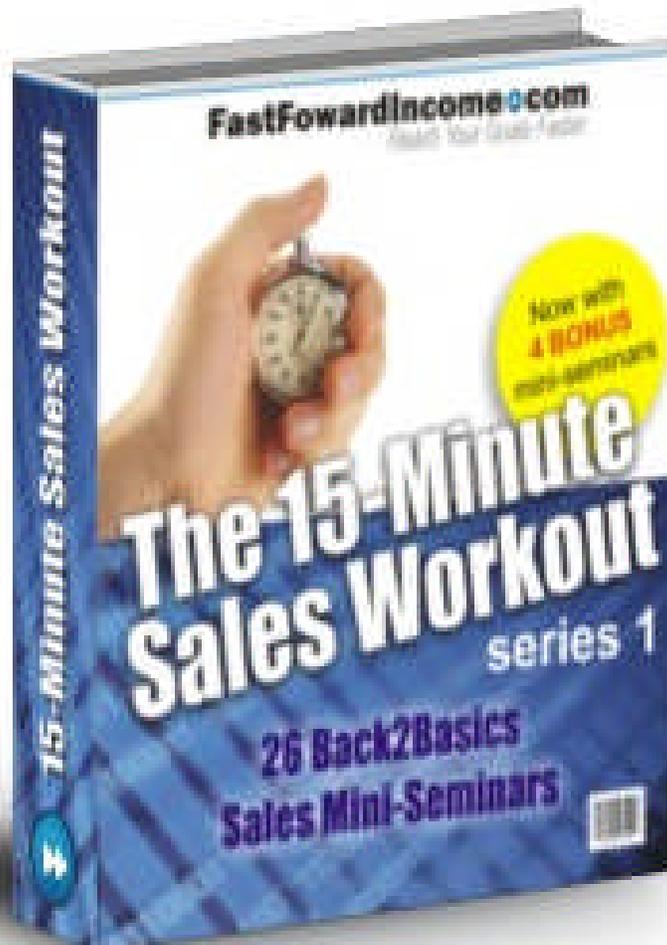


**The 15-Minute Sales Workout™ – series 1**  
~~30~~ 26 Back2Basics Sales Mini-Seminars



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## 15-Minute Sales Workout™ – series 1

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Mini-Seminars!**

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## INTRODUCTION

Welcome to a new and exciting structure for teaching or learning sales skills: *The 15-Minute Sales Workout*. This system is designed to introduce or polish basic skills and is divided into four fundamental skill sets: *Sales Skills*, *Communication Skills*, *Time Management* and *Personal Growth*. Each of these categories has a number of specific topics, each broken into a seven step, 15-minute mini-seminar “workout” featuring a seminar leader script and a seminar participant worksheet.

These mini-seminars are designed with flexibility in mind and are easily customized to a specific sales team, management style, product, service, competitive situation and marketplace.

There are a variety of ways to use this information, many of which are covered in the following What, Why, How, When, Who and Where explanation. Also, commonly asked about The 15-Minute Sales Workout are answered

### WHAT The 15-Minute Sales Workout delivers

Fifty-two 15-minute sales seminars (Series 1 = 26, Series 2 = 26) designed to:

- sharpen the sales skills of people who sell for a living
- save a sales manager time in customizing sales training
- position the sales manager as a training “expert”

These back-to-basics, mini-seminar “workouts” seminars are organized into 4 categories: *Sales Skills*, *Time Management*, *Communication Skills* and *Personal Growth*. Each section addresses important basic skill areas salespeople need to achieve top performance levels in the field of professional selling.

The 15-Minute Sales Workout is designed to impact people at all skill levels and has proven to be highly effective. For the rookie, these mini-seminars are filled with all sorts of new and exciting information. Veterans are reminded of basic skills to polish. In both cases, practical information is communicated in a short period of time, so a “pearl” or two can be gathered before the session concludes. No drag, no blank faces, no fidgeting.

### WHY The 15-Minute Sales Workout is superior

There is a great need for customized sales training and the majority of sales managers indicate that they would initiate more education with their salespeople if they had a quicker, simpler and less expensive means of effective training.

From highly paid consultants to business books and trade publications, there are a variety of structured programs available that teach skills. However, they are often generic and so

structured that they are difficult to customize to the specific needs of a particular sales force or to the style of a particular sales manager. Training involving outside speakers, online products, DVD's and audio are not only difficult to customize, but they position someone outside the company as the “expert” ... and conducting individualized follow-up, if available, generally incurs additional fees. Also, many of these packaged training courses are large, complicated, unwieldy and expensive.

The simple solution is to have the sales manager develop training for his or her team, but who has the time? Directing and managing salespeople is immensely time-intensive. Recruiting, hiring and firing sales personnel require more time than ever before. Even with greater portability and flexibility of communications and immediate access to databases and contact management programs, the job of juggling customers, customer lists and leads demands increasingly more attention and time. Add to that customer service issues and client contact and it's a wonder a sales manager can be proactive toward any long-term project such as customized staff training.

The 15-Minute Sales Workout is a collection of simple, effective, and easy-to-customize seminars that have been developed to eliminate these frustrations. Now a busy sales manager can position him or herself as the training expert with a customized, skill-sharpening training program that takes minimal time to prepare and execute.

## **HOW** to use The 15-Minute Sales Workout

With this set of 26 scripted seminars and worksheets, sales managers can add a 15-minute sales training module into a weekly sales meeting. Combine Series 1 and 2 and you'll have a different subject for EVERY WEEK of the year.

Simply pick a subject, print the script (for the seminar leader) and copies of the worksheet (for each of the meeting attendees). Review and annotate the script, adding local anecdotes, personal observations, and/or company, product, service or customer-specific observations.

In about 15-minutes, you will have a professionally prepared, focused, effective 15-minute instructional seminar that will:

- increase the skill level of your team
- create an environment of growth and education
- position you as the team's expert on sales skills.

NOTE: Although these seminars are designed to be a fast-paced, 15-minute portion of a longer meeting, they are easily converted into 30-minute or one-hour training sessions. Group discussion, interaction, role-play and/or a guest speaker can be added to each session to quickly transform the modules into longer seminars.

## **WHEN** to use The 15-Minute Sales Workout

These seminars are designed to be part of a weekly sales meeting. A brief, simple training session every week breaks into bite-size pieces the task of learning or teaching a great deal of information. The 15-Minute Sales Workout puts a consistent program within the reach of an overburdened sales manager and gives each salesperson a lesson that is uncomplicated and easy to apply to his or her daily routine.

Interestingly enough, these seminars are evergreen. The information is timeless and you will always have new salespeople who are being exposed to the information for the first time. And, remember, experienced salespeople constantly need to be reminded of the basics, and they must be encouraged to use those basics on a regular basis.

## **WHO** benefits from The 15-Minute Sales Workout

*Sales Management:* This group of seminars was written for the sales manager that wants to add consistent, basic skills training to the routine meeting agenda. They are written for sales managers who don't have the time to organize weekly basic training. These mini-seminar "workouts" are written for sales managers who feel that training should be customized to the specific details of their company, their product or service, their market, their style, and their sales team. They have been put together for the sales manager who knows that consistent training will improve the team's skill set, and, importantly will also create a positive environment in which team members know that they are getting necessary support. These seminars have been written for sales managers who would like to take a leadership role as a sales trainer.

*Sales Professional:* These mini-seminar "workouts" represent 364 basic skills and ideas (Series 1 and 2 combined) that will help any salesperson do his or her job better. For new salespeople, it will be fresh. For experienced salespeople, at first glance, much of it might appear to be the "same old stuff"; but they will see that regular skill practice "workouts" generally enable them to make more money, gain more recognition and become more successful.

## **WHERE** to use The 15-Minute Sales Workout

These are the basics, and the basics work in the most complicated high level selling, the most basic transactional selling and all points in between. This training can be incorporated into any size company, and with any size sales force.

## FREQUENTLY ASKED QUESTIONS about The 15-Minute Sales Workout

**Q:** Since I have these mini-seminar “workouts”, can I eliminate costly, long-form training such as all-day seminars?

**A:** We would be against eliminating any effective sales training. When your staff is exposed to a variety of different trainers, methods and ideas, they can take from each what they find useful and valuable. This sharpens skills and teaches techniques that will make them more productive.

Training should be an investment that yields an acceptable return. When you select training, establish specific goals for what the training must accomplish to be successful. Discuss these goals with the trainer and/or training supplier and with your sales team. Then create goals for the follow-up that you, as a manager, will do to make sure the overall goals are met. If you are spending company assets on training, it is up to you to make sure the investment pays off.

**Q:** Why are the work pages set up differently from the script pages, when the information is essentially the same?

**A:** When given a worksheet, the seminar participant knows they are involved with prepared and professional training. This sets the proper tone for the session. Next, by filling in the blanks, the participant will not only *hear* the words, but also they will *write* and *read* the words. This results in greater retention. By having an area for “notes,” the participant is encouraged to write thoughts and observations about how s/he might use this information in the field. Finally, the worksheet design asks for a commitment for behavior change.

The worksheets are included so the busy trainer does not have to spend time doing prep-work for the session. Just print copies ... no devising a training handout and no extra time on the keyboard (or waiting for a staffer to type).

**Q:** You have a number of mini-seminar “workouts” that are on similar subjects (e.g., negotiation, sales mistakes, etc.). Can I put those together into one long training session?

**A:** Of course you can. These seminars are designed to be flexible so you can customize them to the specific needs of your team. But, just because you put them into long-form training event, doesn't mean that you shouldn't review the information in its original shorter modular form during a standard meeting. It takes time and repetition for information to be assimilated by your team.

**Q:** Our department has adopted a “theme” of selling value, how do we incorporate that theme into the different training modules?

**A:** This system encourages flexibility and customization. First, change the title of the mini-seminar. For example, “Seven Big Sales Mistakes” becomes “Seven Mistakes to Avoid When Selling Value.” Then, when you present the information, either tie one or two points into the selling value theme or ask a participant how a particular point made in the training fits in with the department’s focus on selling value.

**Q:** There are some mini-seminars that I think other departments in our company could use, how do I involve them in our training?

**A:** You have a number of choices:

- approach the manager of the other department, show him/her the mini-seminar you think the staff of that department could use and offer the script and work page to that manager to use in training his/her team.
- approach that same manager, show him/her the mini-seminar and ask if his/her team would like to sit in your meeting when you review that information with your staff.
- approach that manager and ask him/her if s/he would like you to run a training session for his/her team on the subject matter

NOTE: Be careful, when you tell another manager that their team is lacking in certain skills, you run the risk of insulting that person and his/her management style and training skills. Review some of the information in this book like “Seven Ways to Effectively Criticize” before tackling this potentially sensitive area.

- approach a superior that is in charge of your department and the department(s) you feel could use this training and offer him/her the script and the work page for their use. If appropriate, you can volunteer to lead inter-departmental training.

NOTE: Before approaching your superior, review some of the information in this book like “Seven Ways to Foster Smooth Communications with Your Manager.”

**Q:** Should I run these mini-seminars in order?

**A:** There really is no order. The “workouts” are organized loosely to help you in selecting appropriate subject matter if you have a specific training need. Beyond that, think: “flexibility and customization.”

- You can mix and match so one week is on communications skills and the next is on sales skills and the next is on personal growth and so on.
- You can make one month “communications skills month” and the next “personal growth month.”
- You can choose a subject based on a recent success or failure of the team or a team member.

The choices are endless. There is no “correct” order to these mini-seminar workouts, what’s important is that the information gets presented and put into action.

If you have additional questions (or thoughts you’d like to share), contact us through [www.FastForwardIncome.com](http://www.FastForwardIncome.com).

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## Seven Ways to Prioritize Accounts

\*start with intro from script



### NOTES

1. Need. Does the company have a need for your product or service? Is the need perceived or do you have to demonstrate the need to them?

Have group list 3 major biz categories that have the most need for our product

2. Dollar Potential. How much discretionary funds are available? Enough money to make the prospect, when sold, one of the top 20% of your customer list? *see if they know what minimum expenditure is for a customer to be one of our top 20 percenters*

3. Geographic Desirability. How easy or difficult is it to visit this account for sales or service? Are the other prioritizing factors strong enough to overcome the time, effort and resources you will expend on traveling for this customer? *ask Steve to tell funny "headquarters story" about the Wolff account*

4. Wedge Potential. By selling this account, does it open the door to others in the same industry? Or, is this a community leader, and by selling this person, you can use that relationship to open dialog with other businesspeople (not necessarily in the same business category)?

5. Reputation. The customer is open to innovation of trying new suppliers. Is there an open mind when it comes to dealing with new companies and salespeople?

6. Buying Cycle. When does the business typically make purchases of your product or service? Weekly, monthly, quarterly, seasonally or annually (calendar or fiscal year)?

7. Availability. How easy or difficult is it to contact the decision-maker? Is the decision-maker local? Will the decision-maker allow access or do you have to deal with screeners or agents?

*Tell story of my 1<sup>st</sup> sales job, trying to get my regional manager in to see my biggest account*

"The older I get the more wisdom I find in the ancient rule of taking first things first. A process which often reduces the most complex human problem to a manageable proportion."  
-Dwight Eisenhower

The most important thing I learned in today's workout is: \_\_\_\_\_

*Remind them to fill out commitment form  
can't leave meeting until completed!*

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

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## 15-Minute Sales Workout™

### Sales Skills



Selling and athletics are both performance-based. They are often compared to each other. One of the ways they are similar is that success in both depends on a strong knowledge of and consistent performance of the basics.

There are no secret formulas. There are no short cuts.

The Sales Workout mini-seminars that follow will help train and re-train basic sales skills, with the goal of the basics becoming habit. Once internalized, those habits will result in higher productivity and the attainment of ever-increasing goals.

To be successful, your Sales Workout mini-seminar should be informative and exciting, and everyone should leave with more knowledge than they had prior to the meeting. If you've done a good job of facilitating this seminar, the participants should leave the meeting eager to put into practice ideas and skill they just learned. Here are some tips to maximize the expected results:

1. Treat participants as knowledgeable adults, not school kids. These are grown-ups who are open-minded and willing to learn to further their careers.
2. Avoid lecturing. Everyone should be encouraged to participate either by asking questions, sharing ideas, or offering agreement or disagreement.
3. Use drama and a sense of humor to keep 'em awake, alert and excited.
4. Don't just repeat the material. Customize the data to your team, your product, your market, your competitive environment, and so on. Add your own stories and experiences ... expand ... clarify.
5. Prepare. Even though each of these Sales Workout seminars is a complete package, spend some time with it so you are comfortable with the material.
6. Check the meeting room. Is it set up properly? Do you have enough seats, tables, hand-outs, refreshments, etc.? Is the temperature comfortable? Are additional props or presentation materials in place?



## SCRIPT: Seven Step Sales Process

All sales should follow these seven steps. The steps might be taken over weeks or over minutes. A top-performing salesperson has accounts at different steps of development at all times, and is working everyday to move customers to the next step. Understanding the seven steps helps give you an overview of your pending business and the ability to analyze at which of the seven steps each account stands at any given point in time.

1. **Prospecting.** Looking for accounts. Because you know your product/service and your selling style, you are subconsciously pre-qualifying businesses as you decide whether or not to make a call.
2. **Initial contact.** This step includes important information gathering in which you identify decision-makers and the best way to contact them. Some pre-qualification is at work here as you start to make decisions about calling on the account.
3. **Qualification.** During this step, decisions are made about whether or not it is worth your time and effort to continue to call on the account and how the account will be prioritized. The ultimate qualification: what problems/needs does the prospect have for which your product/service can provide a solution?
4. **Presentation.** After you have qualified the prospect, this is the time that the features and benefits of your product or service are related to the needs of the prospect. Your job is to establish that your product or service is the best way to handle the customer's challenges and to offer the most effective use of your product/service to address those specific needs.
5. **Answering objections.** Objections are the customer's way of telling you that you haven't finished the presentation step. The customer needs more or different information to agree with your suggested plan.
6. **Closing.** At this step, the client is positioned to make a decision on your plan. Ask for the order.
7. **Getting referrals.** Many salespeople think the sales cycle is completed upon closing. Don't forget to get meaningful referrals ... then, back to prospecting!

# Seven Step Sales Process



## NOTES

1. \_\_\_\_\_. Looking for accounts. Because you know your product/service and your selling style, you are subconsciously pre-qualifying businesses as you decide whether or not to make a call.
2. \_\_\_\_\_. This step includes important information gathering in which you identify decision-makers and the best way to contact them. Some pre-qualification is at work here as you start to make decisions about calling on the account.
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6. \_\_\_\_\_. At this step, the client is positioned to make a decision on your plan. Ask for the order.
7. \_\_\_\_\_. Many salespeople think the sales cycle is completed upon closing. Don't forget to get meaningful referrals ... then, back to prospecting!

"Every sale has five basic obstacles: no need, no money, no hurry, no desire, no trust."

-Zig Ziglar

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Steps to Qualify a Prospect

Everyone is not your customer. To be a top sales performer, you have to identify those businesses with the highest potential to buy your product or service repeatedly. Your first step is to call on those businesses that are likely customers for your product: those are suspects. Then, quickly get the information outlined below so you can determine if the client is worth your time and energy to call on: then, they will become prospects.

1. **What he has now.** There are four choices: the prospect is currently using your product/service, the prospect is using your competitor's product/service, the prospect is using a combination of your product/service and your competitor's, or the prospect is not purchasing a product/service similar to yours.
2. **What she enjoys most about what she has now.** There is a reason that the prospect is buying the product or service. There are reasons why she is continuing to purchase it.
3. **What he would like to change about what he has now.** Almost everybody has some level of dissatisfaction with almost every product/service they purchase. Sometimes it is a feature of the product or service. Sometimes it is an unanswered problem or an unfulfilled promise. Sometimes it's the salesperson who represents the product/service.
4. **Is there a need or desire for your product/service?** Until you know what the prospect wants to grow, avoid or solve, you do not know if the prospect has a need for your product/service, much less have the ability to match your product/service to the potential client.
5. **Can your product/service answer the need?** Once you've established that there is a need, the question is: "Is your product or service one of the best answers to that need?" Can you help the business by having them use your product or service?
6. **Who will make the decision?** Can you reach that person? Are there other people involved in the decision making process? Who are they? Can you reach them?
7. **Can she afford it?** What is the company's credit history? Do not spend the time and effort to sell and service a business that cannot afford your product or service. They may not pay your invoices and will waste your time in an extended collection process.

## Seven Steps to Qualify a Prospect



### NOTES

1. \_\_\_\_\_. There are four choices: the prospect is currently using your product/service, the prospect is using your competitor's product/service, the prospect is using a combination of your product/service and your competitor's, or the prospect is not purchasing a product/service similar to yours.
2. \_\_\_\_\_. There is a reason that the prospect is buying the product or service. There are reasons why she is continuing to purchase it.
3. \_\_\_\_\_. Almost everybody has some level of dissatisfaction with almost every product/service they purchase. Sometimes it is a feature of the product or service. Sometimes it is an unanswered problem or an unfulfilled promise. Sometimes it's the salesperson who represents the product/service.
4. \_\_\_\_\_. Until you know what the prospect wants to grow, avoid or solve, you do not know if the prospect has a need for your product/service, much less have the ability to match your product/service to the potential client.
5. \_\_\_\_\_? Once you've established that there is a need, the question is: "Is your product or service one of the best answers to that need?" Can you help the business by having them use your product or service?
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7. \_\_\_\_\_? What is the company's credit history? Do not spend the time and effort to sell and service a business that cannot afford your product or service. They may not pay your invoices and will waste your time in an extended collection process.

"Understanding human needs is half the job of meeting them."

-Adlai Stevenson

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

## SCRIPT: Seven Big Sales Mistakes

These mistakes are characteristic of low-performing salespeople. If you recognize any of these characteristics in yourself, that's step number 1. Step number 2 is developing an action plan to help you modify this behavior. The final step is to put that plan in action over a long enough period to make it into habit.

1. **Not understanding selling.** Top performers don't "wing it," they prepare for sales calls. Top performers treat selling as a profession and work to understand the subtleties and learn the skills required to be a top professional.
2. **Lack of action.** Low performers will spend more time hoping and wishing than actually doing -- expecting things to get better by themselves. You must confront resistance and change course when necessary.
3. **Telling, not selling.** When a salesperson talks too much, he is listening too little. That means he will not get the information he needs to understand the customer's needs.
4. **Losing mental toughness.** Optimism and relaxation are crucial to sales success. Lose focus on this and you are doomed to become desperate and negative.
5. **Lack of sincerity or enthusiasm.** True sincerity generates credibility. Some of the best salespeople describe selling as merely a transfer of enthusiasm.
6. **Lack of attention to detail.** If you miss details, you make mistakes. Mistakes waste time, and lower your credibility in the eyes of your clients and superiors.
7. **Not establishing a clear difference.** You must be able to differentiate your product or service and yourself from the competition. If you don't, you set the stage for price resistance.

# Seven Big Sales Mistakes



## NOTES

1. \_\_\_\_\_. Top performers don't "wing it," they prepare for sales calls. Top performers treat selling as a profession and work to understand the subtleties and learn the skills required to be a top professional.
2. \_\_\_\_\_. Low performers will spend more time hoping and wishing than actually doing -- expecting things to get better by themselves. You must confront resistance and change course when necessary.
3. \_\_\_\_\_. When a salesperson talks too much, he is listening too little. That means he will not get the information he needs to understand the customer's needs.
4. \_\_\_\_\_. Optimism and relaxation are crucial to sales success. Lose focus on this and you are doomed to become desperate and negative.
5. \_\_\_\_\_. True sincerity generates credibility. Some of the best salespeople describe selling as merely a transfer of enthusiasm.
6. \_\_\_\_\_. If you miss details, you make mistakes. Mistakes waste time, and lower your credibility in the eyes of your clients and superiors.
7. \_\_\_\_\_. You must be able to differentiate your product or service and yourself from the competition. If you don't, you set the stage for price resistance.

"While one person hesitates because he feels inferior, the other is busy making mistakes and becoming superior."

- Henry C. Link

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven More Big Sales Mistakes

Self-analysis is not always pleasant, but it can be positive. When reviewing this list of the mistakes that low-performing salespeople make on a consistent basis, see if you recognize any of the behaviors in yourself. That's the unpleasant part of self-analysis; the positive side is the action you take. When you review this list in the future, however, you can identify those areas where your past under-performance has been replaced with new strengths.

1. **Not setting goals.** If you don't know where you are going, how do you develop a plan to get there?
2. **Underestimating rapport.** Top sales performers are chameleon-like in their ability to adjust their selling style to the style or relationship needs of the customer.
3. **Not learning from mistakes.** One definition of insanity is, "someone who repeats the same behavior over and over expecting different results each time."
4. **Not networking.** To be successful in sales you must talk to a lot of people. Networking helps you develop new clients, referrals and contacts that can help you with other customers.
5. **Selling features instead of benefits.** While most salespeople are more comfortable talking about the features of their product or service, customers are most interested in how the salesperson's product or service will positively impact their business.
6. **Not asking for referrals.** A positive referral is the fastest way to generate prospects and it greases the skids for a shorter path from first contact to close. Are you asking for referrals on every call?
7. **Focusing on product and presentation.** The focus must be on the customer and the customer's responses. An old saying in the sales business goes, "A prospect doesn't care how much you know until he knows how much you care."

## Seven More Big Sales Mistakes



### NOTES

1. \_\_\_\_\_. If you don't know where you are going, how do you develop a plan to get there?
2. \_\_\_\_\_. Top sales performers are chameleon-like in their ability to adjust their selling style to the style or relationship needs of the customer.
3. \_\_\_\_\_. One definition of insanity is, "someone who repeats the same behavior over and over expecting different results each time."
4. \_\_\_\_\_. To be successful in sales you must talk to a lot of people. Networking helps you develop new clients, referrals and contacts that can help you with other customers.
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6. \_\_\_\_\_. A positive referral is the fastest way to generate prospects and it greases the skids for a shorter path from first contact to close. Are you asking for referrals on every call?
7. \_\_\_\_\_. The focus must be on the customer and the customer's responses. An old saying in the sales business goes, "A prospect doesn't care how much you know until he knows how much you care."

"Show us a man who never makes a mistake and we will show you a man who never makes anything. The capacity for occasional blundering is inseparable from the capacity to bring things to pass."

-H. L. Wayland

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

## SCRIPT: Seven Sources of Objections

An objection is a customer's way of giving you feedback about your product or service, your presentation or you personally. You should welcome objections, because they are a request for more information, and that means that you have done a good job in opening a two-way dialog. Most specific objections spring from the following general sources. Learn to recognize the source and use it to frame a strong and/or more specific response.

1. **Sense of need is not strong enough.** Whatever the need your product/service fills is not top-of-mind enough for the prospect to make a decision right now. Answer this by painting a picture of the problems this unanswered need will cause if it remains unanswered and/or by painting a picture of how good things will be once the need has been answered. Sometimes the objection is a stall. Sometimes this is a cover for a hidden objection (e.g., we do not have the cash flow to make this commitment).
2. **Not convinced it is a good value.** You haven't done a good enough job showing the prospect the relationship between the benefits your product or service will bring and the cost of your product/service. Sell value.
3. **Not convinced you can fill the need.** The need is identified and a decision has been made to fill that need now. The burden of proof is on you. You must offer convincing proof that your product or service fills that need.
4. **Not convinced you are offering the best possible solution.** This indicates that a competitor has either positioned her product or service extremely well against the customer's need ... or ... against your product or service. You must probe to discover what other competitors are on the short list and why they are there. Then resell with that knowledge in mind.
5. **No money.** Is this an objection or a condition? Ask questions to determine if this is real, an excuse or a stall. If offers of lower costs alternatives or financing options don't work, then there is a hidden objection that you must probe for an answer.
6. **Stall.** Yes ... but not now. Is this an objection or a condition? If real, hammer home the benefits of your product/service and get agreement that these are desirable benefits. "How can you pass this opportunity up?"
7. **Can't articulate true objection.** Sometimes a prospect continues to raising an endless stream of seemingly unrelated objections or the same one over and over. This is a cover up and you must probe for the real objections or conditions that are blocking the sale.

# Seven Sources of Objections



## NOTES

1. \_\_\_\_\_ . Whatever the need your product/service fills is not top-of-mind enough for the prospect to make a decision right now. Answer this by painting a picture of the problems this unanswered need will cause if it remains unanswered and/or by painting a picture of how good things will be once the need has been answered. Sometimes the objection is a stall. Sometimes this is a cover for a hidden objection (e.g., we do not have the cash flow to make this commitment).
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"Extremists think  
'communication' means  
agreeing with them."  
-Leo Rosten

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Biggest Buying Fears of People With Whom Salespeople Deal

As you enter an appointment to represent your product or service, there will be a certain amount of tension from the potential customer, because the act of making a buying decision arouses certain fears. Once a top-performing salesperson is aware of these fears, she can learn to recognize them and then put the prospect at ease. Probe for the cause of discomfort and address it. With the tension lowered, there is better possibility that a sale will take place.

1. **Salespeople.** There is a fear that salespeople have techniques for making people buy things that they don't want or need. When you appear in a business situation as a salesperson, there is immediate concern on the part of the purchaser that instead of buying something, they are going to be sold something.
2. **Failure.** Many people avoid making decisions, because, subconsciously, they feel that if they don't make any decision, they won't make a bad decision. You must help them overcome the fear of making a bad decision.
3. **Owing money.** People fear being in debt. When you are selling a product or service, the buyer often worries, "How am I going to pay for this?"
4. **Being lied to.** Many people do not trust salespeople and are afraid that they will be making a decision based on misinformation given by the salesperson.
5. **Embarrassment.** If a buying decision turns out to be a bad one, then the buyer faces embarrassment with their superiors, peers and other suppliers.
6. **The unknown.** If you are representing a product or service that the buyer does not ordinarily purchase -- or if you are asking to replace their current supplier -- change can create discomfort on the part of the buyer. Even if they are dissatisfied with their current situation and you are offering all they need, in the back of their heads, they hear that old saying, "sometimes the devil you know is better than the one you don't."
7. **Past mistakes.** If a buyer has had bad luck with either your company or a similar product or service, those past mistakes will loom large when it comes time to make a decision. There's another old saying, "once burned, twice careful."

## Seven Biggest Buying Fears of People With Whom Salespeople Deal



### NOTES

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"Where fear is present,  
wisdom cannot be."  
-Lucius Lactantius

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Basic Negotiation Tactics

In a negotiation situation, there are certain tactics that you can use and certain tactics that can be used against you. Recognize these tactics for what they are, so you can neutralize them if used against you and so you can use them if conditions call for it.

1. **Wince.** You've seen it before, that quick involuntary flinch that indicates disappointment. In response to a counteroffer, a wince -- not overplayed -- can make the other party feel that they've cut too close to the bone.
2. **Silence.** Most people are uncomfortable with silence. After an offer has been made, silence combined with a subtly satisfied smile can put the pressure on the other party. Even after that party has replied, continued silence can result in another offer just to break the silence.
3. **Power play.** Simply demand a better deal. "Mr. Wright, you're simply going to have to do better than that." This is thrown down not as a challenge, but as a statement of fact and can often make another party yield a concession with no further explanation.
4. **Funny money.** This is a method of coming up with the same offer in another way. If you cannot negotiate price, sometimes you can negotiate terms. A good example is in the car industry where a client refuses to buy a \$25,000 automobile but will agree to buy the same automobile for \$5,000 down and \$500 per month for 48 months.
5. **Red Herring.** One party might fight strongly for something they don't actually want or need, forcing the other party to defend or at least put higher value on the unimportant item (or red herring). This can be used as a distraction or later in the negotiation, the first party can give back the red herring they won (but didn't care about) and position it as a major concession.
6. **Limit.** One party sets in stone the amount of time they are willing to spend on any one issue or the whole negotiation, gaining control of time and thus of the negotiation process.
7. **Good cop/bad cop.** This has two people on one side of the table playing off each other. The "bad cop" is intractable and draws a line in the sand. The "good cop" tries to help the other side come up with a strategy to convince the bad cop to capitulate.

# Seven Basic Negotiation Tactics



## NOTES

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"Visible goodwill is the strongest negotiation strategy. Don't let somebody else determine your behavior."

-Dr. S.V. Sunrei

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

## SCRIPT: Seven Ways to Prioritize Accounts

Once you have determined that a customer has a legitimate reason for being a prospect, you must decide which prospects are the most important (i.e., deserve the majority of your time and effort). Finally, you must qualify those high-potential customers by determining which have a high probability of doing business with you. Review the following descriptors and you can see that even though a company might have the need -- and the dollars -- they might not be a high priority if you cannot gain access to the decision maker who authorizes the purchase of your product/service.

1. **Need.** Does the company have a need for your product or service? Is the need perceived or do you have to demonstrate the need to them?
2. **Dollar potential.** How much discretionary funds are available? Enough money to make the prospect, when sold, one of the top 20% of your customer list?
3. **Geographic desirability.** How easy or difficult is it to see this account for sales or service? Are the other prioritizing factors strong enough to overcome the time, effort and resources you will expend traveling for this customer?
4. **Wedge potential.** By selling this account, does it open the door to others in the same industry? Or, is this a community leader, and by selling this person, you can use that relationship to open dialog with other businesspeople (not necessarily in the same business category)?
5. **Reputation.** The customer is open to innovation of trying new suppliers. Is there an open mind when it comes to dealing with new companies and salespeople?
6. **Buying cycle.** When does the business typically makes purchases of your product or service? Weekly, monthly, quarterly, seasonally or annually (calendar or fiscal year)?
7. **Availability.** How easy or difficult is it to contact the decision-maker? Is the decision-maker local? Will the decision-maker allow access or do you have to deal with screeners or agents?

## Seven Ways to Prioritize Accounts

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### NOTES

"The older I get the more wisdom I find in the ancient rule of taking first things first. A process which often reduces the most complex human problem to a manageable proportion."  
-Dwight Eisenhower

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

## SCRIPT: Seven Steps to Selling Value

Selling value is providing your customers with tangible services and support that give the customer a little more for the money and help differentiate your product or service from that of the competition. Selling value is the best way to overcome -- and sometimes even avoid -- price objections.

1. **Understand your value.** Analyze your offer and be able to quantify it for a customer. Why do your best customers do business with you? What is special about your product or service? Your company? You? Remember, you have to know your limitations as well as your advantages.
2. **Understand the competition.** Analyze the strengths and weaknesses of your competition the same way you analyze yourself. Have you won a sale from them recently? Where? Why? What happened? If you have lost to them recently, why?
3. **Reinforce.** To minimize the impact of low price competitors, reinforce your value at all times (in selling and nonselling situations). Ask your customers to help you document the added value you provide. Look for opportunities to remind your customers of your value (e.g., that you live up to your promises).
4. **Use testimonials.** Show testimonial letters and ask prospects to call your customers for a referral. NOTE: If your customers are too busy to write testimonial letters, write them yourself and have your customers sign them. "Thank you for your compliments on the phone. I jotted them down; does this cover what you said?" (read letter you have written) If you could give me your autograph on this, I'll put it in my sales kit so I can talk about what a great businessperson you are with my other clients. Thanks."
5. **Prepare.** There will always be a competitor that chooses to make their main selling benefit: "We are less expensive." Since the buyers are paid to get the best deal for their companies, don't be shocked or offended when you run up against this type of competition and meet a price objection from your client. Understand the way they feel and be ready meet the price objection when it comes. And, it will come.
6. **Apples to apples.** Whenever you get a price objection, make sure that the customer is comparing apples to apples. Chances are the customer was not aware of features or benefits that your solution offers to them that the competition's solution does not. First, make sure that your added value has value to the customer. Point out the discrepancies in the competitor's offer and, by doing so, nullify the competitor's credibility.
7. **Long term.** Buyers have a tendency to think in short term, instant-gratification terms. You want to train buyers to think with long-term vision. Maybe a competitor can entice you with a quick, one-time price reduction, but you will build a relationship that can save money and build value for the long term.

# Seven Steps to Selling Value



## NOTES

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"Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for. A product is not quality because it is hard to make and costs a lot of money, as manufacturers typically believe. This is incompetence. Customers pay only for what is of use to them and gives them value. Nothing else constitutes quality."

-Peter Drucker

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

# FastForwardIncome.com

## 15-Minute Sales Workout™

### Communication Skills



Success in sales hinges upon communication. The ability of a salesperson to gather information from the client and respond with information on their product and service to the client are key skills needed to be a top performer.

Most people who consider themselves “born salespeople” are actually people who have learned good communication skills and practice them subconsciously. The Sales Workout mini-seminars that follow will help strengthen those subconscious communication skills and will bring to light new skills that can be used consciously.

To be successful, your Sales Workout mini-seminar should be informative and exciting, and everyone should leave with more knowledge than they had prior to the meeting. If you’ve done a good job of facilitating this seminar, the participants should leave the meeting eager to put into practice ideas and skill they just learned. Here are some tips to maximize the expected results:

1. Treat participants as knowledgeable adults, not school kids. These are grown-ups who are open-minded and willing to learn to further their careers.
2. Avoid lecturing. Everyone should be encouraged to participate either by asking questions, sharing ideas, or offering agreement or disagreement.
3. Use drama and a sense of humor to keep ‘em awake, alert and excited.
4. Don’t just repeat the material. Customize the data to your team, your product, your market, your competitive environment, and so on. Add your own stories and experiences ... expand ... clarify.
5. Prepare. Even though each of these Sales Workout seminars is a complete package, spend some time with it so you are comfortable with the material.
6. Check the meeting room. Is it set up properly? Do you have enough seats, tables, hand-outs, refreshments, etc.? Is the temperature comfortable? Are additional props or presentation materials in place?



## SCRIPT: Seven Safe Assumptions – About Communication

Your success hinges on your ability to communicate. Your ability to have other people receive the message you want sent is the basis for all successful personal and business relationships. Understanding the following assumptions and keeping them top-of-mind will help you send better messages and be better understood by those to whom you are communicating.

1. **Communicators are trained, not born.** When you were born, you were crying. You learned how to speak by imitating others. You can continue sharpening your communication skills by watching and listening to good communicators and by reading applicable books and articles. The process of learning communication skills should never end.
2. **Your next message will be misunderstood.** If you assume this, then you will be more careful and thoughtful in your communication. When you don't get the desired results from your communication, look for feedback and examine yourself first.
3. **Understanding is more important than clarity.** Don't spend time worrying about being clear, worry about being understood. Always ask yourself, "What is the best way to send this message without being misunderstood?"
4. **Word meanings are not found in the dictionary.** In the dictionary, you will find definitions, *meanings* are in people. We don't send meaning, we send messages -- a combination of words and behaviors -- that represent and elicit meaning in the minds of our listeners.
5. **Meaning depends less on what you say than how you say it.** Communications experts tell us that over 90% of meaning is received through nonverbal communication, such as body language and tone of voice. Try reading this sentence out loud, putting emphasis on a different word each time you read it. "*She didn't steal the purple backpack.*" Notice how the meaning changes each time.
6. **You cannot *not* communicate.** Whenever two or more people are in the same place at the same, they are communicating. You might not think you are sending messages, but you are. You might not be communicating the messages you want to send, but the other person is receiving the messages.
7. **Communication is not static.** It is an ongoing and dynamic process, and it is not just a simple exchange of words. There are numerous possibilities for miscommunication, so it is the job of the communicator to continue to make sure that the correct message is being sent and, more importantly, received.

## Seven Safe Assumptions – About Communication



### NOTES

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"Make sure you have finished speaking before your audience has finished listening."

-Dorothy Sarnoff

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Advantages of Being a Good Listener

Are you selling or are you telling? Communication is not a one way street; to be a top sales performer, you must be a good listener. Why? Here are seven benefits for improving your skills as a listener.

1. **Know what's going on.** Things are constantly going on all around you. The more you hear and understand, the more you learn personally and professionally.
2. **Avoid trouble.** By hearing and understanding instructions, suggestions and warnings you can avoid trouble. Your family and colleagues have little cause to be upset with people who pay attention to them.
3. **Diffuse the anger of other people.** Professional communicators know that the best response to an emotional outburst from another person is made with your ears. When you listen to an angry person, you can demonstrate empathy and can understand the cause of the anger. Also, this facilitates the natural venting process that allows the other person to become more rational so you can defuse the anger.
4. **Increase your power.** The more knowledge you gain through listening, the more good data you have at your disposal. "Knowledge is power;" knowledge makes your actions informed and appropriate.
5. **Increase your respect.** You've heard people say, "Well, at least she listened to me." Respect is earned by the person who really listens.
6. **Position yourself as intelligent.** Not only does listening increase your knowledge, but it also makes you appear intelligent. When you are listening, you are not talking ... there is an old saying that says, "He who does all the talking, always thinks the conversation was brilliant." Many people attribute intelligence to "a person of few words."
7. **Understand others.** There may be nothing more important than understanding the needs, values and motivations of those around you. If you want to know what makes people tick, then there is no better way than to listen to them. That knowledge is key to getting people -- a subordinate, equal or superior -- to respond to you as desired.

## Seven Advantages of Being a Good Listener

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### NOTES

"Listening is a magnetic and strange thing, a creative force. The friends who listen to us are the ones we move toward. When we are listened to, it creates us, makes us unfold and expand."

- Karl Menninger

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways We Communicate Nonverbally

Whether you are doing the talking or the listening, you are sending a variety of nonverbal messages. In fact, according to communications experts, over 90% of meaning is received through nonverbal communication such as body language and tone of voice. To be a top performing salesperson, you must learn to control the messages you are sending and learn to read the messages that are being sent.

1. **Eyes.** Poets call the eyes “the windows to the soul” because they are the most communicative part of the body. A look in the eyes will tell you if a person is interested, bored, happy, sad, lying, sick, surprised and many other emotional and conditional cues. Emotion portrayed in the eyes is difficult to control on the part of the message sender and easy to read on the part of the message receiver.
2. **Posture.** Standing erect, slouching, leaning, slumping and a myriad other positions can send a message about your mood, your interest, your self-image, and so on.
3. **Face.** Your mouth can communicate specific messages with a smile, a frown, a grimace or a pout. If your cheeks flush you could be communicating embarrassment or discomfort. Eyebrows raised or lowered can move you from surprise to concern.
4. **Gestures.** Hand, body and head movements can reinforce or contradict the words that are being said and often serve as substitutes for words. When the speaker says “maybe” but gestures “thumbs up,” she is saying yes. A speaker can shake his head and not even have to say the word “no.”
5. **Time.** Your use of time sends messages to others. Do you meet deadlines? Do you get to meetings late? What message does your use of time send to others?
6. **Behavior.** The old bromide reads “actions speak louder than words.” Others who observe your behavior use that as a guide to believing your words. Healthy living advocates who can’t quit smoking have trouble gaining credibility for even the best nutrition and exercise advice.
7. **Clothing.** Are you appropriately dressed? What message does that send? Remember that clothing includes accessories like your briefcase and cosmetics (including perfume or cologne) as well.

## Seven Ways We Communicate Nonverbally



### NOTES

1. \_\_\_\_\_. Poets call the eyes “the windows to the soul” because they are the most communicative part of the body. A look in the eyes will tell you if a person is interested, bored, happy, sad, lying, sick, surprised and many other emotional and conditional cues. Emotion portrayed in the eyes is difficult to control on the part of the message sender and easy to read on the part of the message receiver.
2. \_\_\_\_\_. Standing erect, slouching, leaning, slumping and a myriad other positions can send a message about your mood, your interest, your self-image, and so on.
3. \_\_\_\_\_. Your mouth can communicate specific messages with a smile, a frown, a grimace or a pout. If your cheeks flush you could be communicating embarrassment or discomfort. Eyebrows raised or lowered can move you from surprise to concern.
4. \_\_\_\_\_. Hand, body and head movements can reinforce or contradict the words that are being said and often serve as substitutes for words. When the speaker says “maybe” but gestures “thumbs up,” she is saying yes. A speaker can shake his head and not even have to say the word “no.”
5. \_\_\_\_\_. Your use of time sends messages to others. Do you meet deadlines? Do you get to meetings late? What message does your use of time send to others?
6. \_\_\_\_\_. The old bromide reads “actions speak louder than words.” Others who observe your behavior use that as a guide to believing your words. Healthy living advocates who can’t quit smoking have trouble gaining credibility for even the best nutrition and exercise advice.
7. \_\_\_\_\_. Are you appropriately dressed? What message does that send? Remember that clothing includes accessories like your briefcase and cosmetics (including perfume or cologne) as well.

“Our expression and our words never coincide, which is why the animals don’t understand us.”

- Chazal

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Use the Telephone More Effectively

No one would argue that the telephone is one of the greatest sales tools invented. It is also an area of training that is often overlooked. Even top performing salespeople can develop phone habits that waste time or fail to maximize the strength of the tool. Here are seven tips on improving your telephone skills.

1. **Organize.** Before you make the call, outline the topics to be discussed and the specific outcomes you would like to see for those topics. Use the outline to keep the conversation focused.
2. **Make appointments.** Agree on a specific date and time to meet via the phone. This greatly increases your chances for accomplishing the goals of the call.
3. **Get in and get out.** Once you have achieved the objectives of the phone call, end the conversation. Take control of the conversation so you do not get bogged down in chatty, unproductive time.
4. **Know when not to use the phone.** If you are trying to communicate complex or detailed information, you will be much more effective in person. If you can't be there, use the phone to review written information you can both see at the same time during the call (e.g., mailed or delivered beforehand, faxed or displayed on a computer monitor via a webinar).
5. **Confirm convenience.** Make sure that the person you have called is in a position to speak. A strong way to confirm is, "Is this a good time for me to call?" A weak method is, "Are you busy?"
6. **Leave strong messages.** Whether it is on voicemail or with a screener, your message must motivate your target to call you back. Replace, "tell him I called" with, "I have the information he requested." If you have nothing specific to use as a motivation point, try humor ... if you get a laugh, you might also get a return call. "I'm returning his returning of my returning of his returning ... now I'm confused, just tell him I returned his phone call. Thank you" can often make a screener chuckle.
7. **Look in a mirror.** If you look at yourself while on the phone, you can make sure that you are smiling ... and that can be heard over the phone. Also, a mirror will remind you that the other person cannot pick up on nonverbal cues and that you should try to use detailed explanations and precise language to compensate.

## Seven Ways to Use the Telephone More Effectively



### NOTES

1. \_\_\_\_\_. Before you make the call, outline the topics to be discussed and the specific outcomes you would like to see for those topics. Use the outline to keep the conversation focused.
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"The telephone is a good way to talk to people without having to offer them a drink."

-Fran Lebowitz

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Steps to Writing Better Letters

Sales letters, whether sent via “snail-mail” or e-mail, can be used in various stages of the sales process: prospecting, follow-up, relationship enhancement, service, etc. As such, they can be strong and versatile tools. If not properly written, however, letters can negatively position you and your product or service. Improving your letter-writing skills can have a big positive impact on your success.

1. **Be succinct.** Replace wordy phrases with concise language. Don’t use “friend of mine,” use “friend.” Replace “as of this moment” with “now.” Replace “first of all,” with “first.”
2. **Read it aloud.** Would you say what you have written? If it sounds phony when your hear it, it will give that impression to the person who receives it.
3. **WII-FM.** It’s not a radio station, it’s an acronym for “What’s In It For Me?” Focus on the needs and goals of the person to whom you are writing. The recipient doesn’t care what’s in it for you, they want to understand the benefit to them.
4. **Avoid run-on sentences.** Express one thought per sentence. Avoid attaching another thought with the words “and,” “but” or “or.” For example, “I represent a unique product and would like to set up a meeting and show you the benefits of this product and put together a service schedule and make sure the product delivers as promised,” would sound better as: “I represent a unique product. In a meeting, I can show you the benefits of this product. After the meeting, we can put together a service schedule to guarantee the product delivers the benefits discussed.”
5. **Use power language.** Strong, colorful words will create a mental picture for the reader. “Impacting” a problem sounds more energetic than “addressing” a problem. Being “enthusiastic” or “eager” is more powerful than being “interested.”
6. **No clichés.** If a cliché sounds tired, hackneyed and trite, it will reflect those qualities on you.
7. **Use specific examples.** State verifiable facts and back them up with reliable, properly identified sources. In a letter, claims must be substantiated. Instead of saying “Everybody loves our product,” say, “Bill Williams of Williams Toyota uses our product every day.” Replace, “Our product has been thoroughly tested” with, “Our product has been given the highest test rankings by the International Product Testing Union.”

# Seven Steps to Writing Better Letters



## NOTES

1. \_\_\_\_\_. Replace wordy phrases with concise language. Don't use "friend of mine," use "friend." Replace "as of this moment" with "now." Replace "first of all," with "first."
2. \_\_\_\_\_. Would you say what you have written? If it sounds phony when your hear it, it will give that impression to the person who receives it.
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*"I didn't have time to write a short letter, so I wrote a long one instead."*

*- Mark Twain*

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Common Grammatical Errors to Avoid

English is a complex language that can be very confusing. There are many words and phrases that are easy to speak but cause confusion when the time comes to put them on paper. Here are seven common grammatical mistakes that have the ability to position you poorly should they appear in business communications. This is stuff you have to know. You can't rely on "spell-check."

1. **"Its" or "It's."** "Its" is a possessive pronoun and "It's" is a contraction for "it is." "When you drive my car, it's obvious that its steering pulls to the right."
2. **"There," "Their" or "They're."** "There" is a location as in, "Elinor and Kate's office? I've been there." "Their" is possessive as in, "Scott and Kevin asked me to stop by their office." "They're" is a contraction for "they are" as in, "They're such impressive businesspeople."
3. **"Their" is not singular.** Incorrect: "every salesperson must turn in their call reports." Correct: "every salesperson must turn in his or her call reports," or "all salespeople must turn in their call reports."
4. **Singular/Plural.** Watch out for singular verbs with plural subjects or plural subjects with singular verbs. It is correct to say "the costs of producing and placing television commercials are high," or "the cost of producing and placing television commercials is high" but never "the cost of producing and placing television commercials are high."
5. **Don't use "between you and I".** "Between you and me" is correct. "Between" is a preposition like "from" or "with," so it needs the objective pronoun "me." Just as we say, "I am going" but "she is going with me," you say, "you and I know this" but "it's between you and me."
6. **Commas don't separate a sentence's subject and verb.** It is incorrect to write, "All contracts that are not turned in by Friday, will be subject to the 13% rate increase." The proper punctuation -- no coma -- is "All contracts that are not turned in by Friday will be subject to the 13% rate increase."
7. **"All ready."** "All ready" means that a group is prepared, while "already" is an adverb meaning "by this time." "By the time I arrived, she had already completed the introduction, so the executive staff was all ready to hear the presentation."

## Seven Common Grammatical Errors to Avoid



### NOTES

1. \_\_\_\_\_. “Its” is a possessive pronoun and “It’s is a contraction for “it is.” “When you drive my car, it’s obvious that its steering pulls to the right.”
2. \_\_\_\_\_. “There” is a location as in, “Elinor and Kate’s office? I’ve been there.” “Their” is possessive as in, “Scott and Kevin asked me to stop by their office.” “They’re” is a contraction for “they are” as in, “They’re such impressive businesspeople.”
3. \_\_\_\_\_. Incorrect: “every salesperson must turn in their call reports.” Correct: “every salesperson must turn in his or her call reports,” or “all salespeople must turn in their call reports.”
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*“When money talks, nobody notices what grammar it uses.”*

*-Anonymous*

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_

## SCRIPT: Seven Types of Dangerous Words

There is power in words. When involved in the communication process, certain types of words can hurt your ability to effectively communicate a message to another party. The wrong type of word can distract the listener from the message you are sending, sometimes to the point that the entire message is lost.

1. **Jargon.** This is the technical language of your business and it can be confusing to others who don't use it every day. This can alienate people and cause them to judge you as self-absorbed and inconsiderate.
2. **Profanity.** You get some impact with "swear words", but there is a great risk of offending your listener. Once that offense has been taken, often the listener judges you in a specific way and can no longer concentrate on your message.
3. **Clichés.** If you use a worn-out phrase that your listener considers to be trite, it will cause you to appear trite, uncreative and old-fashioned.
4. **Euphemisms.** Typically these are corporate-speak and government-speak used to hide negative concepts. Firing employees becomes "down-sizing." Taxation becomes "revenue enhancement." Not only does this open an opportunity for confusion, but it also weakens the message. Listeners often distrust those who use euphemisms because they make the speaker appear to be hiding something or position the speaker as afraid of speaking directly.
5. **Overly complex.** You might be proud of your vocabulary, but using unusual or "pompous" words when typical or "every day" words will do can make you appear pompous and put your audience on the defensive, making it difficult for your message to penetrate. In other words, *eschew superfluous verbosity.*
6. **Red-flag words.** These are words that elicit a strong reaction and offend people (e.g., refer to a woman as a "girl" or a female colleague as "sweetheart"). If you use one, your listener will focus on that word and stop listening to your message.
7. **Vague or abstract.** "I'll call you back" is too vague. Replace it with, "I'll call you back in 15 minutes," and your message is more succinct. You must be clear and specific if you are to leave no doubt in the meaning of your words.

## Seven Types of Dangerous Words

1. \_\_\_\_\_. This is the technical language of your business and it can be confusing to others who don't use it every day. This can alienate people and cause them to judge you as self-absorbed and inconsiderate.
2. \_\_\_\_\_. You get some impact through the use of "swear words", but there is a great risk of offending your listener. Once that offense has been taken, often the listener judges you in a specific way and can no longer concentrate on your message.
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### NOTES

"If I ever get around to writing that language depompisifier, it will change almost all occurrences of the word 'paradigm' into 'example' or 'model'."  
-Herbie Blashfalt

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Commonly Confused Words

If a person to whom you are trying to communicate is distracted by the misuse of a word, many things can happen: they might miss the message, they might think you are not intelligent, they might think that you do not proof read (and thus do not pay attention to detail). Here is a list of words that are easily and commonly confused, learn them so you don't confuse them. Although your "spell-check" won't know the difference, your client probably will.

1. **Affect or Effect?** As a verb, *effect* means "to bring about" or "to accomplish." While *affect* means "to influence." "The Sales Manager wanted to affect his team by effecting a new commission plan."
2. **Comprise or constitute.** A group *comprises* the people who join it, but people do not comprise a group; they *constitute* it.
3. **Farther or further?** *Farther* denotes distance as in, "we drove farther on a tank of premium gas than we did on regular gas." *Further* denotes time or quantity as in, "we pursued the topic of gasoline efficiency further than any other scientists."
4. **Irregardless or regardless?** Irregardless is not a word, regardless is correct.
5. **Lay or lie?** *Lay* is transitive while *lie* is intransitive. *Lay* means to "to place" while *Lie* mean "to recline". "The hen lays an egg and then is so tired that she lies down."
6. **Precede or proceed?** When you go ahead of or in front of, you *precede*. When you begin or carry on some action, you *proceed*. "Since I preceded everybody else to the restaurant, I proceeded to order without them."
7. **Than or then?** *Than* is used for comparisons as in, "She is a better presenter than he is." *Then* is used to show a sequence in time as in, "She made the presentation, then closed the deal."

## Seven Commonly Confused Words



### NOTES

- \_\_\_\_\_. As a verb, *effect* means “to bring about” or “to accomplish.” While *affect* means “to influence.” “The Sales Manager wanted to affect his team by effecting a new commission plan.”
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“Speak properly, and in as few words as you can, but always plainly; for the end of speech is not ostentation, but to be understood.”

-William Penn

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_

## FastForwardIncome.com 15-Minute Sales Workout™

### Time Management



Time is your most precious resource. It is non-restorable and it cannot be stockpiled. Every salesperson is given the same 24-hour day, and it's what they do with the time allotted that separates the top-performers from the rest of the pack.

The Sales Workout mini-seminars that follow will train salespeople in ways to identify productive and non-productive uses of their time. They will also help them develop more efficient time management habits and thus increase productivity.

To be successful, your Sales Workout mini-seminar should be informative and exciting, and everyone should leave with more knowledge than they had prior to the meeting. If you've done a good job of facilitating this seminar, the participants should leave the meeting eager to put into practice ideas and skill they just learned. Here are some tips to maximize the expected results:

1. Treat participants as knowledgeable adults, not school kids. These are grown-ups who are open-minded and willing to learn to further their careers.
2. Avoid lecturing. Everyone should be encouraged to participate either by asking questions, sharing ideas, or offering agreement or disagreement.
3. Use drama and a sense of humor to keep 'em awake, alert and excited.
4. Don't just repeat the material. Customize the data to your team, your product, your market, your competitive environment, and so on. Add your own stories and experiences ... expand ... clarify.
5. Prepare. Even though each of these Sales Workout seminars is a complete package, spend some time with it so you are comfortable with the material.
6. Check the meeting room. Is it set up properly? Do you have enough seats, tables, hand-outs, refreshments, etc.? Is the temperature comfortable? Are additional props or presentation materials in place?



## SCRIPT: Seven Time Traps

Time is the great equalizer. One salesperson might have a better product, while another has better training. One salesperson might have more contacts, while another has a stronger support team. All salespeople have exactly the same amount of time. How that time is used separates the top performers from everybody else.

1. **Not doing it right the first time.** Ever notice that people who don't have time to do it right the first time, always find time to fix when it comes back? It saves a lot of time just to do it correctly from the start.
2. **Procrastination.** Sometimes people spend more time worrying and complaining about a task than they actually spend doing it.
3. **Unnecessary phone calls and unnecessary meetings.** Or phone calls/meetings that go on too long.
4. **Social Media.** Updating your presence on Facebook™, MySpace™, LinkedIn™, etc. and other social media and other social media pursuits (like tweeting) can be very time consuming. Do your activities participating in social media contribute to your sales performance or are “small talk” that take time away from higher priority pursuits?
5. **Negative thinking.** The time you spend dwelling on negative thoughts is time that you are not thinking positively. Which way of thinking will make you more successful? It's your choice.
6. **Driving time.** Commuting to work and driving to appointments are times that you could be continuing your education by listening to instructional audio, making contacts via phone, prospecting geographically, etc.
7. **Unconfirmed appointment.** Set appointments and confirm them before you arrive. If the client is running late or has to cancel, it is much better to find that out in your office as opposed to in the client's lobby. Also, avoid, “I was in the area, so I thought I'd drop in and see if we could talk about my product.” You've just positioned yourself as unorganized. You've just interrupted a client and indicated that you don't respect his time.

## Seven Time Traps



### NOTES

1. \_\_\_\_\_. Ever notice that people who don't have time to do it right the first time, always find time to fix when it comes back? It saves a lot of time just to do it correctly from the start.
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*"Meetings are indispensable when you don't want to do anything."  
-John Kenneth Galbraith*

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Save Time by Planning

The old sales cliché says, “Most people do not plan to fail, they fail to plan.” This cliché might be trite, but it is also true. Time is a top-performing salesperson’s most valuable asset, and once spent, it cannot be recovered. Planning is one of the most important methods of preserving and protecting this asset.

1. **Goals.** Once you have committed to annual goals, translate them into monthly goals. Then turn those monthly goals into “to do” lists that are revised on a daily and weekly basis.
2. **90 minutes a week.** Set aside 20 uninterrupted minutes at the beginning of each week and 10 uninterrupted minutes at the beginning of each day to plan your “to do” list. Ask yourself: “What will I accomplish this week? Today?” Then prioritize the objectives (1,2,3) according to their value to you. When you have finished with the “1”s, move to the “2”s and think about eliminating (or at least paying minimal attention to) the “3”s.
3. **Calendar.** There are a myriad both traditional/paper and digital calendar/planning systems on the market, pick out one that you will stick with and use it in steps 1 and 2 above. Refer to it consistently throughout the day as a reminder of your goals and as a useful diary of your activities and commitments.
4. **Ignore unimportant mail.** Most likely, you can easily delete or trash about 25% of your mail (both e-mail and “snail” mail) without opening it and suffer no negative consequences. Do it.
5. **Get help.** Are there people in your organization to whom you can assign tasks that can save you time (e.g., screening/organizing “snail” mail and faxes, making copies, etc.)? If you have a support staff, make sure they are knowledgeable enough about your goals so that they can function effectively when you are not there (don’t waste their time either).
6. **Create deadlines.** Decide how much time certain tasks are worth and then work within those parameters. Sometimes we linger over tasks we enjoy or find easy and then find ourselves out-of-time for those more difficult or distasteful functions.
7. **Close the day.** At the end of the day, make a list of tomorrow’s important tasks. In the morning, this will help when you have your uninterrupted 10 minutes to plan the day.

# Seven Ways to Save Time by Planning



## NOTES

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3. \_\_\_\_\_. There are a myriad both traditional/paper and digital calendar/planning systems on the market, pick out one that you will stick with and use it in steps 1 and 2 above. Refer to it consistently throughout the day as a reminder of your goals and as a useful diary of your activities and commitments.
4. \_\_\_\_\_. Most likely, you can easily delete or trash about 25% of your mail (both e-mail and “snail” mail) without opening it and suffer no negative consequences. Do it.
5. \_\_\_\_\_. Are there people in your organization to whom you can assign tasks that can save you time (e.g., screening/organizing “snail” mail and faxes, making copies, etc.)? If you have a support staff, make sure they are knowledgeable enough about your goals so that they can function effectively when you are not there (don’t waste their time either).
6. \_\_\_\_\_. Decide how much time certain tasks are worth and then work within those parameters. Sometimes we linger over tasks we enjoy or find easy and then find ourselves out-of-time for those more difficult or distasteful functions.
7. \_\_\_\_\_. At the end of the day, make a list of tomorrow’s important tasks. In the morning, this will help when you have your uninterrupted 10 minutes to plan the day.

*“Half our life is spent trying to find something to do with the time we have rushed through life trying to save.”  
-Will Rogers*

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Protect Yourself from Interruptions

In business life, sometimes it feels that your job consists of being interrupted while handling an interruption. To a point, you are at the mercy of your clients' needs and time parameters. You can, however, become more proactive and less reactive by training those around you to work within your schedules, allowing you to accomplish more in the time that you have.

1. **Signage.** As long as you don't overdo it, put a sign on your closed door when you need quiet time and remove the sign when you are free. A simple "Meeting in Progress" sign is surprising effective in making people think twice about knocking on your door.
2. **Set time parameters.** Decide how much time each conversation or meeting is worth to you. Tell the other person/people how much time you have. When the deadline nears, look at your watch and start winding up the meeting.
3. **Redecorate.** Arrange your office so that your natural line of sight is not out the door. That makes it easier not to be distracted by passers by who might be tempted to come in and "chew the fat."
4. **Be assertive.** When someone asks, "Do you have a minute?" don't be afraid to say "No." Try saying, "Yes, at 11:15; come back then. You'll probably need 10 minutes, so I'll set aside that much time."
5. **Schedule.** Assign specific times for daily activities. For example, set aside early morning or late afternoon time for tasks that shouldn't be interrupted by telephone calls if you know that customer call typically come between 9 a.m. and 4:30 p.m.
6. **Stand up.** To keep a meeting short, stay standing and gradually move the person toward the door. Think about removing extra chairs from your work area.
7. **Hide.** When all else fails, find a place to hide and quietly complete your work. Maybe there is a vacant office, break area or conference room. Only tell those who absolutely need to know where you are. Maybe you can schedule a portion of your week to work from home.

# Seven Ways to Protect Yourself from Interruptions



## NOTES

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"Heck by the time a man scratches his behind, clears his throat, and tells me how smart he is, we've already wasted fifteen minutes."

-Lyndon Johnson

The most important thing I learned in today's workout is: \_\_\_\_\_

\_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

\_\_\_\_\_



## SCRIPT: Seven Ways to Reduce Telephone Time

You spend a great deal of time on the phone. Are you using that time as efficiently as possible? If you could cut just 2 minutes off 15 of the phone conversations you have today, that would be an extra ½-hour to devote to other high priority activities. It's easier than you might think to employ a few simple techniques and give yourself more free time to work on other projects.

1. **Organize.** Before you make the call, outline the topics to be discussed and the specific outcomes you would like to see for each of those topics. Begin the call by using the topic list as an agenda; then stick to the items on the list.
2. **Hard copy.** If the phone conversation is going to be detailed or complex in nature, e-mail or fax relevant materials to the person prior to the call. Make sure you have studied these documents, and remember that with fax or e-mail you can transmit the information while remaining connected to the other party.
3. **Set time limits.** When you start a call with a typically chatty person, let them know up front how much time you have for the call and remind them when time is about to expire.
4. **Stand up.** While you are on the phone, remain standing. You will find yourself moving through phone conversations faster.
5. **Get down to business.** Move through the small talk as quickly as possible. Know the other party you are talking with however, if small talk is important to that person, you might appear rude if you move through too quickly. Schedule calls with these “chatty” people at times when you have the extra time.
6. **Close quickly.** Once you have achieved the purpose of the call, bring it to a prompt close and move on.
7. **Stay on track.** Refer to your topic list or agenda and keep the conversation directed and on track. If the other party digresses, ask a question that forces a response related to the primary focus of the call.

## Seven Ways to Reduce Telephone Time

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### NOTES

"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."

Western Union internal  
memo, 1876

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

## FastFowardIncome.com 15-Minute Sales Workout™

### Personal Growth



Top-performing sales professional rely on more than just their sales skills. They look for opportunities to grow as a person, not just a salesperson. The way that they present the whole package is key to their success.

The Sales Workout mini-seminars that follow offer training in areas that impact the way that salespeople present themselves to clients, managers, co-workers, competitors, etc. The training will give them a clear path in areas that often are not addressed, because it is assumed that they know this information, either through previous training or as a result of experience.

To be successful, your Sales Workout mini-seminar should be informative and exciting, and everyone should leave with more knowledge than they had prior to the meeting. If you've done a good job of facilitating this seminar, the participants should leave the meeting eager to put into practice ideas and skill they just learned. Here are some tips to maximize the expected results:

1. Treat participants as knowledgeable adults, not school kids. These are grown-ups who are open-minded and willing to learn to further their careers.
2. Avoid lecturing. Everyone should be encouraged to participate either by asking questions, sharing ideas, or offering agreement or disagreement.
3. Use drama and a sense of humor to keep 'em awake, alert and excited.
4. Don't just repeat the material. Customize the data to your team, your product, your market, your competitive environment, and so on. Add your own stories and experiences ... expand ... clarify.
5. Prepare. Even though each of these Sales Workout seminars is a complete package, spend some time with it so you are comfortable with the material.
6. Check the meeting room. Is it set up properly? Do you have enough seats, tables, hand-outs, refreshments, etc.? Is the temperature comfortable? Are additional props or presentation materials in place?



## SCRIPT: Seven Traits of Successful Salespeople

Are you a top performer? Do you know somebody who is? What are some of the qualities that make you a top performer? What are the traits of other top performers? Are there attributes that you admire in another top performer? What can you do to add some of those qualities to your self-assessment?

1. **Maintain positive attitude.** Their enthusiasm brings added value to the sales process, helping them to establish, build and maintain productive relationships.
2. **Two-way advocate.** Top performers represent the interests of their company and their client with equal skill. This builds credibility and trust.
3. **Product knowledge.** Top performers know more than just the physical nature of the product, but also its applications. Also, they know how to get things done inside the company, so their clients are properly taken care of at all times.
4. **Manage time.** Top performers get more things done in less time than their counterparts. They know how to set priorities and do not avoid doing those aspects of the job that are not fun or easy.
5. **Learn and practice selling techniques.** They actively plan strategies to maximize their impact on their customers as well as on their internal support staff. Top performers read books and attend seminars. They are continually pushing their limits by expanding their knowledge and skill set.
6. **Problem solvers.** Top performing salespeople consider it their mission to solve problems. They exchange information as opposed to presenting products and services.
7. **Resilient.** Top performers are not easily frustrated and can bounce back from rejection with a fresh, strong, positive approach to the next customer.

# Seven Traits of Successful Salespeople



## NOTES

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"Our business in life is not to get ahead of others, but to get ahead of ourselves -- to break our own records, to outstrip our yesterday by our today."

- Stewart Johnson

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Rules for Effective Brainstorming

Top performing salespeople are problem solvers. As good problem solvers, they have many ways of searching for solutions. One of the most effective ways is to brainstorm for ideas. Brainstorming is a technique that can be used in-house with a team looking for solutions to a client's problem or looking for solutions to a salesperson's problem with an account. Brainstorming can also be used with a group of people from the customer's place of business to help them develop alternatives to a specific problem or opportunity. Either way, there are rules that make the process effective.

1. **Size and seating.** Never have more than 12 participants in a brainstorming session. The seating should allow for maximum face-to-face interaction; round tables are better than rectangular.
2. **Generate Ideas.** All participants should understand that the purpose of brainstorming is to generate ideas, even crazy ones.
3. **Evaluation.** There should be no evaluation of your own ideas or the ideas of others. To promote free thinking, encourage participants to test common boundaries. Often, the wilder idea the better.
4. **Listen.** If all participants listen carefully, it will jog thinking and that will allow them to "hitchhike" on the ideas of others or expand on other's thoughts.
5. **No "right" answer.** The purpose of brainstorming is to generate ideas in volume ... eventually the "right" idea will surface.
6. **Informality.** Eliminate hand raising and other ways of asking for permission to think. Participants should feel free to blurt out their ideas.
7. **Record keeping.** Prior to the meeting decide on a method of recording the session. A tape recorder can work well, but the advantage of using a flip chart is that it can keep ideas where participants can see them and build on them. Rotating note takers can also be effective.

# Seven Rules for Effective Brainstorming



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*“It doesn’t matter how new an idea is: what matters is how new it becomes.”*  
-Elias Canetti

The most important thing I learned in today’s workout is: \_\_\_\_\_

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## SCRIPT: Seven Ways to Make a Strong First Impression

In any business or social situation, it takes just a few seconds for opinions to be made about your appearance. These opinions will be made through the filter of prejudices and preconceived opinions that people have about others. One way to facilitate success is by making a positive impression during the initial contact with a potential customer.

1. **Dress well.** There are books written about dressing for success that include color tips, fashion advice, and so on. They are worth your time to read. For basic advice, dress according to what the other person feels is appropriate for the situation. If your boss wears blue double-breasted suits, so should you. If a client expects to see you in a suit, wear one.
2. **Establish eye contact.** Look people in the eye while either of you is speaking. Do not look down. Do not look away. Do not stare.
3. **Smile.** When you see the person, let them see you go from no smile to a smile upon seeing them.
4. **Be welcoming.** If you have home-court advantage (i.e., the meeting is in your office), meet and greet the person in the reception area and escort her to your office or conference area.
5. **Be a good host.** If you are the host, offer expected hospitality before being asked. "Would you like some coffee or a cold drink?"
6. **Be a good guest.** "When in Rome, do as a Roman." If you are a guest, take your cues from your host and others. Sit when they sit, stand when they stand, etc.
7. **Name drop.** Use the other person's name in a firm and positive tone of voice. Be certain you have the proper pronunciation.

# Seven Ways to Make a Strong First Impression



## NOTES

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"The meeting of two personalities is like the contact of two chemical substances; if there is any reaction, both are transformed."

-Jung

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Tips on Personal Appearance

Consider your appearance as you would a visual aid in a sales presentation. Does your appearance send the message you want your prospective customers to receive? Do you look professional and credible ... someone who your customer would want representing their product? What message does your appearance send about you and your product or service? Here are seven tips that will help you present yourself in the best possible way:

1. **Pick a role model.** The best one to pick is a successful person above you in the company hierarchy. Dress for the job you want to have.
2. **Press and shine.** On a regular basis, clean and press your clothes. This includes regular shoe shines. It would surprise you to know how many people make judgments based on the style and condition of another person's shoes.
3. **Personal hygiene.** Cleanliness and good grooming can make up for a less than ideal wardrobe. Consider your hairstyle, make up, nails, perfume/cologne, etc. Do they project the image you want your superiors and customers to have of you? Note: when in doubt, less is more.
4. **Avoid trends.** In some industries, trendy fashions can make you appear less stable and less serious.
5. **Straighten up.** Your work area and your car are reflections of your personal appearance. Are they orderly? Neat? Clean?
6. **Accessorize.** Your accessories are part of the mix too. What does your briefcase say about you? What does your jewelry say about you? What impression does your ringtone make?
7. **Ask for help.** A mentor or trusted colleague, when asked, will tell you how your appearance is viewed by others. Listen to the feedback and use it to change bad habits and create good ones.

## Seven Tips on Personal Appearance



### NOTES

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*"Regardless of how you feel inside, always try to look like a winner. Even if you are behind, a sustained look of control and confidence can give you a mental edge that results in victory."*

*-Arthur Ashe*

The most important thing I learned in today's workout is: \_\_\_\_\_

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## SCRIPT: Seven Ways to Shine in the Eyes of Your Superior

Your work environment can be positively or negatively impacted directly by your relationship with those ahead of you in the company “food chain.” Your upward mobility can be fast-tracked or delayed based on your relationship with your superiors ... most importantly your immediate superior ...that’s reality. To enhance your success, do things that position you positively with the boss. Here are seven ways to do just that:

1. **Perform.** Do a good job (adequate doesn’t cut it). Meet or beat deadlines. Perform to or above requirements. Be under on the cost estimate and over on the income budget. Demonstrate pride in your work.
2. **Learn the priorities.** Find out what’s really important to your boss and then, through your actions, demonstrate that those same things are really important to you.
3. **Ask for Feedback.** Superiors are not always forthcoming with feedback. Be aware that you, as the employee are often part of this problem: if an employee is too defensive with criticism or doesn’t take praise agreeably, the manager often stops praising and criticizing. You have to ask for feedback without making the manager uncomfortable or making yourself appear insecure. Learn to accept both praise and criticism gracefully.
4. **Step Up.** When there is a difficult or unwanted assignment, you will win points by volunteering for it. Not only does it take your boss off the hook, but a good performance might earn you the reputation of “succeeding where no one else could.”
5. **Solve problems.** Don’t overreach the duties of your job, but if you can solve problems before they show up on the boss’s desk, your reputation will grow as will your boss’s reliance on you.
6. **Don’t complain; don’t explain.** When a mistake is made, accept your share of the responsibility and don’t point fingers at others. The next and most important step is showing your manager that you know exactly what went wrong and how it went wrong so you can assure her that the problem will not occur again.
7. **Quality over quantity.** Bring your manager only strong well thought out ideas and position them to make the manager look good and/or improve the bottom line. If you bring your manager too many ideas, then he will have to turn down a lot of them and you will appear unfocused and be positioned as someone who wastes time.

## Seven Ways to Shine in the Eyes of Your Superior

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### NOTES

*"If you think your boss is stupid, remember: you wouldn't have a job if he was any smarter."*

*-Albert Grant*

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Foster Smooth Communications with Your Manager

Top performers know how to communicate up. They also know that good upward communication can make future downward communication a lot easier. Good communication with your manager enables you to take advantage of your manager's experience and perspective while creating a more positive work environment. Follow these seven ways to smooth communications with your boss:

1. **Be brief.** Don't appear rushed, but get to the point. Organize your conversations so you focus on the important information -- the benefits to the company and the manager. Have a list or outline prepared. Don't waste her time.
2. **Give background information.** Most managers have several direct reports and cannot track the details of each individual staff member's activities. Maximize communication by quickly bringing the manager up to speed before launching into your needs. For example, instead of asking, "Which of our service recovery plans should I follow for the Witkin account?" try, "Last week, the buyer for the Witkin account was fired and the new buyer has some issues with our service. Which of our service recovery plans do you think I should follow?"
3. **Accept criticism.** Instead of becoming defensive, learn to honestly show enthusiasm for using feedback to improve your performance. Being defensive could reduce ongoing feedback, allowing negatives to build up until the dam bursts and you get all the negative feedback in one, impossible-to-handle rush.
4. **Accept praise.** If you have earned praise, say "thank you." Showing false modesty or downplaying the offer of praise will train your manager not to give it to you any more or position you as having low self-esteem or a low level of confidence.
5. **Correct carefully.** Never disagree with your manager in public. In private you can correct him, but do it with care and without challenging or criticizing. You can dissent, but you shouldn't dispute. Try to replace, "You were wrong regarding ..." with, "I wonder if we shouldn't take another look at the (never "your") ..." or, "Perhaps you didn't get the full information on ..."
6. **Deliver, don't promise.** There is nothing wrong with telling your manager what you are going to do, doing it and then telling her what you did. However, every promise is an invitation to raise expectations and set yourself up for failure. Delivery speaks louder when it hasn't been oversold up front.
7. **Avoid obsequiousness.** Everybody likes praise, even your manager. But, keep it simple, honest and direct. Building camaraderie through meaningful praise can strengthen the relationship, while "sucking up" with flowery flattery positions you as weak and subservient.

## Seven Ways to Foster Smooth Communications with Your Manager



### NOTES

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*"People ask for criticism,  
but they only want praise."  
-Somerset Maugham*

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Handle Criticism

Keep in mind that criticism is one way that people teach. If you view criticism as an attempt to impart useful information -- and remember that it is usually your behavior (not you personally) that is being criticized -- then you will not react defensively. By lowering your defensive attitude, you just might learn something that will help you become a top performer. When you are offered criticism, follow these seven steps:

1. **Remain calm.** If you lose your temper, you lose. An opinion is just an opinion, so put it into perspective and think rationally about the advice offered and by whom it is being offered.
2. **Listen.** If you listen and understand, three things happen: a) you might learn something important about yourself and your performance, b) you will know how to respond, and c) you will earn the respect of the person offering the critique.
3. **Ask for specifics.** Without being confrontational or sarcastic, ask for specific examples. This will help you understand this situation, provide ammunition for your response and show respect for the person who is attempting to offer useful information.
4. **Offer your own specifics.** Holding your emotions in check, show an understanding of the situation and offer which aspects of the criticism you agree with. If there are inaccuracies in the information that led to the criticism, politely correct them. Never tell the criticizer that he is being “unfair” ... it’s accusatory and antagonistic.
5. **Summarize.** Show that you understood the advice by summarizing those areas about which you agreed and disagreed. Specifically outline the two views. Offer action that resolves the disagreement.
6. **Say “thank you.”** Even though you might not feel helped, show appreciation for your superior’s desire to improve your performance. Just because you didn’t like or agree with the message, the messenger was most likely, in their eyes, trying to be helpful.
7. **Take actions.** In step number 5 you offered action. Get agreement and then take action to alter the behavior that brought you criticism. Make sure that the criticizer is exposed to the changes.

## Seven Ways to Handle Criticism

1. \_\_\_\_\_. If you lose your temper, you lose. An opinion is just an opinion, so put it into perspective and think rationally about the advice offered and by whom it is being offered.
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### NOTES

*"To avoid criticism  
do nothing,  
say nothing,  
be nothing."*

*-Elbert Hubbard*

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Resolve Disagreements

Sales is an aggressive, performance-based occupation. As such, there are times that passionate people find themselves with conflicting opinions or positions. There is nothing wrong with disagreements, but if left unresolved, bad feelings can fester, creating an environment for negativity to thrive. If you find yourself in such a position, here are the seven steps to resolve a disagreement:

1. **Stay cool.** Nothing is going to be resolved while people are in an excitable state. No matter how hurtful, misinformed or irrational the other person appears, you must rise above the situation and diffuse it.
2. **Listen.** Before you respond, make sure that the other person has been given the courtesy of being fully heard. This will have a calming effect on the other person, while giving you the information you need to respond and earning you the right to speak your mind.
3. **Paraphrase.** To make sure you understand exactly what the other person is upset about – and without being antagonistic or sarcastic -- ask clarifying questions like, “Do I understand that what you are saying is ...” or, “Tell me if this is what you’re saying ...”
4. **Identify the outcome.** Why are you involved in an argument? What is the upside potential of this conflict? What do you hope to accomplish? If there isn’t a good reason for the disagreement or payoff for winning, refuse to fight. Pick your battles and expend the time and energy on defending worthy causes or fighting for worthwhile rewards.
5. **Offer alternatives.** Don’t just confront, be constructive. If you don’t have a better idea, why are you knocking down this person’s idea?
6. **Be tough on problems, easy on people.** Accept responsibility for the contributions that you made to the dilemma. When appropriate, apologize and ask, “What can we do to keep this from happening again?”
7. **Be part of the solution, not part of the problem.** Don’t defend a position; develop a win-win situation by focusing on the solution. Are both parties’ needs mutually exclusive or is there a solution that answers the high priority need of both parties?

# Seven Ways to Resolve Disagreements



## NOTES

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*It takes two to quarrel, but  
only one to end it.  
- Spanish Proverb*

The most important thing I learned in today’s workout is: \_\_\_\_\_

Based on what I learned, I’m going to take the following action: \_\_\_\_\_



## SCRIPT: Seven Ways to Be Valuable in a Meeting

From the perspective of the top-performing salesperson, sometimes it seems that sales managers cannot have too many meetings and salespeople cannot have too few. That being said, a top-performing salesperson still has to spend time in meetings and should know how to put the best possible foot forward. Here's how:

1. **Be punctual.** Arrive on time or a bit ahead of time. If you come in late you will be disrespecting the meeting leader and distracting the group. Bring work with you, so, if early, you can put the waiting time to good use.
2. **Position yourself.** If you sit directly opposite the meeting leader, you will be more involved and you will be noticed.
3. **Be prepared.** Anticipate needs. Review the agenda so you can bring data or other tools you think might contribute to the meeting.
4. **Stick to the agenda.** Don't move the meeting off course to satisfy your personal situation. If anything you want to bring up could be prefaced with "Not to change the subject, but ..." keep it to yourself or save it until after the meeting.
5. **Criticize ideas, not people.** If you have to shoot down an idea with specific data (or, if appropriate, an opinion), don't slam the person whose idea it was. For example, "We tried that about nine months ago, and it didn't work. We thought it was a good idea then, too, but Pete's only been with the company for six months and he would have no way of knowing that."
6. **Generate response.** Sometimes the leader can't do it all. Don't threaten the leader, but be prepared to periodically challenge the group to give feedback.
7. **Deliver.** If you have volunteered for a task or an assignment in a meeting, deliver on the promise. Have your work done and done well within the allotted time parameters.

## Seven Ways to Be Valuable in a Meeting

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### NOTES

*As a woman, I find it very embarrassing to be in a meeting and realize I'm the only one in the room with balls."*

*-Rita Mae Brown*

The most important thing I learned in today's workout is: \_\_\_\_\_

Based on what I learned, I'm going to take the following action: \_\_\_\_\_

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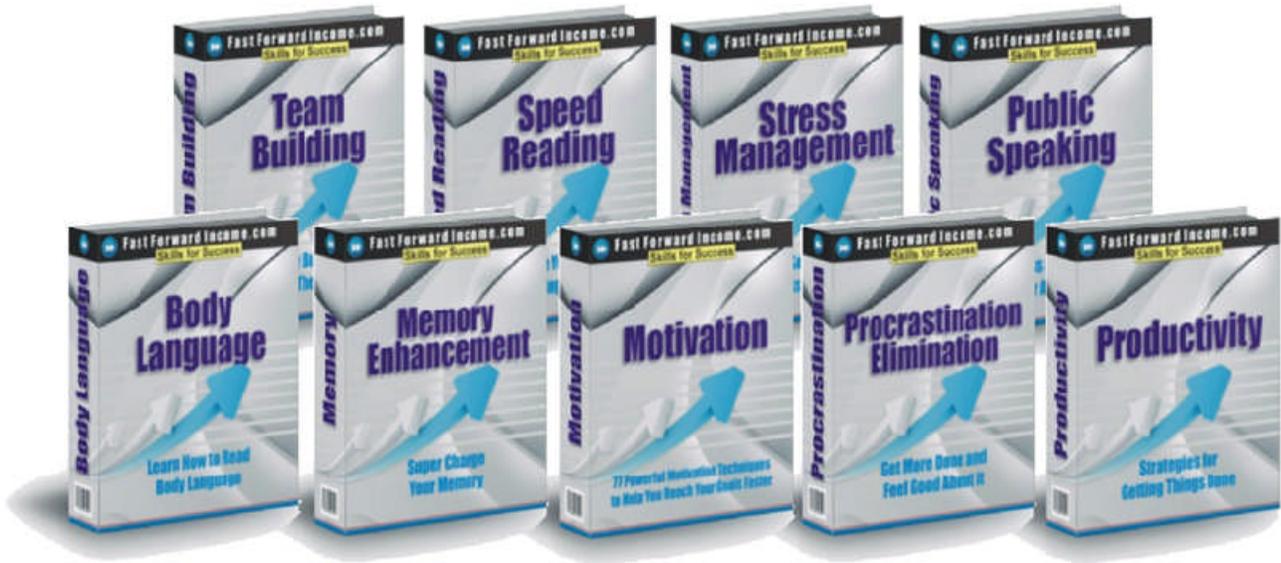
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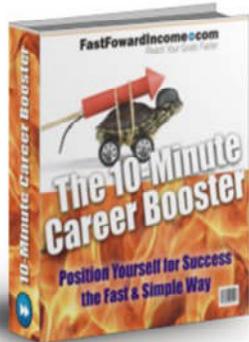
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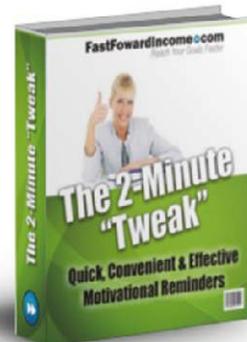
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