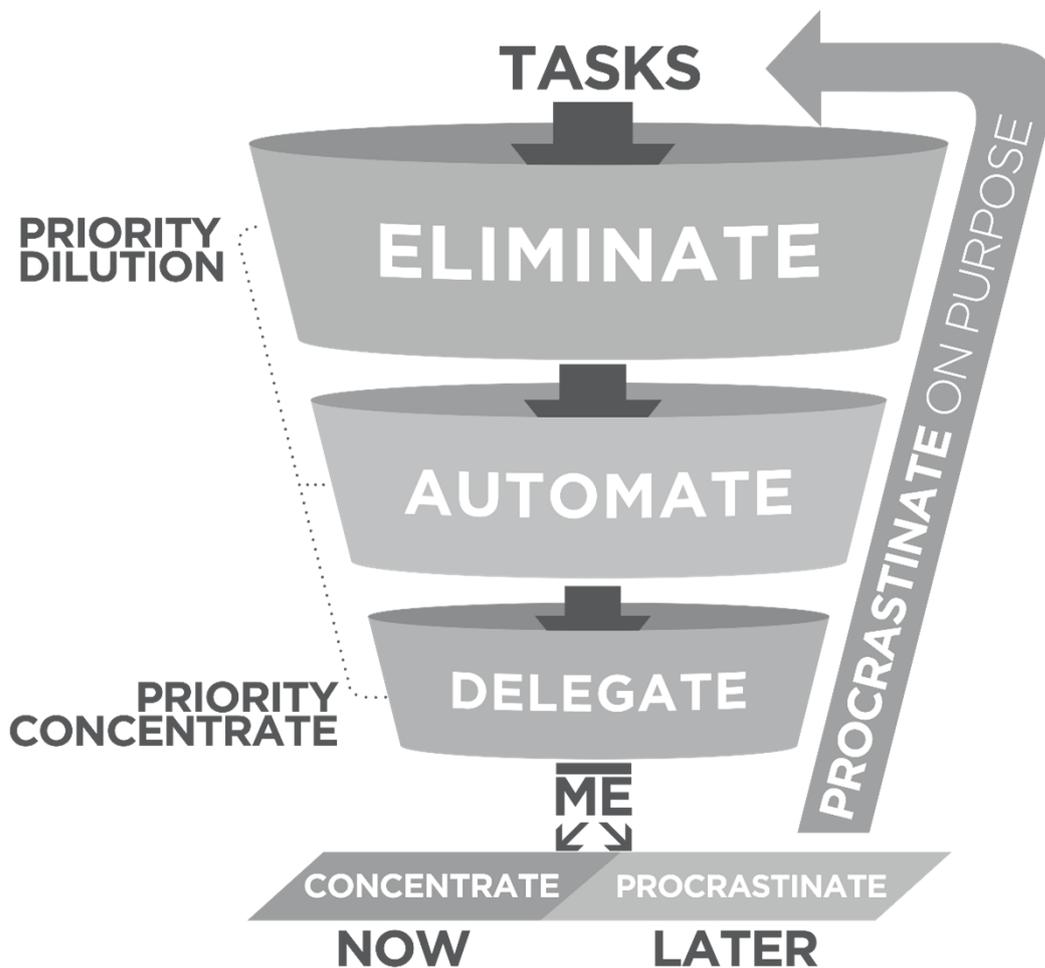
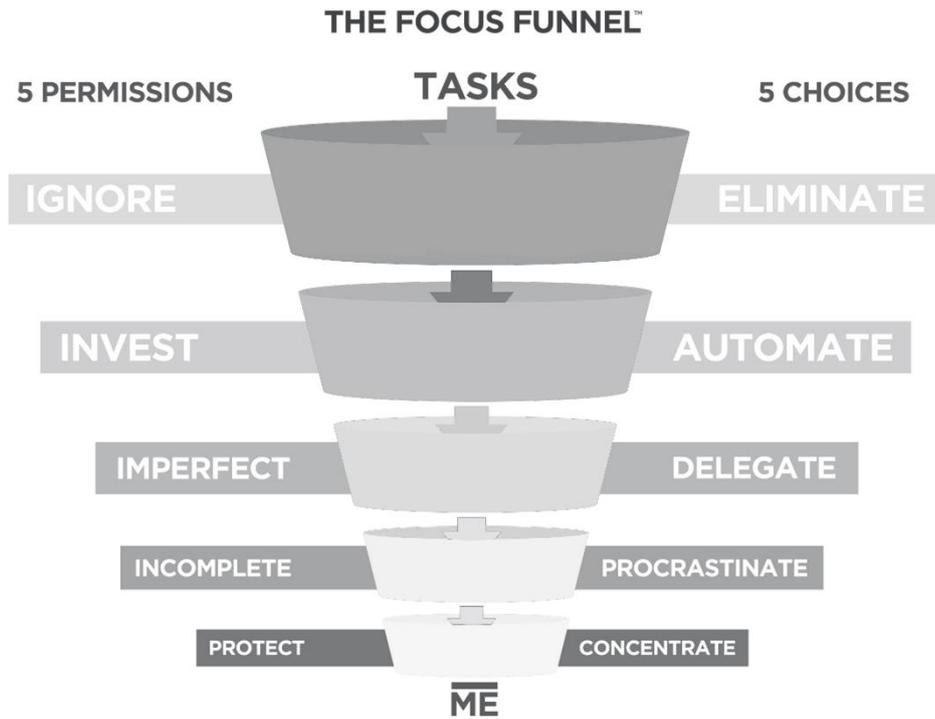


“What is important is seldom urgent and what is urgent is seldom important.”

Albert E.N. Gray, The Common Denominator of Success

“The great dividing line between success and failure can be expressed in five words: I did not have time.”

Franklin Field



Self Management

Schedule Management

Putting Together Your Schedule

1. Imposed Tasks

Meetings etc, which are organised by someone else, where your attendance is mandatory.
Put the 'Imposed' tasks / events into your schedule first, since they are the most inflexible.

2. 'Partner' Tasks.

Tasks in which you need another person's time/input.
Your 'Partner' tasks, since they rely on the schedule of two or more people, should be scheduled as far in advance as possible. These should be entered into your schedule next.

3. Recurring Tasks.

Things that are part of your job on a regular basis and where you set your own schedule.
'Recurring' tasks tend to be the main body of your job, so these should be next in order of priority. Once you are in the habit of scheduling, these become easier to schedule.

4. Reactive.

Tasks / events, which are not scheduled, but are dictated by events.
'Reactive' tasks tend to be the most frustrating, as they are the ones you have the least control over! The reason you need to build some flexibility into your schedule is precisely because of reactive demands placed upon all of us.

Imposed Tasks
Partner Tasks
Recurring Tasks
Reactive Tasks

	Monday	Tuesday	Wednesday	Thursday	Friday
08.00	Sales Meeting		Phone Time	Write Proposals	Phone Time
09.00	Phone Time	Client Meeting	Prospecting		Prospecting
10.00	Prospecting		Meeting with Sales Manager	Reactive Time	
11.00	Reactive Time	Paperwork			
12.00	Lunch	Lunch	Lunch	Lunch	Lunch
13.00	Client Meeting	Client Meeting	Reactive Time	Client Meeting	Expenses
14.00					
15.00	Client Meeting	Reactive Time	Client Meeting	Client Meeting	Close & Solidify
16.00		Client Meeting			
17.00	Paperwork		Reactive Time		

Self Management

Schedule Management

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
08.00	<input type="checkbox"/>						
09.00	<input type="checkbox"/>						
10.00	<input type="checkbox"/>						
11.00	<input type="checkbox"/>						
12.00	<input type="checkbox"/>						
13.00	<input type="checkbox"/>						
14.00	<input type="checkbox"/>						
15.00	<input type="checkbox"/>						
16.00	<input type="checkbox"/>						
17.00	<input type="checkbox"/>						

Self Management Schedule Management

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
08.00	<input type="checkbox"/>						
09.00	<input type="checkbox"/>						
10.00	<input type="checkbox"/>						
11:00	<input type="checkbox"/>						
12:00	<input type="checkbox"/>						
13.00	<input type="checkbox"/>						
14.00	<input type="checkbox"/>						
15.00	<input type="checkbox"/>						
16.00	<input type="checkbox"/>						
17.00	<input type="checkbox"/>						

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
08.00	<input type="checkbox"/>						
09.00	<input type="checkbox"/>						
10.00	<input type="checkbox"/>						
11:00	<input type="checkbox"/>						
12:00	<input type="checkbox"/>						
13.00	<input type="checkbox"/>						
14.00	<input type="checkbox"/>						
15.00	<input type="checkbox"/>						
16.00	<input type="checkbox"/>						
17.00	<input type="checkbox"/>						

Self Management

My Thoughts

When I

Instead of

I will

Because



Becoming Your Own Coach

6 Ways To Become Your Own Coach

1. When you look at your daily work habits, what are your strengths?

2. What do you need to work on in order for you to achieve your potential? (be honest with yourself).

3. Now think about the habits you have worked on with SBR - what are the 3 things you are committed to focusing on?

4. Make sure you understand each part of your 10 steps to effective goal setting.

5. Develop your own productive affirmations - use them consistently / daily e.g. *"Is what I'm doing now going to help me to achieve my goals?"*

6. Review this workbook regularly.

Becoming Your Own Coach

What Books / Podcasts / Videos / Apps are you Using?

Self-development

Biographies

Other

Do you use music to help or hinder?

Who are you asking to help you and support your goals?



Benefits of Being Your Own Coach

- Increased job satisfaction.
- Focused on controllables.
- Increase in productivity.
- Improved relationship with managers.
- Improved communication.
- Feeling of accomplishment.
- Decreased frustration.
- Renewed energy.

Becoming Your Own Coach

Planner

Day:

Date:

Positive affirmation for today:

Goal:

High.

Medium.

Pride.

Goal:

High.

Medium.

Pride.

Today I have learnt:

Tomorrow I will focus on:

Becoming Your Own Coach

My Thoughts

When I

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Effective Use of the Phone for Business Development

Prospecting on the Phone

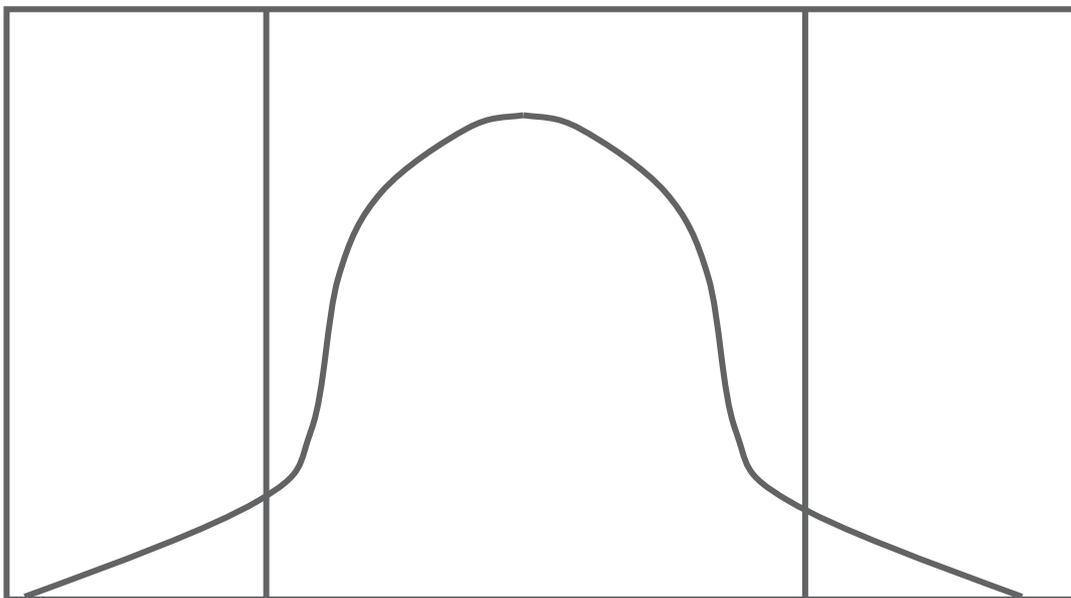
“Of all the possible tactics out there – speaking, publishing, seminars, direct mail, PR, internet marketing, etc – using the phone rose to the top as the most effective to generate quality leads, after referrals.”

What’s working in lead generation – Benchmark Report.

So why is there such a big debate around ‘cold calling’ and whether or not it works for professional services?

The short answer is because people are doing it the wrong way.

Normal Distribution Curve



9 in 10 consumers want absolute omnichannel service – they expect a seamless experience when moving from one communication method to another, such as phone to text or chat to phone.

NICE inContact

59% of customers had a conversation with a customer service representative or agent via telephone, making phone calls the most commonly used customer service channel.

Forrester

“Unless you try to do something beyond what you have already mastered, you will never grow.”

Ralph Waldo Emerson

Why is it so hard to prospect?

"I dread it for no good reason!"

"They may be in a bad mood."

"I don't know what to say."

"I don't like it when I am interrupted."

"English may not be their first language."

"I can be more precise on email and there is a record of it."

"I need a structure."

"We have an open plan office and it feels awkward."

"What are others thinking as I make the calls."

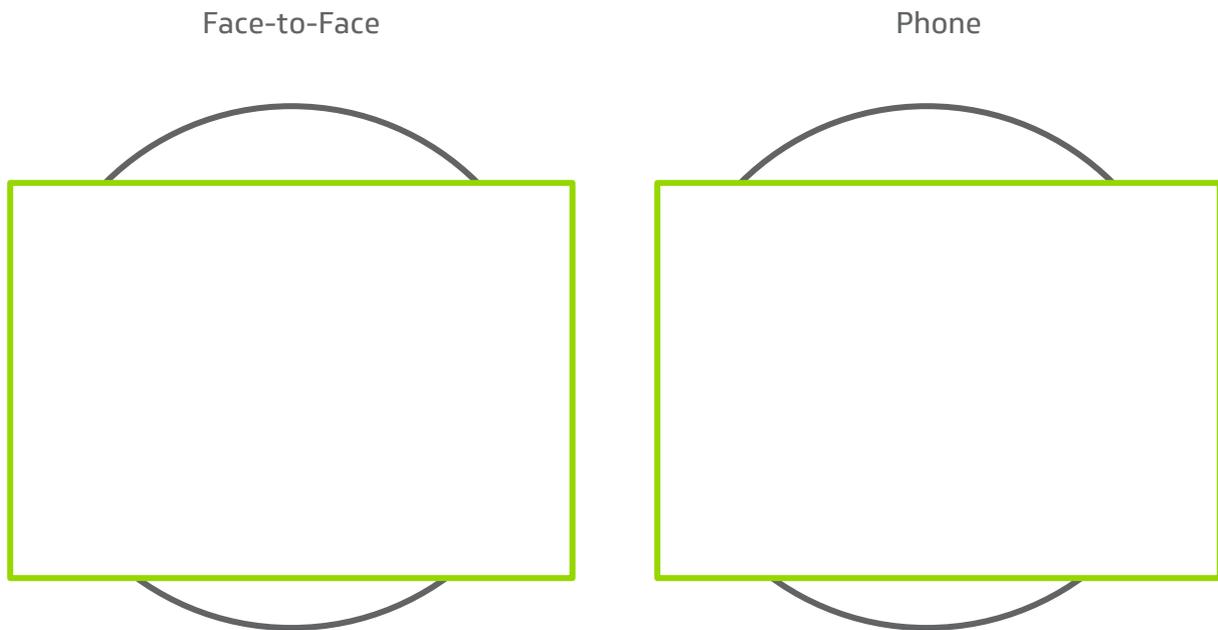
"Email is quicker and easier."

Top Tips

Remember: *"Sales is a transference of feeling and conviction".*

1. Don't have preconceived ideas that prevent you from calling. It is just the first stage in a natural process.
2. See them as an equal - a future partner.
3. Relaxed Approach – 'no big deal attitude'.
4. SW, SW, SW, SW, N.
5. Manage your physiology (posture).
6. Reward yourself.

3 Tools for Effective Communication



The 6 ground rules to prospecting via the phone:

1. Work from a list.
2. Commit to phone time and **block out time**.
3. Do not just make 1-2 calls - get into the swing.
4. Internalise your simple 'elevator pitch'.
5. Take care of old relationships but commit to 'always building new relationships' - keep pipeline full.
6. Set 3 goals (2 controllable, 1 influenceable).

Effective Use of the Phone for Business Development

Who You Can Call

1.

2.

3.

4.

5.

Initiating a call when there is a connection

1.

2.

3.

4.

5.

1. Try to.....call before 9am, between 1pm - 2pm or after 5:30pm.
2. Do not view them as a 'gatekeeper' as this creates your perception. Their job is to connect calls, not necessarily to filter them, so ask to be put through to the person you want. Be polite and friendly.
3. The "thanks" word is essential to learn to use. "Thank you" to create finality.
4. Don't give away too much at the start – most people will ask two follow up questions.
5. If you are asked the "what is it concerning / regarding?" question, do not try and sell and do not go into a long explanation.
6. Do not say, "it is a private matter" as it automatically creates a conflict in their mind as used incorrectly by too many cold callers.
7. They like to help, so ask them if they can help.
8. Get the PA's name so you can use it next time when you call. It may help break down the barrier.
9. Learn to get the mobile.

Step 1: Initiate the call

- Engage – name/company.
- Reminder (if relevant).
- Build Interest – positioning statement (the hook).
- Good time to talk?

Step 2: Question to understand their situation

- Hand over the 'baton' (category question).
- Probe their situation.
- Summarise.

Step 3: Influence - brief tailored presentation of your offering

This is where you educate the prospect about your offering.

Step 4: Solidify - gain commitment to next step

Objectives of the call.

1. To establish a short dialogue, not just a monologue.
2. To stimulate interest and set up the next stage in the buy/sell process.

Approach – engage.

Is that ... ? (SUAL).

It's good to speak with you, this is

from

I don't believe that we have personally spoken previously but I wasn't sure if the company name was familiar? (SUAL).

If yes ask – have you dealt with us previously or do you know someone that has? (SUAL).

Reminder – (if relevant).

I am just following up on e.g.:

- *the letter/email that we sent you last week.*
- *the whitepaper that you recently downloaded.*
- *the conference / briefing that you attended last week / that you sent some representatives to.*

(SUAL) – listen for sign of recognition.

Build interest – positioning statement.

Let me explain the reason for my call...

We are... (who you are).

We help clients like... (insert relevant company names).

(e.g. SBR are a sales performance consultancy. We help clients like (insert relevant company names) to drive revenue growth and increase profitability by elevating sales within their organisation). N.B. keep it short and punchy!

You have been given to me as the best person to talk to regarding.... (Smile and have voice intonation as if to say "is that right?") (SUAL).

Good time to talk?

Is now a good time to talk for a few minutes? (SUAL).

(You will get different responses to this, but it is still such an important question to ask. Often people are in meetings and giving them a chance to tell you this, straight away sets you apart from most business developers. If timing is not good, ask when the best time to call back is and thank them for their time and remind them of your name).

Notes:

Effective Use of the Phone for Business Development

Call Structure

Senior Executive answers, “As good as any”.

Question for understanding - find out about them by getting them talking...

Category question:

I do not know much about your current situation in terms of how your ... is performing but when I make a call like this, most people I talk to fit into one of 3 categories:

Either ‘a’, they are completely happy with the In other words (use language that gives the extreme example of success). (Use your own language and humour so it comes across fun and genuine).

Or ‘b’, it’s the complete opposite, your ... is in need of some serious help and ... if that is the case, maybe I should probably drop what I am doing now and come straight over. (Again, find words that work for you).

And the 3rd category, which is the one where most people tend to fit, is where things are going okay, but you could always look at ways to improve ... (insert potential value adds).

Which category can you relate to the most? (Listen).

Why? (Listen).

INFLUENCE - by highlighting relevant points about us.

Most organisations that we speak with are in a similar situation and that is why I am calling...

We have worked with a variety of clients helping them to develop...

A couple of examples are... (insert relevant ref stories)

SOLIDIFY – Gain commitment so that we can move forward with them to form a partnership

Based on what you said earlier, what I would like to do is set up a time to come in and understand more about your situation as its possible that there may be ways that we could help to complement what you are doing to ensure success.

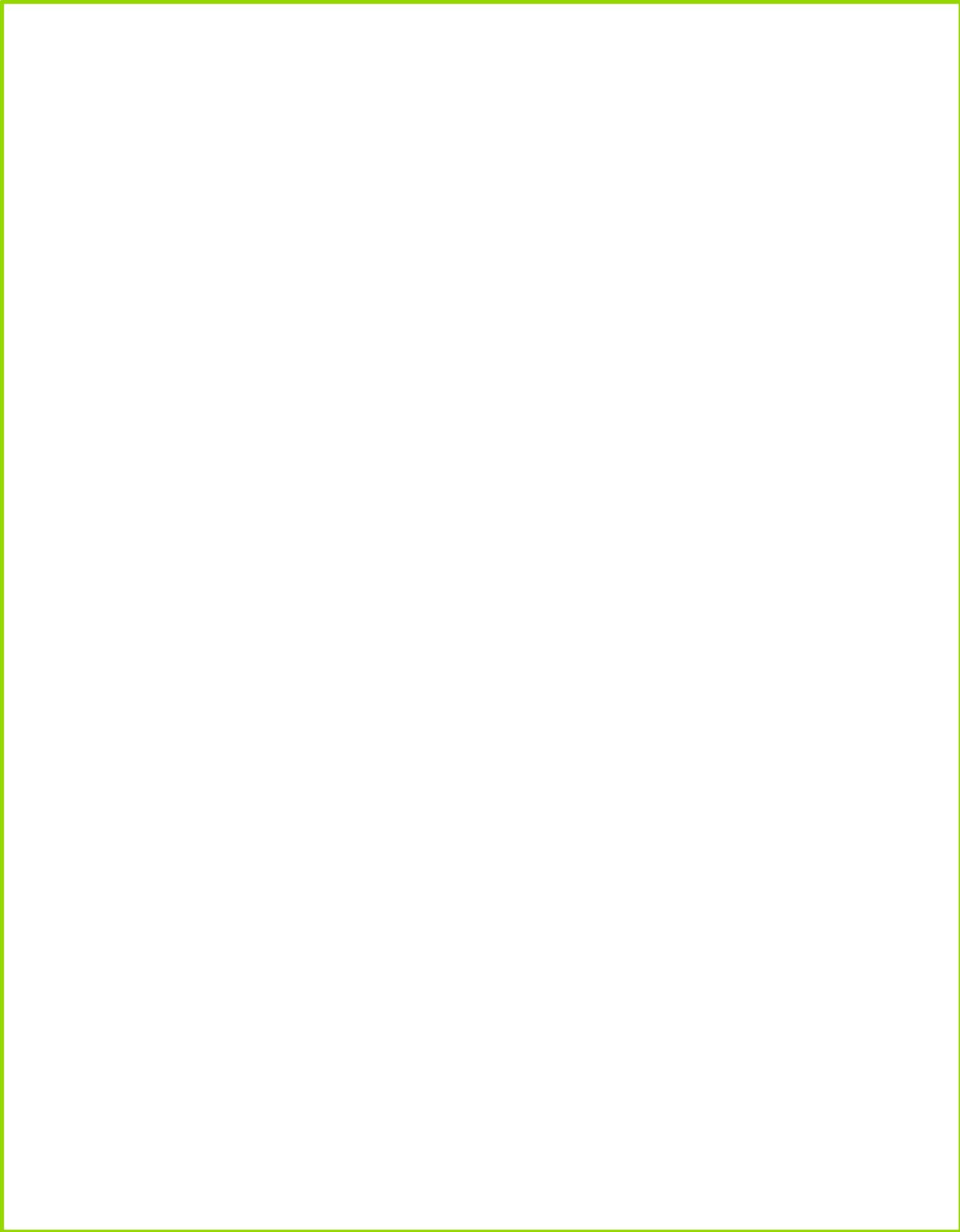
Do you have your diary available? (set up a time).

Just in case you didn’t catch it, my name is... I will send a confirmation through to you so that you have my details.

Thanks for your time, and I look forward to meeting you.

Notes:

Your Word Track:



Dealing with reasons given by a prospect not to meet:

1. ***“We are happy with our current supplier.”***

“Not a problem, I completely understand – in fact it probably wouldn’t surprise you to know that most of our clients were working with other suppliers.

“What I’d be happy to do is to take some time to come out and try to understand your situation from where I might be able to highlight some relevant ideas that could add value. Best case, for you there are some ideas that help add to what you already have in place, and worst case you have the opportunity to benchmark against your current supplier...”

“What does your schedule look like in”.

2. ***“Why don’t you send me something in the post or email and I will call you if I am interested.”***

“Not a problem, very happy to do that. I can imagine though that if your inbox looks anything like mine, you probably have more than enough emails already!

“More importantly though, we do so much that it would be difficult to know what to send you without properly understanding your current situation and objectives. I would be more than happy to invest some time to come out to understand your situation and then I can leave you info that is directly relevant to you at this point...”

“What does your schedule look like...”

3. ***“I am really busy at the moment.”***

“Not a problem, I can completely understand as we are having some of our busiest and best months at the moment so I definitely wasn’t thinking about next week...”

“What does your schedule look like in... ”

Effective Use of the Phone for Business Development

My Thoughts

When I

Instead of

I will

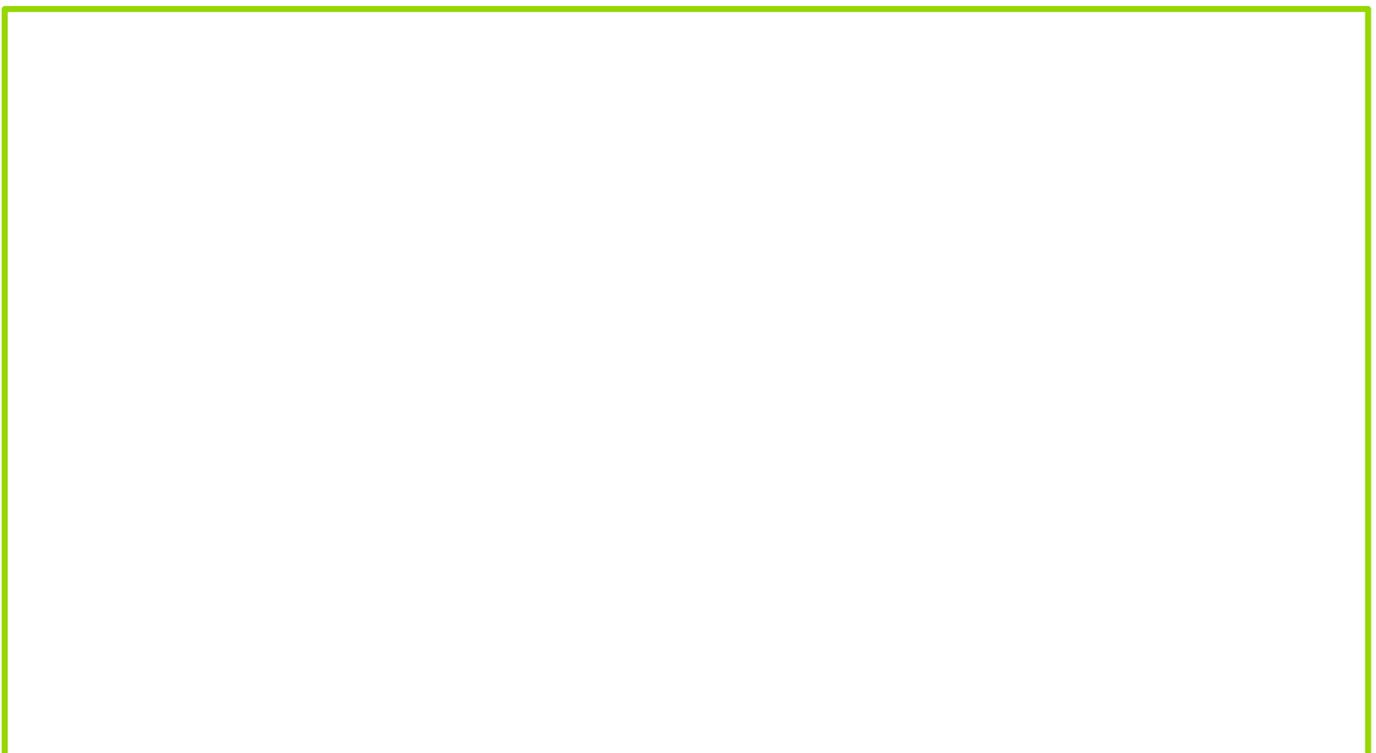
Because



What is networking?



The value of consciously developing and nurturing a strong network of professional contacts...



Quantity vs Quality

Geometric returns that come from developing your network

Number of contacts	Number of potential matches.	Change in people	Change in number of matches
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Characteristics of a rich professional network



Growing your network – sources of existing contacts

- LinkedIn contacts.
- CRM contacts.
- Old business cards (sitting in your top drawer).
- Alumni directories / group.
- Interest / affinity groups.
- Delegates from conferences / business briefings.
- Lost opportunities / proposals.
- Previous clients.



Growing your network – sources of new contacts

- Conferences / association meetings – get delegate lists.
- Give speeches – conferences / association meetings.
- Join associations.
- Publish articles / blogs / podcasts / webinars in relevant publications.
- Lunch and learns.
- Conduct a survey / research project.
- Meet everyone that attends a meeting.
- Ask for referrals.
- Make calls to industry names (LinkedIn, publications).
- Pro bono work for industry organisations.
- Host events (breakfast events / evening events / lunch...).



Pursued:

Always?

Sometimes?

Never?

What is your goal?

Developing & Releasing Value from Your Professional Network

My Thoughts

When I

Instead of

I will

Because



Effective Face-to-Face Event Networking

Networking Events

Tactics at Networking Events

1. Arrive late.
2. Wait to be approached.
3. Move 'purposefully' around the room.
4. Hang onto a friend or acquaintance.
5. Pretend to be checking emails.

Working a room...who to engage?



Top Tips



Effective Face-to-Face Event Networking

The Structure of a Networking Meeting

This is an example of a typical conversation flow. On the left is the flow of the conversation & on the right is an example of possible words you could use. The most important thing is that you are genuinely interested in the other person and that the flow is natural which comes with practice. As you know most things become natural if you practice enough.



Effective Face-to-Face Event Networking

Networking

Getting business value from the conversation



List the networking events you could attend



Effective Face-to-Face Event Networking

My Thoughts

When I

Instead of

I will

Because



Understanding the Client (DiSC)

Understanding the Buying Team

You can go far in your career if you can work on your own, you can go a lot further if you can work well with others. This section is all about learning to work with others in a way that they will respond well to. This is essential when it comes to negotiation.

The knowledge you gain from this section can help you understand why sometimes negotiation works or doesn't work, and that you do have more control over the outcome than you think. There are no 'right' or 'wrong' answers, and there is no one personality type which is better than the others. If you are open minded when looking at your strengths and potential weaknesses you will gain some valuable insights into how to adapt your style to suit others.

Life Philosophy - the Golden Rule

Do unto others as

Professional Selling Philosophy - The Platinum Rule:

Do unto others as

Understanding the Client (DiSC)

Video Exercise

Spot the Buyer Profile

1.

2.

3.

4.

5.

6.

7.

8.

Understanding the Client (DiSC)

Closing Customers with Different Behaviour Style

Customer Type	What They Want	What They Want From You
<p>DOMINANT</p> <p>The Driver</p>	<ul style="list-style-type: none"> • Not swayed by emotional arguments or reasons. • Make quick decisions if the 'bottom line' results and focus are clear. • May buy immediately if they believe the price is accurate and competitive. • Will often tell you to move ahead before you ask. • Likely to tell you when they are ready to buy they ask the closing question e.g. <i>"Right - let's agree to work together for this fixed price!"</i> <p>Your objective: 'know their objective'.</p>	<ul style="list-style-type: none"> • All the details to be quickly and efficiently taken off their shoulders. • Confidence and real belief when explaining the service offerings / USPs and emphasising the value of your offer. • A simple and direct close if any problems or concerns were appropriately dealt with during the negotiation stage. • Be direct with them - not 'wishy washy'. <p>Best tip: An approach which allows the buying decision to be their idea and is not pushy or slow.</p>
<p>INFLUENCE</p> <p>The Expressive</p>	<ul style="list-style-type: none"> • Makes decisions based more on feelings and intuition and not on facts and information. • Prefers to stall or make excuses rather than say 'no'. • Prefers to buy from people they know, like and trust. • Often seeks the opinion of others to confirm their decisions. <p>Your objective: 'get them to like you'.</p>	<ul style="list-style-type: none"> • A likeable and enthusiastic approach. • Someone to share common interests and / or concerns. • Lots of rapport, empathy and trust. • Confirmation that their decision is the right one / for the right reasons. <p>Best tip: A friendly and assertive approach that is not pushy or direct.</p>

Understanding the Client (DiSC)

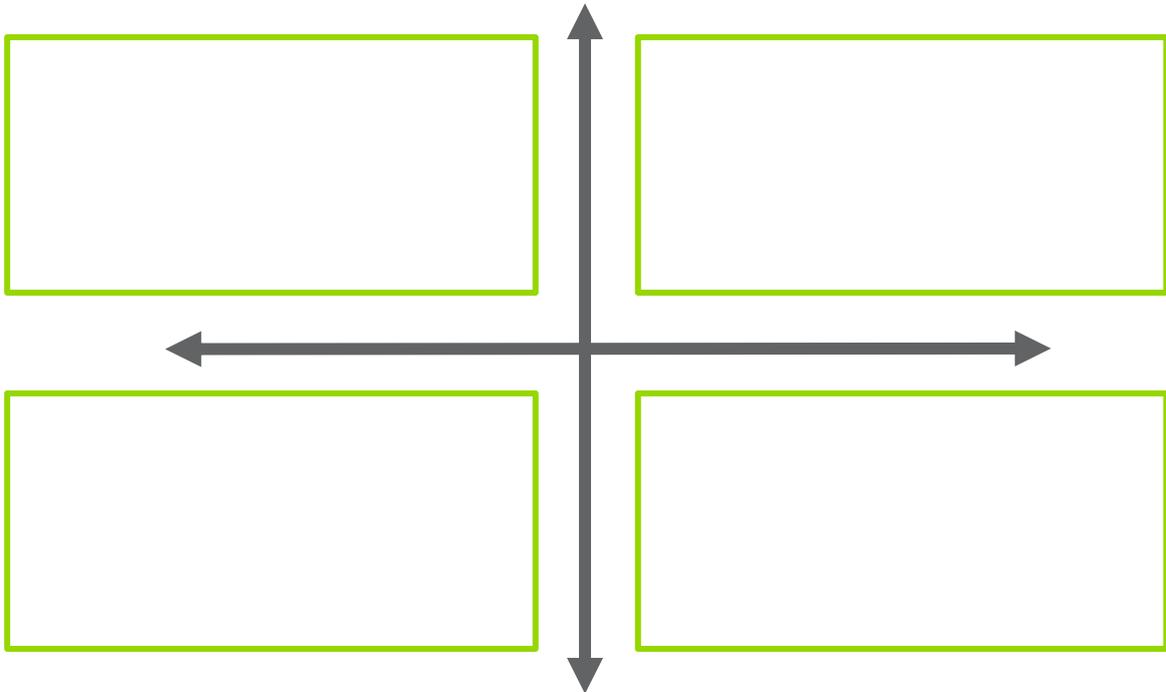
Closing Customers with Different Behaviour Style

Customer Type	What They Want	What They Want From You
<p>STEADINESS</p> <p>The Amiable</p>	<ul style="list-style-type: none"> • Avoids change and taking risks. • Slow in making decisions. • Likes to 'sleep on it' and take time to think it through. • Seeks help and advice from others when making decisions. <p>Your objective: 'build a relationship with them'.</p>	<ul style="list-style-type: none"> • Time and patience - someone to guide them through decision making. • Reassurance on the product's safety, security and reliability. • Understanding of their perceived risks so you can reassure them before asking for a purchase decision. <p>Best tip: A slow and patient approach which avoids any form of pressure – pressure increases their anxiety and indecision.</p>
<p>CONSCIENTIOUSNESS</p> <p>The Analytic</p>	<ul style="list-style-type: none"> • Need all the facts before making a decision. • Not swayed by emotional arguments or reasons. • Thinks and analyses a lot before committing to a decision - does not like to be rushed or hurried. • Needs to discuss in depth the 'risks' involved in making a decision before committing. • Not troubled by making a decision once they know all the facts. <p>Your objective: 'Show you have come prepared'.</p>	<ul style="list-style-type: none"> • All the available information so they can make an informed decision. • Someone to discuss with and probe into all the risks associated with the decision. • Clear and logical explanation of how risks (perceived or real) are outweighed by the benefits. • To respect a sales executive who clearly spells out the downside as well as the upside of a purchase decision, e.g. always check by asking: <i>"Is there any other information I can get for you before you make your decision?"</i> <p>Best tip: A non-pressured but direct approach which checks whether they are ready to make a decision and, if not, when they will be ready (they are likely to honour the time frame given).</p>

Understanding the Client (DiSC)

Closing Customers with Different Behaviour Styles

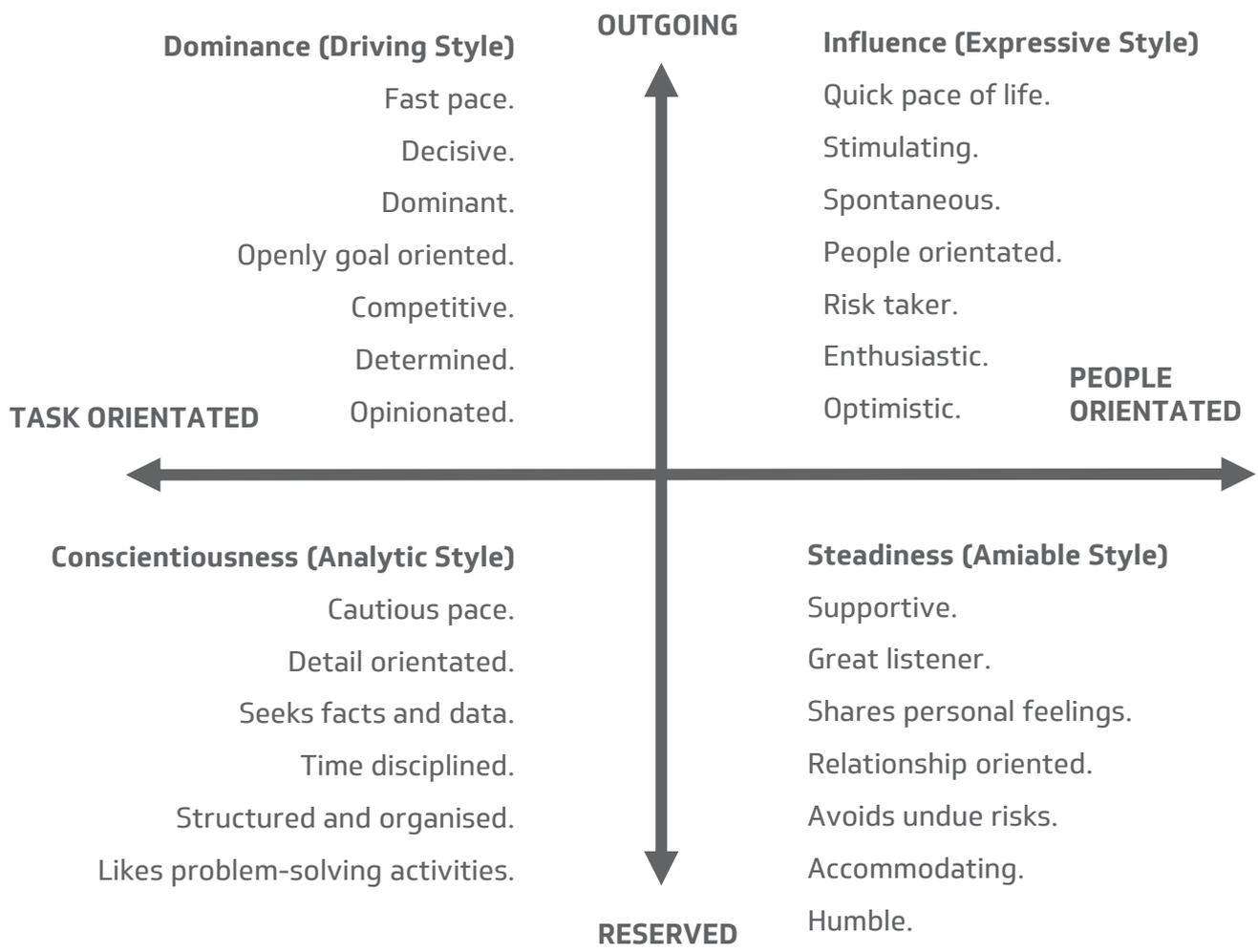
Exercise: Plot Your Clients on this Axis

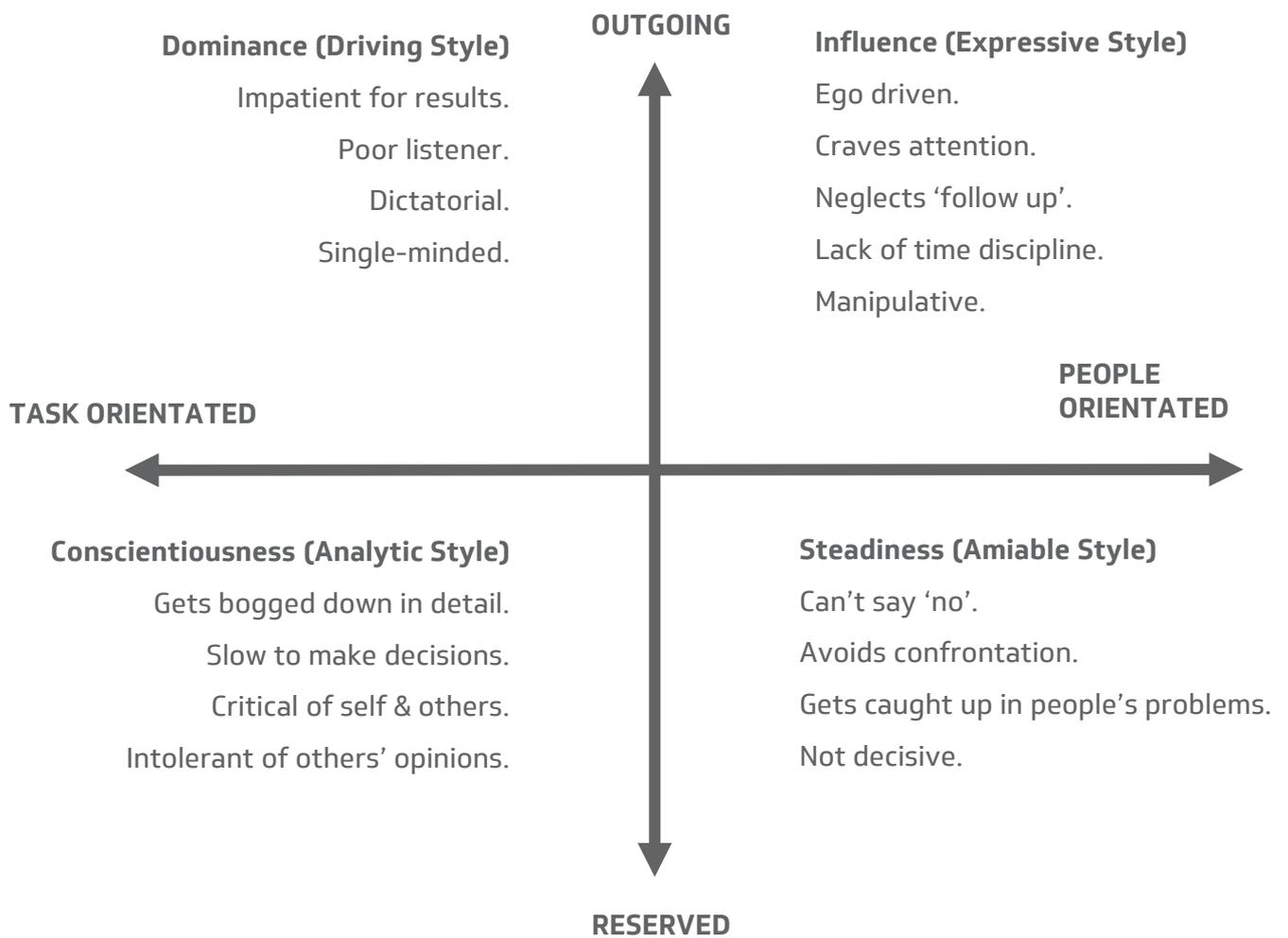


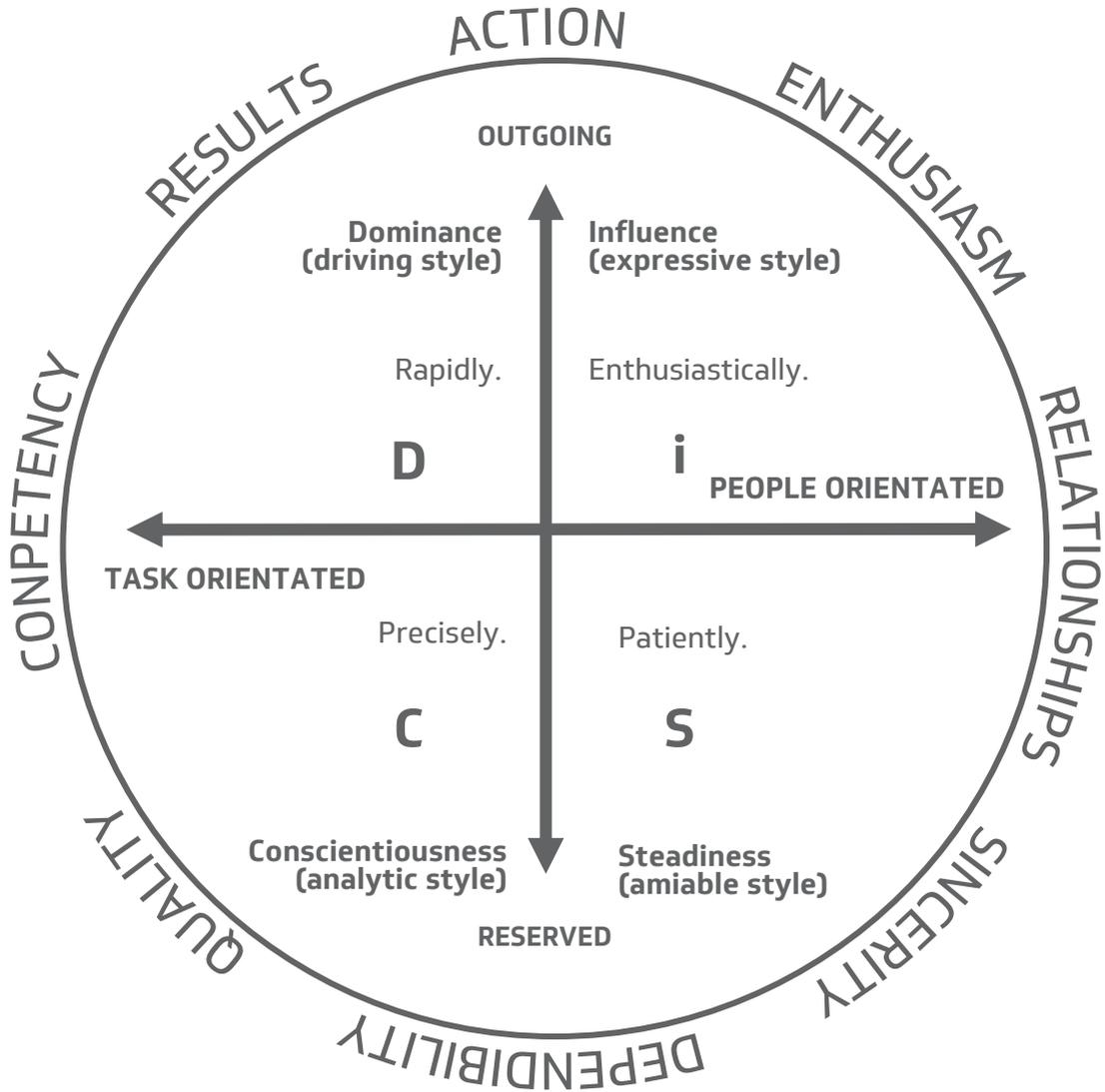
What will you consciously do more of with your customers?

Observable behaviours: are you / they outgoing or reserved? Are you / they task orientated or people orientated?









Understanding the Client (DiSC)

My Thoughts

When I

Instead of

I will

Because



Suggested Reading List

How I Raised Myself from Failure to Success in Selling - Frank Bettger

SUMO - Paul McGee

Think and Grow Rich - Napoleon Hill

Success Through A Positive Mental Attitude - Napoleon Hill & Clement Stone

Psycho-Cybernetics - Maxwell Maltz

Touching the Void - Joe Simpson

Drive - Daniel Pink

Flip It - Michael Heppell

The Inner Game of Selling - Ron Willingham

Man's Search for Meaning - Viktor E. Frankl

The Chimp Paradox: The Mind Management Program to Help You Achieve Success, Confidence, and Happiness - Steve Peters

7 Habits of Highly Effective People - Stephen R. Covey

To Sell Is Human: The Surprising Truth About Moving Others - Daniel Pink

How to Win Friends and Influence People - Dale Carnegie

Socratic Selling: How to Ask the Questions That Get the Sale - Kevin Daley

One Minute Salesperson - Spencer Johnson

How Not to Come Second - David Kean

Key Account Management: Learning from Supplier & Customer Perspectives - Beth Rogers & M. McDonald

Successful NLP - Jeremy Lazarus

Getting to Yes - Roger Fisher & William Ury

Advanced Selling Strategies - Brian Tracy

Cold Calling for Chickens - Bob Etherington

Influence: The Psychology of Persuasion - Robert Cialdini

TED Talks

Smart Failure for a Fast-Changing World - Eddie Obeng

How to Make Stress Your Friend - Kelly McGonigal

Want to Help Someone? Shut Up and Listen! - Ernesto Sirilli

Grit: The Power of Passion and Perseverance - Angela Lee Duckworth

The Puzzle of Motivation - Dan Pink

We've Stopped Trusting Institutions and Started Trusting Strangers - Rachel Botsman

How Language Shapes the Way We Think - Lera Boroditsky

How to Make Choosing Easier - Sheena Iyengar

How Diversity Makes Teams More Innovative - Rocio Lorenzo

My Year of Saying Yes to Everything - Shonda Rhimes

Glossary

ABQ	Always Be Qualifying.
ALS	Action Learning Set – group coaching sessions.
Analytics, Expressives, Amiables, Drivers	4 broad personality types we think of when addressing individuals so as to better prepare, present our message to them.
Anchoring	When negotiating fees - anchoring means to establish a 'number' that represents the value to the client of the proposed services in which all conversations will reference.
Buyers	Economic/Technical/User - Terms for the people that make decisions to purchase and the differences they have in that decision making.
Buying Atmosphere	Creating a pull strategy in a sales conversation rather than a push (sell, i.e. Selling Atmosphere).
Buying Cycle	The 5 stages that a purchaser goes through - Satisfied, Realisation, Assessment, Decision, Delivery (and back to Satisfied).
C.O.A.C.H.	Catch Up, Objectives, Applaud, Clarify Next Steps, How Can I Help You - SBR's framework to aid managers in holding effective 1-2-1s.
CIA	Control, Influence, Accept - the model SBR uses for accepting the uncontrollable and focusing on what we can do to produce desired results.
Comfort Zone	Typically a subject area where an individual has a deep understanding and is technically proficient.
Consultative Selling	Asking lots of questions so that you understand a prospect/client's situation, they you know understand their situation and they understand their situation so that you can provide them with the best solution, based on their needs!
CRM	Customer Relationship Management - strategies, practices and technologies for managing all your company's relationships and interactions with customers and prospects. It helps you stay connected to them, streamline processes and improve your profitability.
CSF	Critical Success Factors - The activities (from activity to sales volume and revenue) that are critical to the ongoing success of a salesperson and the ratios between each activity so the salesperson knows where to focus.
Diablo Funnel	SBR's term for sales pipeline, shaped like a diabolo and the 2 strings that keep a diabolo moving on the funnel are 'Understanding the Client' and 'Relationship Tracking'.
DiSC	Dominant, influence, Conscientious and Steadiness - an online personality assessment for an individual to make them self-aware of what type of personality they are, to use as an advantage on the sales field - adapting their style depending on the personality type they're meeting with. The reports give an in depth analysis on how your personality should / or typically will act to other personality types.
E.C.C.E	Educate, Coach, Challenge, Entrust - the stages of individual development that a new person goes through in a new role so a manager can manage them effectively - SBR covers this in the leadership module, 'Inspirational Leadership - Leadership Adjustment Wheel' (see also 'Situational Leadership').
Emotional Resilience	One's ability to adapt to stressful situations or crises. More resilient people are able to "roll with the punches" and adapt to adversity without lasting difficulties, while less resilient people have a harder time with stress and life changes.
FFF	Feel, Felt, Found - a technique used for answering objections.
Give-to-Get	A Give-to-Get is something that you give to a prospect with the goal of getting to the next step in the sales process. They are not token gifts, but are something of value to the prospect. Give-to-Gets must meet the following criteria: 1 - Easy for you. 2 - Creates a positive experience and adds value for the prospect. 3 - Leads to more work if performed well.
HPLH	SBR's High Performance Leadership Habits Programme.
HPSH	SBR's High Performance Sales Habits Programme.
L.A.W	Leadership Adjustment Wheel - Adjustment Wheels are designed to measure the skill level of a salesperson for a number of defined competencies. They can be used to give feedback following a shadow session or as part of a 1-2-1 meeting.

Lightbulb Questioning	We believe strongly that the right question can lead to a 'lightbulb moment'. This is where the prospect truly understands the reality of their situation where previously they may have been at the satisfied stage of the buying cycle, or at the stage, where a challenge/opportunity was not yet high enough on their agenda to warrant immediate action.
Navigate	Southwestern Consulting's personality profile that they developed.
P.C.	Personal Conference - a 1-2-1 meeting with a salesperson and their manager.
Positioning Statement	A short description of a company that answers the 'why' questions for prospects. The statement should not have unsustainable claims and should reinforce the needs of the client.
Pre-Approach	The preparation before a meeting (3 parts - knowledge about the Prospect/ Customer, knowledge about your objectives, understanding your value).
Q.U.I.S.™	Question, Understand, Influence and Solidify - QUIS Selling™ - SBR's trademarked consultative sales methodology.
ROI	Return on Investment - usually expressed as a percentage and is typically used for personal financial decisions, to compare a company's profitability or to compare the efficiency of different investments. The return on investment formula is: $ROI = (\text{Net Profit} / \text{Cost of Investment}) \times 100$.
RFP	Request for Proposal - solicitation, often made through a bidding process by a company interested in the procurement of a product or service to potential suppliers.
Sales Continuum Model	(Hope-Hear-Ask-Influence) - the mindset of Business Development - rather than using a strategy of hope, a Business Developer could make sure they're listening out to hear of opportunities when on client site or through keeping abreast of industry news to asking about other opportunities to influencing.
Sales Funnel	The visual representation of a how a sale proceeds in a linear fashion from customer awareness to customer action. Commonly known as a Sales Pipeline, however the shape is much more like a funnel.
Self-confidence Cycle	(Self-talk, Self-Image, Actions, Results) - cycle explaining where self-confidence starts (good self-talk leads to good self-image, leads to action, leads to results).
Self-talk	Your inner voice - what you say to yourself.
S.M.A.R.T. Goals	Specific, Measurable, Achievable, Realistic and Time-bound (all very logical where SBR believes there also needs to be an emotional aspect to goal setting).
SUAL	Shut Up And Listen - successful sales people realise the importance of talking less and listening more to the prospect to understand their situation when selling consultatively.
TEAM	Together Everyone Achieves More.
TPV	Third Party Validation - providing relevant examples that you can use to show that you and your organisation have experience. They can be anything from testimonials through to sharing examples about where you have seen this situation before and how you have solved it ('Golden Names' and 'Relevant Names' are the 2 sub-categories).
Trusted Advisor	A Trusted Advisor is someone that provides tremendous value to his clients - and does so with the clients - and does so with the client's interest in mind, not their own. In the Raving Fan model of relationships, it is one step below Raving Fan.
USP	Unique Selling Proposition/Point - the things that make an organisation, its product or services unique, i.e. different from the competition which may have similar.
UVP	Unique Value Proposition - clear statement that describes the benefit of your offer, how you solve your customer's needs and what distinguishes you from the competition.
WIIFM (What's In It For Me?)	This is shorthand to remind the sales professional to cover precisely how the various constituents of their proposals will benefit. It begins with the buyer.

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The Crib Sheet

A large empty rectangular box with a green border, intended for a crib sheet.