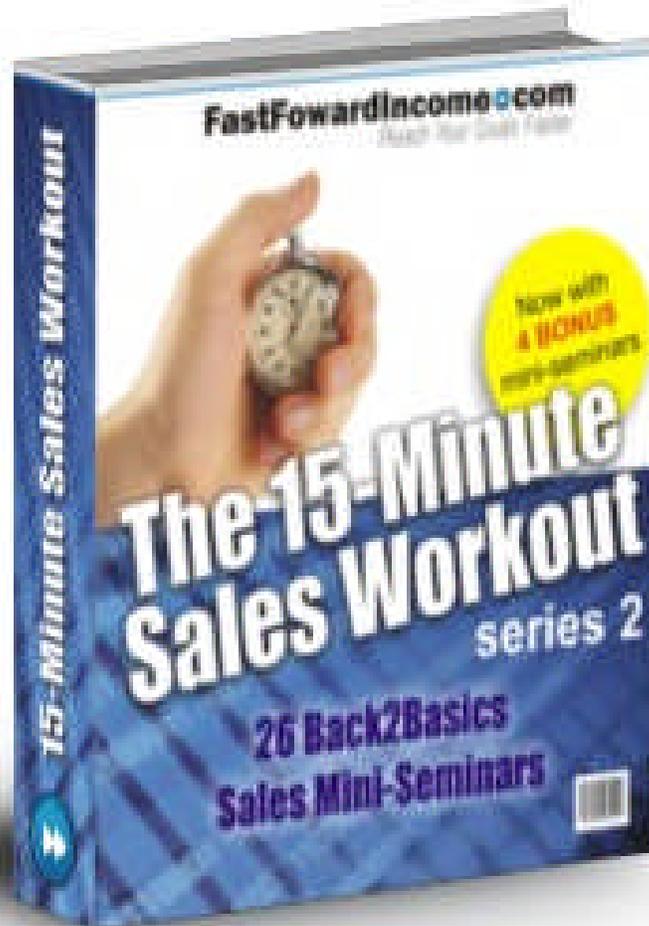


The 15-Minute Sales Workout™ – series 2
~~30~~ 26 Back2Basics Sales Mini-Seminars



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15-Minute Sales Workout – series 2

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Sales Workout
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 those 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, there are answers to questions that are frequently asked about The 15-Minute Sales Workout.

WHAT

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 about which salespeople need a working knowledge so they can achieve top performance levels in the field of professional selling.

Designed to impact people at all skill levels these seminars have proven highly effective. For the rookie, they 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

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 the alternatives were acceptable.

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.

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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 makes purchases of your product or service? Weekly, monthly, quarterly, seasonally or annually (calendar or fiscal)?

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 1st 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: _____

FastForwardIncome.com

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 most 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 the basic sales skills, with the goal that the basics will become 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 Pieces of Information to Gather While Cold Calling

To be a top sales performer, you must continuously be on the lookout for new business to grow your customer list (and thus income) and/or replace customers who no longer do business with you. While making cold calls, don't miss the following seven pieces of information. They will allow you to qualify and properly contact these businesses if they meet the criteria for becoming customers. You can find much of this information on the Internet – your first stop being the company's website.

1. **What they do.** There are many companies with names that will not necessarily tell you what business they are in. If you find a company called "Computomax," there is no way of knowing if they need your product or service until you know specifically what they do.
2. **Organization size.** Is this a one-location operation? Is this the headquarters or a branch location? Where are the decisions made, locally or elsewhere? How many employees?
3. **Name of key decision-maker.** Who is in charge? What's the exact spelling of their name? What is their title? It is always better to start as high in an organization as possible and be referred down.
4. **Location.** Exact address (directions) and phone number, fax number and e-mail address.
5. **Needs.** Are they currently buying a product or service similar to yours? Which one?
6. **Ability to pay.** Are they an established business? Is there a credit report?
7. **Buying cycle.** Is there a pattern to the purchasing of my product or service? Are there any deadlines – such as budget cycles or fiscal years -- for buying decisions on your product or service? What is the customer's business cycle? When are peak business/sales months?

Seven Pieces of Information to Gather While Cold Calling



NOTES

1. _____. There are many companies with names that will not necessarily tell you what business they are in. If you find a company called "Computomax," there is no way of knowing if they need your product or service until you know specifically what they do.
2. _____. Is this a one-location operation? Is this the headquarters or a branch location? Where are the decisions made, locally or elsewhere? How many employees?
3. _____. Who is in charge? What's the exact spelling of their name? What is their title? It is always better to start as high in an organization as possible and be referred down.
4. _____. Exact address (directions) and phone number, fax number and e-mail address.
5. _____. Are they currently buying a product or service similar to yours? Which one?
6. _____. Are they an established business? Is there a credit report?
7. _____. Is there a pattern to the purchasing of my product or service? Are there any deadlines – such as budget cycles or fiscal years -- for buying decisions on your product or service? What is the customer's business cycle? When are peak business/sales months?
8. _____.

"A discovery is said to be an accident meeting a prepared mind."

-Albert Szent-Gyorgyi

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

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



Sales Skills

SCRIPT: Seven Prospecting Sources

BONUS
Sales Workout
Mini-Seminar

New business is the life blood of a top performing salesperson. And just like a “49er” prospector looking for gold, a salesperson must identify ways to effectively look for new opportunities to sell their product or services. Here are seven sources where you can harvest prospects every week. What are some other sources? Internet search? Industry publications?

1. **Personal contacts.** Your friends, your family, and your neighbors are all talking to different people every day. Do they know of anybody who might need your product or service? Also, check out members of social and civic organizations and churches to which you belong. Don't overlook your social media contacts.
2. **Business contacts.** Everybody in business makes contacts with other businesspeople. If you have top-of-mind awareness with them, they will refer leads to you. Also, business clubs and organizations to which you belong can be a good source of qualified leads.
3. **Salespeople you buy from.** You are not the only person they sell things to. Do they have any contacts that might be interested in what you are selling? Can you return the favor?
4. **Other salespeople.** Find salespeople who are in related, but non-competitive businesses and trade leads. Your relationship with people on the front lines (such as real estate professionals) should be cultivated. They can let you know who is moving to town, who is expanding, etc.
5. **The Media.** For example, you can harvest leads from the display advertising section of the newspaper; and the business section can serve as a list of movers, doers and shakers in the local business community. Also, keep your eyes on Internet job boards: help wanted ads might indicate growth.
6. **Service and support people.** They have friends, family and neighbors who might need your product or service. They have business contacts that might have leads. If your service and support people are happy with their jobs and proud of your company, this can be an incredibly rich lead source.
7. **Logical users.** An overused cliché about a strong salesperson is to say “they could sell snow cones to Eskimos.” A top-performing salesperson wouldn't do that; they would look for more logical buyers ... buyers with a more immediate need. Your product/service might have a specific buying cycle to which you should synchronize your prospecting (e.g., in the Northeastern United States, you'll have an easier time selling lawn mowers in the spring and summer).

Seven Prospecting Sources

1. _____. Your friends, your family, and your neighbors are all talking to different people every day. Do they know of anybody who might need your product or service? Also, check out members of social and civic organizations and churches to which you belong. Don't overlook your social media contacts.
2. _____. Everybody in business makes contacts with other businesspeople. If you have top-of-mind awareness with them, they will refer leads to you. Also, business clubs and organizations to which you belong can be a good source of qualified leads.
3. _____. You are not the only person they sell things to. Do they have any contacts that might be interested in what you are selling? Can you return the favor?
4. _____. Find salespeople who are in related, but non-competitive businesses and trade leads. Your relationship with people on the front lines (such as real estate professionals) should be cultivated. They can let you know who is moving to town, who is expanding, etc.
5. _____. For example, you can harvest leads from the display advertising section of the newspaper; and the business section can serve as a list of movers, doers and shakers in the local business community. Also, keep your eyes on Internet job boards: help wanted ads might indicate growth.
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7. _____. An overused cliché about a strong salesperson is to say "they could sell snow cones to Eskimos." A top-performing salesperson wouldn't do that; they would look for more logical buyers ... buyers with a more immediate need. Your product/service might have a specific buying cycle to which you should synchronize your prospecting (e.g., you'll have an easier time selling lawn mowers in the spring and summer).



NOTES

"When the product is right, you don't have to be a great marketer."

-Lee Iacocca

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 Get Around a Screener

There are people who are paid to keep you away from the decisionmaker. Screeners -- or watchdogs -- are a great time management help to the decision-maker, limiting or organizing access of other people to that person. To get to the person who can say "yes," often you have to get around someone who can only say, "No." Here are seven tips on how to do just that:

1. **Name drop.** Use the name of a referral, so the screener knows you are a legitimate caller, not a time waster. "Governor Smith asked me to contact Mr. Hollis via phone." Hopefully, the referral name is a close enough business associate or friend that the screener will recognize the name. Even if this does not get you through immediately, you still have a greater chance for a return contact.
2. **Join forces.** Make the screener an ally by showing her how you'll help the company. "I have a way for Ms Sampson to reduce marketing costs by about \$4,000 a year. I'm sure she'll be interested in taking my call."
3. **Make friends.** Learn the screener's name. Make small talk. Ask about some of the other calls that come through. Be charming. After a number of calls, the watchdog will be so used to your non-threatening, friendly manner that they will feel comfortable putting you through. If you are nice, the screener may eventually feel obligated to reward your "friendship" by putting you through.
4. **Pre-sell.** By letting the screener know some of the major features and benefits (pre-sell broadly, never offer specifics) of your offer to the screener's boss, she can feel comfortable that she has an excuse for why she put you through.
5. **Call when the watchdog is away.** There are some overzealous screeners that are very tough to get around; sometimes you have to resort to trying to contact the decision-maker after hours, during lunch, etc.
6. **Ask tough questions.** By asking questions that the screener can't answer, his obvious choice is to put you through to your target. "I just need to know if Mrs. Tillman is more concerned with the ASTM D412 test results for the GRADE 2600 FDA SILICONE or the ASTM D412 test for Tensile Strength, PSI a higher priority. Can you detail those requirements or should I talk with Mrs. Tillman?"
7. **Go higher up.** Call the decision-maker's boss. Either that person or her screener will tell you to call the person you need to see. Now when you call the difficult screener you can say that you are "calling at the request of (enter big boss's name here)." This usually gets fast action because the screener has been taught to respond to that specific person.

Seven Ways to Get Around a Screener



NOTES

1. _____. Use the name of a referral, so the screener knows you are a legitimate caller, not a time waster. "Governor Smith asked me to contact Mr. Hollis via phone." Hopefully, the referral name is a close enough business associate or friend that the screener will recognize the name. Even if this does not get you through immediately, you still have a greater chance for a return contact.
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Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage.

-Victor Kiam

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

Turn frequently encountered negatives into positives. Instead of saying, “I don’t make the mistake of not planning each day,” say, “I plan each day.” Reward yourself for those positives. For those behaviors you do not exhibit, what are you going to do to add these characteristics of top performers to your list of strengths?

1. **Not planning each day.** If you don’t have a map to where you want to get to, how are you going to get there? Organize and prioritize tasks that move you towards your goals.
2. **Not self-activating.** Salespeople who wait for someone to motivate them, never move into the ranks of the top performers.
3. **Lack of persistence.** There is a certain level of frustration that comes with the territory. Many times, salespeople give up too soon and walk away from opportunities with high potential because of the impact of early frustration.
4. **Forgetting to follow-up.** Many sales are lost -- as are many opportunities to up-sell - - because a follow-up visit or call is never made. Most products are not exclusive and if you don’t follow-up, chances are the competition will.
5. **Not maintaining a positive personal image.** A positive personal image keeps you sincere and enthusiastic. Other people – like your colleagues and clients -- like to deal with positive people.
6. **Prospecting only when sales are needed.** This creates peaks and valleys in performance. Prospecting is a continual process of growing the customer list, making up for customer attrition, and increasing your income potential.
7. **Missing closing opportunities.** Low performers often talk themselves out of more sales than they talk themselves into. Never miss the opportunity to bring the sales interview to its logical conclusion: a sale. If a prospect is ready to buy when you are on visual aid three-of-18, park your ego and write up the order.

Seven More Big Sales Mistakes



NOTES

1. _____. If you don't have a map to where you want to get to, how are you going to get there? Organize and prioritize tasks that move you towards your goals.
2. _____. Salespeople who wait for someone to motivate them, never move into the ranks of the top performers.
3. _____. There is a certain level of frustration that comes with the territory. Many times, salespeople give up too soon and walk away from opportunities with high potential because of the impact of early frustration.
4. _____. Many sales are lost -- as are many opportunities to up-sell -- because a follow-up visit or call is never made. Most products are not exclusive and if you don't follow-up, chances are the competition will.
5. _____. A positive personal image keeps you sincere and enthusiastic. Other people, like your colleagues and clients, like to deal with positive people.
6. _____. This creates peaks and valleys in performance. Prospecting is a continual process of growing the customer list, making up for customer attrition, and increasing your income potential.
7. _____. Low performers often talk themselves out of more sales than they talk themselves into. Never miss the opportunity to bring the sales interview to its logical conclusion: a sale. If a prospect is ready to buy when you are on visual aid three-of-18, park your ego and write up the order.

"Mistakes are a great educator when one is honest enough to admit them and willing to learn from them."
-Author Unknown

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 Handling an Objection

An objection is a way for a client to communicate with you. It is an opportunity for the client to let you know you haven't convinced him to purchase your product or service. The way you handle an objection should not only give the customer the information they wanted, but also position you as a good communicator, a problem solver and an expert on your product or service.

1. **Hear the prospect out.** Let him fully detail his concern while you listen intently.
2. **Feed it back.** Sum up what you feel the objection the prospect has voiced to ensure that you fully understand her point. "What you're telling me is that you are concerned about the delivery schedule falling after 4 p.m. because your first shift ends at 3 p.m."
3. **Question it.** Use a confirming question to ascertain that your summation of the objection is correct. "Is this basically what concerns you?"
4. **Answer it.** Succinctly answer the objection, giving support data if necessary. "We schedule deliveries according to our clients' needs and can arrange for dates and times that would be convenient for your receiving personnel."
5. **Confirm your answer.** Use a confirming question to make sure you answered the proper objection and that you answered it to the prospect's level of satisfaction. "Are you comfortable that we can meet the demands of your receiving dock?"
6. **Trial close.** If it's appropriate, test if the prospect is close to a decision by using this opportunity to close the sale. "If I set up a delivery schedule that is satisfactory with the person in charge of receiving, can we set up the first order?"
7. **Move on.** If the trial close results in an order, start the paperwork. If the trial close uncovers another objection, go back to step number one and listen.

Seven Steps to Handling an Objection



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"Each rebuff is an opportunity to move forward; turn away from them, avoid them, and you throw away your future."

-Og Mandino

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 Build Credibility With a Client

Credibility must exist for a sale to be made. Credibility must be demonstrated by the product, service and/or the salesperson. Credibility is crucial for repeat sales and even more important for obtaining referrals.

1. **Do not make exaggerated claims.** When you make extravagant, sensational and spectacular statements, they have a tendency to seem out of proportion to what the buyer is accustomed. Everybody wants a good deal, but nobody believes preposterous claims or “too good to be true” offers.
2. **Use honest facts.** If you are going to make claims, make sure that you are prepared with honest facts and figures to back them up. Have the source material at hand for those facts and figures as well.
3. **Prove points.** Substantiate your points by showing specific details of the product or service. The ultimate proof is in demonstration.
4. **Testimonials.** Positive statements from other users limit buyer concerns while building credibility for you and your product or service. Always use legitimate testimonials that the client can verify.
5. **Promise little, over-deliver.** When you say that the delivery will arrive before noon, you generate greater credibility by delivering it at 9 a.m. than you do by delivering it at 11:55 a.m. You lose credibility at 11:59 a.m.
6. **Back it up.** When you make a promise, back it up in writing and perform as promised. One unfulfilled promise can negate long-term credibility.
7. **Show interest.** Listen intently and truly care. Be sincere in the interest you show regarding every customer’s problems.

Seven Ways to Build Credibility with a Client



NOTES

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7. _____. Listen intently and truly care. Be sincere in the interest you show regarding every customer’s problems.

“The only safe rule is to promise little, and faithfully to keep every promise; to “speak softly and carry a big stick.”

—Theodore Roosevelt

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 Service Worries of People Who Deal with Salespeople

In the final moments before an agreement is signed, the buyer has many apprehensions. Sometimes a sale can be made without these concerns being answered. Often one or more of these worries can keep a deal from being closed. A top-performing salesperson finds ways to eliminate these potential deal-breakers from the sales situation.

1. **Having promises kept.** Is everything I've been told the truth? Is it realistic and honest information? What if this is a scam?
2. **Knowing who and when to call.** If I have a problem, how do I get it resolved? Who do I call and what hours are they available? Will I encounter a voice recording or be kept on hold forever?
3. **Ability to speak with a decision-maker.** If I have a problem, can the person I'm dealing with resolve the problem? Am I going to be shuffled to countless managers and "experts?"
4. **Knowing that business is appreciated.** Am I important to this company? Will I get personal attention? Will I be addressed politely?
5. **Being alerted to potential problems.** If they find a potential bug, will they call me before I encounter the problem? Will they take quick action on acceptable resolutions?
6. **Acknowledgment of problems, acceptance of responsibility.** If there is a problem, will they take responsibility or say, "not my job?" Will they try to blame me, the way we used the product, previous employees or my misunderstanding during the buying process?
7. **Being kept informed on product use.** Do I get feedback on how the product is being used by other customers to increase productivity and keep costs down? Am I alone or do I get updates and advice?

Seven Biggest Service Worries of People with Whom Salespeople Deal



NOTES

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2. _____. If I have a problem, how do I get it resolved? Who do I call and what hours are they available? Will I encounter a voice recording or be kept on hold forever?
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"Make service your first priority, not success and success will follow."
-Author unknown

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 Things to Bring to a Negotiation

Always walk into a negotiation situation having done your homework. Knowing information in the following seven categories will have you prepared so you can control the process and look for mutually agreeable solutions instead of merely defending your position.

1. **Know what you want.** Can you specifically articulate what action you desire to take place or what you want to have once negotiations are complete?
2. **Know where you can compromise.** Divide what you want from the deal into three categories: What I absolutely must have, what I would like to have, and what would be nice to have but I can live without.
3. **Have alternatives to your ultimate goal.** This is balancing those things that you absolutely must have in a package with those things you'd like to have. Remember: sometimes it is better to have 50% of \$1 million than 100% of \$400,000. Try to keep your ego in check, so you can win the war as well as the battle.
4. **Know what they want.** The more knowledge you have of the other party's needs and wants, the easier it will be for you to find common ground and mutually satisfactory alternatives.
5. **Know what's important to them.** Just like yours, their desires can be broken up in to the "absolutely must have" the "would like to have," and the "wouldn't it be nice to have" (but could live without). Learn which points are which.
6. **Know what other alternatives they have.** In most situations there are many different ways to come up with the desired result. If the goal is to get to New York City, you can go by car, plane, train, boat, foot, motorcycle, horse, etc.
7. **Know time constraints or deadlines for both sides.** Time is a factor in most negotiating situations. There might be real or opportunity costs attached to waiting for a need to be filled. You might have a price or inventory deadline that cannot be moved. Knowledge of deadlines gives you power and control in a negotiation.

Seven Things to Bring to a Negotiation



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*"Let us never negotiate out of fear. But let us never fear to negotiate."
-John F. Kennedy*

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SCRIPT: Seven More Basic Negotiation Tactics

Instead of using tactics to play defensive power games, it is best to get both parties working together to find mutually satisfying solutions. You should learn the following seven tactics, because full knowledge of the weapons will help you control the situation so you can work for a win-win solution.

1. **Limited authority.** Once the best deal is negotiated in full, one party returns with a lower counteroffer explaining apologetically that he was not actually the final decision-maker and the real decision-maker insists on the deal being structured according to the new counter offer.
2. **Gimme.** In golf, if the ball is an inch away from the cup, the player might call it a “gimme” and pick up the ball and assess himself one stroke. The assumption is that there is no way the putt could be missed. Sometimes in negotiation, one party will just take a point with the attitude that it is given that the point belongs to that party ... like a golf “gimme.” Sometimes that party expects a “gimme” from one inch out, sometimes they expect it from three feet out. “We’re only 2% lower than where you want to be; that’s close enough; let me sign the deal and we’ll grab lunch.”
3. **Feinting.** One party appears to move toward the goal while actually moving toward a completely different one. The party might be focusing all energies on price when the real issue is service. **NOTE: A Feint is a deceptive action calculated to divert attention from one's real purpose.**
4. **Tit for tat.** This is the act of taking away a concession already granted when further concessions are granted. This shows the other party that concessions will not be granted without a price being extracted. “I can lower the price, but I will need cash up front.”
5. **Disassociation.** A tactic where one party tries to make the other party retract by belittling the opposing party’s position by relating it to outmoded ideas, unpopular people or alien philosophies. “What are we doing here, negotiating with Dick Cheney? Khrushchev?” or, “Come on, that way of doing business went out with the dinosaurs.”
6. **Nibble.** A small concession here and there can add up to a large concession. By periodically asking for a small concession (positioned as something too insignificant to discuss) during the negotiation process, a strong position can be chipped away without the losing party noticing until it is too late.
7. **Departure.** When a period of time passes with no movement, one party might start to make motions as if they are ready to walk away (gather papers, pack briefcase, etc.). This can either force the other party to make a move or end the negotiation for the time being.

Seven More Basic Negotiation Tactics



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“If you are planning on doing business with someone again, don’t be too tough in the negotiations. If you’re going to skin a cat, don’t keep it as a house cat.”
-Marvin S. Levin

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 Close the Sale

The reason to have practiced different types of closing is NOT so you can expertly trick a customer into agreeing to buy from you. A prepared close makes asking for the order easier for you and can gently let the prospect know it is time to make a decision. The goal is to handle all the steps of the sales process so expertly that the close becomes the customer asking for details on how to buy. If the prospect needs a more direct call-to-action, try one of these seven closes (that you have learned and practiced before the presentation).

1. **Simple and direct.** Sometimes a quick and uncomplicated statement or question can act as a call to action at the end a logical presentation. “How about it?” or, “Let’s do it.” or, “When can we get this started?”
2. **Urgency.** When there really is a limited quantity or time frame indicating that “this is the last chance,” urgency can be an effective way to motivate a customer to action. This has to be a legitimate deadline, not an arbitrary one designed to “fool” the customer.
3. **Choice of alternatives.** Sometimes it is difficult for a buyer to say “yes” or “no,” and offering a choice of “yes” or “yes” can relieve enough tension so the buyer can move. “Would you like to start Monday, or would you prefer to wait until the following week?”
4. **Fill out the order.** When the customer is in basic agreement, fill out the order and ask questions necessary to complete the form. Once the form is complete have the customer sign the form as a matter of course. Avoid telling the customer to “sign here;” ask for the customer’s “autograph.”
5. **Critical path.** Drawing up a critical path or action plan assumes that you have agreement. The critical path is merely a list of the specific actions that need to be taken, including the dates, timelines and responsible parties. For example, “I’ll be responsible for delivering the product on Monday at noon. You’ll have the 15% down-payment check ready at that time. On Tuesday the 21st I will attend your 9 a.m. meeting to answer specific questions from your staff. On Friday the 24th our service technician will call your tech person to make sure everything is in order. On Monday the first, I’ll hand deliver the final bill. On Monday the 8th you’ll have a check for payment in full waiting for me.” And so on.
6. **Negotiated.** If you feel that the objection you have just answered addressed the major “should I buy or not” concern, restate the objection in the phrase: “If I could, would you?” For example, “You want to guarantee that you have no service costs for the first 24 months. If I put in writing that all service related costs for the first two years will be paid for by my company, would you sign the agreement now?”
7. **Minor point.** If you feel that you have answered all the objections, but the buyer is reluctant to take the responsibility of saying “yes” or “no,” assume the agreement is in place and try closing on a minor point such as: “Should I get a purchase order number from your assistant secretary?”

Seven Ways to Close the Sale

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NOTES

“In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognize a good idea unless it is presented to them by a good salesman.”

-David M. Ogilvy

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 the ability of the salesperson to offer 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 Steps to Self-awareness as a Communicator

There's a difference between 10 years of experience and one year of experience ten times. To grow, you must constantly analyze your performance. Look for weaknesses to strengthen and for strengths to reinforce and improve. Here are seven ways to help grow your skills and influence as an effective communicator.

1. **Look for feedback.** Listen to how people respond to what you say. Observe the nonverbal reactions of people to whom you are trying to communicate a message. Don't be afraid of what you might see, you are evaluating how you are communicating a message and learning how to communicate better. You are looking for ways to improve your communication skills, you are not evaluating yourself as a person.
2. **Ask for feedback.** There are people you live with and work with who observe your communication skills on a regular basis. Ask them how you are doing. Be specific with your requests, but don't be defensive.
3. **Look in a mirror.** Evaluate yourself in a full-length mirror. Evaluate the general expression on your face, the length and style of your hair, the way you hold your body, the impact of your clothes. Does this image send the message you want communicated?
4. **Record your voice.** Listen to the speed and rhythm of your speech. Listen to the variation in tone and volume. Check the pronunciation. Since people rarely sound "on tape" as they do from "inside" their own heads, the first time you do this, you will most likely experience immediate dissatisfaction. Don't let this get in your way; this is an excellent way to experiment with your voice to achieve new effects.
5. **Video yourself.** This can also be an uncomfortable exercise. You'll hear speech patterns and see mannerisms you did not realize you have.
6. **Listen to yourself.** Often, when we are involved with the communications process, we are so busy thinking about the next thing we are going to say that we never really hear our own words. Periodically, try to make yourself aware of your voice by suspending thinking and slowing down long enough to hear how you sound to the other person. This will give you the opportunity to eliminate undesirable sounds and words.
7. **Observe others.** Take note of other people's verbal and nonverbal communication styles. You will be exposed to habits, mannerisms and styles that you will choose to avoid, and, at the same time, you will discover skills you can adopt as your own.

Seven Steps to Self-awareness as a Communicator



NOTES

1. _____. Listen to how people respond to what you say. Observe the nonverbal reactions of people to whom you are trying to communicate a message. Don't be afraid of what you might see, you are evaluating how you are communicating a message and learning how to communicate better. You are looking for ways to improve your communication skills, you are not evaluating yourself as a person.
2. _____. There are people you live with and work with who observe your communication skills on a regular basis. Ask them how you are doing. Be specific with your requests, but don't be defensive.
3. _____. Evaluate yourself in a full-length mirror. Evaluate the general expression on your face, the length and style of your hair, the way you hold your body, the impact of your clothes. Does this image send the message you want communicated?
4. _____. Listen to the speed and rhythm of your speech. Listen to the variation in tone and volume. Check the pronunciation. Since people rarely sound "on tape" as they do from "inside" their own heads, the first time you do this, you will most likely experience immediate dissatisfaction. Don't let this get in your way; this is an excellent way to experiment with your voice to achieve new effects.
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7. _____. Take note of other people's verbal and nonverbal communication styles. You will be exposed to habits, mannerisms and styles that you will choose to avoid, and, at the same time, you will discover skills you can adopt as your own.

"For good or ill, your conversation is your advertisement. Every time you open your mouth you let men look into your mind. Do they see it well clothed, neat, businesswise?"

-Bruce Burton

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 Strategies for Getting People to Listen to You

There's an old comedy sketch that includes a patient bursting into a psychiatrist's office saying, "Doctor, doctor, nobody listens to me!" The psychiatrist says, "Next." If you are going to be a top sales performer you must be able to keep the attention of your customer, your support staff, your peers and, importantly, your superiors. First, you must have something worthwhile to communicate. Then, you can use the following techniques for getting people to listen to you.

1. **Know your listener.** Who is your listener? Are they paying attention? What do they already know? How much detail do they need? What do they want to hear? What do they care about you and what you have to say? How do they feel?
2. **Know yourself.** We all have a unique way of using speech habits and body language to send messages. What's your style? How do your tone, mood, thought patterns, values, vocabulary and overall presence affect the way that listeners receive your messages? Show confidence, enthusiasm and conviction through body language and tone of voice.
3. **Know and visualize the response you want.** Before you speak, picture what you want your listener to do, feel, and think as a result of your words. How do you intend for your message to change the listener?
4. **Paint your listener into the picture.** Involve the listener with the use of analogies, metaphors and examples. Using vivid language and stories, paint a full picture that the listener can "see" with their ears.
5. **Make the listener feel good about him/herself.** Don't accuse or belittle, be caring and supportive. Use their name. Make them glad they listened to you. Be a good listener.
6. **Appeal to listener self-interest.** Listeners constantly ask themselves, "Why are they telling me this?" and, "What's in it for me?" Make sure you are addressing those questions. Don't over generalize, avoid exaggeration and overstatement. Don't over-qualify, excessively preface or apologize for any message you send.
7. **Assess response.** What is the listener telling you by what they did or didn't do as a result of your message? Have you been understood? Why? Why not? What will you say or do differently next time to achieve the desired response in the future?

Seven Strategies for Getting People to Listen to You



NOTES

1. _____. Who is your listener? Are they paying attention? What do they already know? How much detail do they need? What do they want to hear? What do they care about you and what you have to say? How do they feel?
2. _____. We all have a unique way of using speech habits and body language to send messages. What's your style? How do your tone, mood, thought patterns, values, vocabulary and overall presence affect the way that listeners receive your messages? Show confidence, enthusiasm and conviction through body language and tone of voice.
3. _____. Before you speak, picture what you want your listener to do, feel, and think as a result of your words. How do you intend for your message to change the listener?
4. _____. Involve the listener with the use of analogies, metaphors and examples. Using vivid language and stories, paint a full picture that the listener can "see" with their ears.
5. _____. Don't accuse or belittle, be caring and supportive. Use their name. Make him glad they listened to you. Be a good listener.
6. _____. Listeners constantly ask themselves, "Why are they telling me this?" and, "What's in it for me?" Make sure you are addressing those questions. Don't over generalize, avoid exaggeration and overstatement. Don't over-qualify, excessively preface or apologize for any message you send.
7. _____. What is the listener telling you by what they did or didn't do as a result of your message? Have you been understood? Why? Why not? What will you say or do differently next time to achieve the desired response in the future?

*"You know how you hate to be interrupted, so why are you always doing it to me."
- Author Unknown*

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 Techniques to Become a Better Listener

In business, standing still means losing ground. To grow, you must educate yourself: learn new skills and sharpen those skills you already have. Increasing your abilities as a good listener will positively position you with clients as well as colleagues within your organization. Here are seven techniques to enhance your effectiveness as a listener:

1. **Shut up.** You can't listen while you are talking. You have two ears and one mouth, use them in that ratio.
2. **Recognize the benefit.** Listening is more than just being polite, it is something you do for personal success. Listening earns respect, builds power and, most importantly, gets you the information you need to be an effective salesperson.
3. **Work hard at listening.** The typical American speaks at a rate of about 120 words per minute, while the average listening capacity of a typical American averages about 480 words per minute. Since you can listen four times faster than the other person can speak, your mind has a tendency to wander. Stay focused thinking intently about what is being said, maintaining eye contact, and asking questions.
4. **Don't plan your response while the other person is talking.** The few seconds that it takes you to prepare your response to what the other person has said will not cause discomfort on the part of either party. Not only will your response be better because you heard all the person had to say, but also the pause will indicate that you respect what the other person said enough to take your time formulating a response.
5. **Suspend judgment.** Don't let one or two points that the other person has made distract you to a level that you miss the overall message that person is trying to communicate.
6. **Ignore distractions.** Noisy surroundings, annoying mannerisms, and movement within your line of sight can distract you from the speaker and the message. Fight them with focus; if possible move to a less distracting place.
7. **Be aware of nonverbal cues.** From tone of voice to body language, speakers typically communicate with far more than just words.

Seven Techniques to Become a Better Listener

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NOTES

"Listening, not imitation, may be the sincerest form of flattery."

-Joyce Brothers

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SCRIPT: Seven Ways to Make Your Letters More Persuasive

A properly written, formatted and proof read letter (e-mail or “snail mail”) can go a long way to building a relationship between a salesperson and a customer. There are specific techniques that you can employ in your letters that will make them more persuasive and increase the level of response they generate.

1. **Grab attention early.** Your reader will decide how much of your correspondence to read based on the opening paragraph (and in the case of e-mail, maybe just the subject line). Since the first paragraph is sometimes all that will be read try to get to the “who, what, why, where, when and how” as early as possible.
2. **Focus on the reader.** The reader wants to know the benefit derived from reading the letter and responding positively to your message. Concentrate on benefits and refer directly to the reader whenever possible. “Our product can save a typical business \$950 a month” should be changed to “You can save \$950 a month with our product.”
3. **Use power words.** Power words are short and action-oriented. “*Tackle* a problem” is stronger than “*address* a problem”; “Mercedes” is stronger than “car”; “excited” is stronger than “interested”; “will” is stronger than “can” and so on.
4. **Be positive.** Positive words have greater impact and retention than negative words. Instead of, “I prefer not to negotiate on the phone.” say, “This must be negotiated in person.” Replace, “I don’t mind servicing your account.” with “I will service your account.”
5. **Be concise.** Review your rough draft and eliminate words and phrases that can be excised without weakening your message. “Editing [is a process that] removes [all those] unnecessary words that take up [large amounts of extra] space but add nothing [of any real significance] to the [meaning of the] message.”
6. **Provide evidence.** Back up your claims with specific examples. Quote reliable sources, make comparisons with things with which the reader is familiar, and use properly sourced statistics.
7. **Close with action.** At the end of the letter tell the reader exactly what you want her to do or what you are going to do. For example: “I will call you Thursday morning before 10 a.m.” or, “to take advantage of this offer, call me at 555-1212 before Friday.”

Seven Ways to Make Your Letters More Persuasive



NOTES

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“Vigorous writing is concise.”
-William Strunk

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 Get Started with a Writing Project

Writing letters, proposals, budgets, etc. can be a daunting task, because of this, for many people, getting started can be a difficult process. Once the initial inertia is broken, many times the project itself becomes far less intimidating. If you find yourself frustrated, staring at a blank piece of paper or computer monitor, try one or more of these techniques to help get the creative juices flowing and the project under way.

1. **W-W-W-W-W-H.** Quickly jot down the answers to the questions “Who?” “What?” “Why?” “Where?” “When?” and “How?” Arrange those answers into an outline for what you are trying to communicate in writing.
2. **Start with the conclusion.** If you can succinctly state your conclusion, then that can act as the goal of the writing. With the goal in sight, you can then write a “map” that leads you to this goal.
3. **End with the introduction.** The introduction is merely a forecast of what’s ahead. Since you will refine your ideas as you write, once the writing is complete you are in a better position to write the introduction.
4. **Prioritize.** Jot down the five most important items you want to get across and then put them in order of importance. This can start the creative juices flowing.
5. **Phony phone call.** On a live microphone or webcam, pretend you are on a long distance call and have only three minutes to tell the other party what you are planning to write about. Play back the “call” and you’ll have the major points from which to make an outline.
6. **Write first, polish later.** Ignore spelling, sentence structure, word choice and formatting. Just get the information on paper. Once it is written, polishing it is easy.
7. **Profile your topic.** Ask yourself a series of focused questions about the project and answer, in writing, with a one-sentence explanation. These sentences can work as an outline for the project. For example: “What am I writing about?” “Why does the reader care about this?” “What action do I want the reader to take after reading this?” “What support do I have for my case?”

Seven Ways to Get Started with a Writing Project



NOTES

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Rem tene, verba sequuntur
"Keep to the subject, and
the words will follow."
-Cato the Censor

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 for Success with Audio/Visual Aids

BONUS
Sales Workout
Mini-Seminar

Audio/visual aids can greatly enhance a sales presentation – if properly used. Before deciding on the audio/visual aids you are going to use, refer to this list of tips. And, before you make the presentation, refer to the list again. Eventually, these tips will become part of your routine as a top-performing salesperson.

1. **Use your own equipment.** Because you supplied it, you know that it will be there and functioning. You are familiar with its operation. You know where the buttons are. You are aware of any equipment eccentricities.
2. **Use graphs, not tables.** A visual must have impact within 5 seconds and total comprehension should take no more than 20 seconds. To do this, numerical data should be presented in graphs and charts, not lists.
 - To show how one or more variables have changed over time, use a line chart.
 - To show the relationship between two or more variables, use a bar chart.
 - To show the relationship between parts within a whole, use a pie chart.
3. **Don't overdo it.** If you overload your audience with visual aids, you will confuse them. Use one visual for each key concept.
4. **Be visible.** Before the presentation, "become" a member of the audience. Take a look at your visual aids from the same distance that those being presented to will see them. Make sure that they are easily readable and that you can position yourself so you will not block the audience from seeing them.
5. **Speak to people.** Address the audience, not the visual aid. You will lose their concentration if you turn your back on them.
6. **Wait.** Be still and silent while the audio is on or while handouts are being distributed and/or while they are being read. Wait until people can give you their full attention before resuming. Don't be afraid of silence, it can focus attention on the person controlling the meeting.
7. **Audition.** Check your equipment. Is the battery on your computer fully charged? If not, is there a convenient power source? Do you have your converter? Is the volume control on the MP3 player set correctly? When you press play will it be annoyingly soft, shockingly loud or just right? If you are using analog equipment, is everything properly cued?

Seven Tips for Success with Audio/Visual Aids



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"If written directions alone would suffice, libraries wouldn't need to have the rest of the universities attached."

-Judith Martin

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 Common Grammatical Errors to Avoid

You will be judged by your customers, your peers, your support staff and your superiors by your ability to use language effectively. Here are seven common grammatical mistakes that are easy to make. Be certain to avoid these errors at all times (and don't depend on "spell check" to catch them all).

1. **"Alot" is not a word.** The correct form is two words: "a lot."
2. **"Companies" or "company's"?** "Companies" is the plural form of company while "company's" is the possessive form. "Many companies are product-oriented, but my company's focus is on customer service."
3. **Dangling phrases.** A phrase is considered dangling if it is impossible to connect it to the subject of a sentence: "By presenting in person, the proposal will stand a good chance of becoming reality." The proposal can't present, but the salesperson should, so the sentence should read: "If you present in person, the proposal stands a good chance of becoming a reality."
4. **"Can" or "may"?** "May" refers to permission, while "can" refers to ability. "I can make a presentation. May I make a presentation to your staff?"
5. **Apostrophes and the letter "s".** Never put an apostrophe before an "s" that is part of the basic word or name. The briefcase that Mary Richards owns is *Mary Richards's* or *Mary Richards' briefcase*, not *Mary Richard's briefcase*, because her name is *Mary Richards*, not *Mary Richard*.
6. **"Loose" or "lose."** When you lose your keys, they are lost. When you loosen your belt, it is because it is too tight. "If you don't tighten the loose bolts on your bumper, you will lose them."
7. **Comas don't separate sentences.** If you have two clauses that could each be a sentence on their own, use a semicolon or use a period and make them separate sentences. The wrong way: "We increased our sales volume by 21%; therefore, we feel a bonus is in order." The right way: "We increased our sales volume by 21%; therefore, we feel a bonus is in order." Or "We increased our sales volume by 21%. We feel a bonus is in order."

Seven More Common Grammatical Errors to Avoid



NOTES

1. _____. The correct form is two words: “a lot.”
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“Grammar and logic free language from being at the mercy of the tone of voice. Grammar protects us against misunderstanding the sound of an uttered name; logic protects us against what we say have double meaning.”
- Rosenstock-Huessy

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 Commonly Confused Words

The English language has many twists and turns that can easily foul us up (even those of us with an excellent education). The following list is one of words that are commonly confused. If you use the correct word, you may or may not enhance your message. If you use the wrong word, you run a great chance of either miscommunicating or being negatively positioned in the mind of the person with whom you are trying to communicate.

1. **Allude or elude?** You *allude* to the document where a fact may be found; you *elude* to a question that you cannot answer.
2. **Disinterested or uninterested?** *Disinterested* means “impartial.” For example, the mediator was called in as a disinterested third party. *Uninterested* means “not interested in.” For example, the client was uninterested in our price break.
3. **Finalize or complete?** *Finalize* means “resolve” or “work out.” As a verb, *complete* means “concluded” or “finished.” “We finalized our differences so we were able to complete the contractual arrangement.” Businesspeople love to invent words by adding “-ize” onto words, don’t fall into this trap.
4. **Imply or infer?** When you *imply*, you indicate or suggest something by word or action, without actually saying it. When you *infer*, you deduce or draw a conclusion from the evidence. I imply that you need to revise your marketing presentation; and, based on my suggestions for improvement, you infer that I didn’t think highly of your first draft.
5. **Oral or verbal?** *Verbal* refers to words either written or spoken, while *oral* refers to the mouth. “Oral agreement” is more precise than “verbal agreement” to indicate that a contract has not yet been committed to in writing.
6. **Well or Good?** If you are reporting conditions such as performance or health, use “I am feeling well today,” or “He performed well.” Be careful not to substitute the adjective “good” for the adverb “well.” When reporting on attitude, use “I feel good today.”
7. **Photocopy or Xerox®?** Use photocopy. Xerox® is a brand name and they, like other companies are defending against their brand name becoming so generic that it no longer represents a defensible marketing brand. That’s what happened to aspirin; that used to be a brand name and is now a word in the public domain. There are a myriad of other brand names that are currently defending a similar position, like Rollerblades® (in-line skates), Kleenex® (facial tissues), etc.

Seven More Commonly Confused Words



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“A synonym is a word you use when you can’t spell the word you first thought of.”
-Burt Bacharach

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

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SCRIPT: Seven Ways to Ask Questions Effectively

You walk into a doctor's office complaining of a head ache. The doctor looks up from his desk and says, "Take two aspirin and call me in the morning." This doesn't happen because prescription without diagnosis is malpractice. Before a doctor can adequately treat an ailment, she must ask questions and administer tests. Before you can adequately match your product or service to a customer, you must find out what that customer is trying to solve, grow or avoid. To be a top performer, you must learn to ask the right kind of questions, well phrased, in a logical order.

1. **Plan ahead.** Have a few questions prepared before you meet with the prospect. Know the order in which you plan to ask those questions. Think about the responses you might get and how you will react to those answers. You can get insightful information about the prospect and their industry on the Internet – one quick technique is to search "Google News" for the generic type of business plus the word "industry."
2. **Ask permission.** "In order to save time and make sure my product/service is a fit with your needs, is it all right if I ask a few questions?"
3. **Start simple.** Get yourself into the rhythm by starting with broad, simple questions and then progress to those with more depth.
4. **Easy to answer.** Phrase the questions so they are easy to understand and not difficult to answer.
5. **Shut up.** After asking the question, be quiet and listen intently. Once the answer has been given, wait two or three seconds before asking another question or follow-up. Sometimes after a period of silence, the person answering questions will continue, offering important details you might have missed had you not waited.
6. **Give information.** Questions can be used to give information as well as collect it. "Did you know that we won the Baldrige Award last year?"
7. **Clarify and confirm.** The most effective way to make sure you understand the other person (and demonstrate your listening ability) is to paraphrase the answer and confirm that you have understood the response.

Seven Ways to Ask Questions Effectively



NOTES

1. _____. Have a few questions prepared before you meet with the prospect. Know the order in which you plan to ask those questions. Think about the responses you might get and how you will react to those answers. You can get insightful information about the prospect and their industry on the Internet – one quick technique is to search “Google News” for the generic type of business plus the word “industry.”
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7. _____. The most effective way to make sure you understand the other person (and demonstrate your listening ability) is to paraphrase the answer and confirm that you have understood the response.

“It is better to know some of the questions than all of the answers.”

-James Thurber

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

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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 help 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 Ways to Increase Efficiency

The ability to get more done in the business day gives you a myriad options: you can use the extra time to do more business, you can use the extra time to improve your skills, you can use the extra time for your personal life, and so on. To put it in the simplest of terms: top-performing salespeople get more done than lower performers. Here are seven ways to increase your efficiency and get more done:

1. **Recapture the first hour.** Often the first hour of work includes one or all of the four following time traps: that first cup of coffee, surfing the Internet, the morning newspaper, and socializing. Either eliminate them from your routine or recognize them for their time wasting qualities and reduce the time you spend with one or all of them.
2. **Listen to your body.** Pay attention and you will understand the natural rhythm of your energy levels. Attack the your most difficult problems during high energy times and use the low energy periods for easy projects.
3. **Take a break.** When you feel your energy level dropping, take about 15 minutes to refresh: stretch, breathe deeply, drink some water or whatever. A typical low energy period is around 4 p.m. when your blood sugar level drops.
4. **Work from “to do” lists.** Develop them and prioritize them; cross off items as you complete them.
5. **Stop Smoking.** Aside from the health consequences, if you smoke you are wasting several hours every week: buying cigarettes, bumming them, lighting them, offering them to others, looking for ashtrays, hunting for cigarettes, smoking without doing anything else, and so on. Now that most buildings are “smoke free,” time wasting escalates: leaving the building, looking for someone to accompany you, etc.
6. **Organize personal items.** A place for everything and everything in its place ... looking for keys, glasses, Blackberry®, pens and other commonly misplaced items wastes time. Find accessible places for these items and make it habit to use the specific place for the specific item.
7. **Check activities.** Make it a habit to ask yourself, “What’s the best use of my time right now?” a number of times each day. As the day goes along, force your attention to those items you can least afford to postpone. If you can do this even when you are engrossed in a specific activity, you will get more done high priority-tasks done every day.

Seven Ways to Increase Efficiency



NOTES

1. _____. Often the first hour of work includes one or all of the four following time traps: that first cup of coffee, surfing the Internet, the morning newspaper, and socializing. Either eliminate them from your routine or recognize them for their time wasting qualities and reduce the time you spend with one or all of them.
2. _____. Pay attention and you will understand the natural rhythm of your energy levels. Attack the your most difficult problems during high energy times and use the low energy periods for easy projects.
3. _____. When you feel your energy level dropping, take about 15 minutes to refresh: stretch, breathe deeply, drink some water or whatever. A typical low energy period is around 4 p.m. when your blood sugar level drops.
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*“You are not born for fame
if you don't know the value
of time.”*

-Vauvenargues

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 Ways to Save Time by Planning

Some people get more done in the course of a day, week, month, year, and career than do others. These people are the top performers. They are not necessarily smarter than the other salespeople, they are not necessarily harder workers and they are not necessarily more skillful. They do, however, use their time more efficiently. With a little more planning everybody -- even top-performers -- can do a better job managing their time. Here are seven suggestions:

1. **Paper shuffle.** Never handle a piece of paper more than twice -- and shoot for handling each piece only once. Take action on the paper the first time: Does it get filed? Thrown away? Acted upon? Forwarded? Make the decision when you first get the paper and take appropriate action immediately.
2. **Note card.** Put a 3x5 card in your pocket or purse and make a note of things you want to remember. At the end of the day, make decisions on these notes: do they get entered into your calendar/planner, included in your "to do" lists, acted upon, disposed of, etc.
3. **Load up.** Everywhere you go, bring work or reading material with you so you can be productive when you are kept waiting, stuck in traffic and so on. Make sure your digital support (Blackberry®, laptop, etc.) are fully charged.
4. **Focus.** Do one thing at a time. Starting and stopping an activity takes time; and quality usually suffers when you try to juggle too much at one time. Picture a baseball player stepping up to the plate holding three bats.
5. **Analyze activities.** Periodically spend a week charting of daily activities in 15 minute blocks. Record the primary activities that you were involved with in each block. At the end of the week, you'll have a picture of how your time is spent. Study this and use it to develop specific actions to make better use of your time.
6. **Pareto's Law.** 80% of your results come from 20% of your effort. Prioritize your time toward that 20%.
7. **Timer.** Many phones/phone systems come with a call timer built in. If your phone does not have one, buy a timer or stop watch and use it to time your calls. This alone will help you reduce the time you spend on certain calls, just because you are conscious of the time lapsed. You should also set an arbitrary time limit for telephone calls and try to stay within that time frame.

Seven More Ways to Save Time by Planning



NOTES

1. _____. Never handle a piece of paper more than twice -- and shoot for handling each piece only once. Take action on the paper the first time: Does it get filed? Thrown away? Acted upon? Forwarded? Make the decision when you first get the paper and take appropriate action immediately.
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*"We must use time as a tool,
not as a couch."*

- John F. Kennedy

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 Writing Time

Proposals, letters, faxes, e-mails, notes, presentations -- all of these are tools you need to be a top-performing salesperson and each of them takes time. What can you do to minimize your time spent writing, while maximizing your sales results?

1. **Write less.** Use the phone more often. Sometimes we spend more time writing than we do communicating one-on-one because it is safer: there is less chance for another person to wander from the subject or to reject an idea.
2. **Clean up.** Remove distracting materials from your immediate work area. This will help you concentrate on the writing task and move through it more rapidly.
3. **Take a typing course.** Learning to keyboard 50 words a minute (for draft copy) is not difficult. With spelling checks, templates, grammar checks, etc., you don't have to be a perfect typist to turn out acceptable or even impressive documents.
4. **Mark up originals.** In many cases, writing notes and answers in the margins of letters/memos you have been sent and then sending back the marked up original is appropriate (and a real time saver).
5. **Set a deadline.** Decide how much time the writing project is worth BEFORE you start and then work within that parameter. This will train you not to over-revise. Often, the benefits derived from 3rd and 4th revisions are not worth the time and effort it took to complete them.
6. **Think.** Before you sit down to compose an e-mail, presentation, memo or other document, think about the message you are trying to convey and organize it mentally.
7. **Play to your strengths.** Pick a high-energy time of day to do your writing.

Seven Ways to Reduce Writing Time



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"Say all you have to say in the fewest possible words, or your reader will be sure to skip them; and in the plainest possible words or he will certainly misunderstand them."

-John Ruskin

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

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SCRIPT: Seven Ways to Prevent Procrastination

Preparing your monthly budget is often a three-week long ordeal: 20 days of worrying about it, complaining about it and putting it off combined with 3 hours actually doing it. It is human nature to delay engaging in activities that we find difficult or distasteful, but top performers don't spend inordinate amounts of time complaining about or putting off doing important tasks. One definition of top performers is "successful people do what unsuccessful people don't or won't."

1. **Reward.** When you have a project that you don't necessarily want to do, give yourself a physical reward that is more immediately gratifying than the business benefits of completing the project. Arrange for a dinner when the project is done, promise and give yourself an item of clothing for completing the task, plan for a day off when you finish, and so on.
2. **Make an appointment.** Add a set time to your schedule to do what you don't want to do. For example, every morning for the next three days between 11 a.m. and noon, work on the report you've been avoiding. This is a noncancellable appointment.
3. **Publicize the deadline.** When everybody knows the completion date, you have created motivators to get the job done: you don't want to let the others down, you don't want to appear unproductive to others, etc.
4. **Vary routine.** Don't let unpleasant projects build up. Try to intersperse tasks you dislike with those that you enjoy or find easy to complete.
5. **Cancel guilt.** Spending time wallowing in guilt and beating yourself up for not getting to a distasteful task in non-productive and affects your self-esteem. Don't get caught up in a negative attitudes, just do it. Now!
6. **Focus on the start.** If there is a project you have been procrastinating about, don't worry about finishing it; get it started. Once a project is started, it can build momentum and is easier to complete than it was to start. Often the time spent worrying and complaining, could have been used to get it done.
7. **Focus on benefits.** List all the benefits for you in tackling the big project. Does it help your position in the company? With your boss? Your peers? Your subordinates? Do you earn extra income? Will it bring extra responsibility or job title? Worst case scenario, completing the task will at least take one more thing off that list of things you're worried about.

Seven Ways to Prevent Procrastination



NOTES

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"Know the true value of time; snatch, seize, and enjoy every moment of it. No idleness, no delay, no procrastination; never put off till tomorrow what you can do today."

-Earl of Chesterfield

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™
Personal Growth



Top-performing sales professionals rely on more than just their sales skills. They look for opportunities to grow as a whole 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 skills 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 Characteristics of Effective Goals

Arguably, one of the primary attributes that move top-performing salespeople ahead of the pack is their ability to set and use goals effectively. Whether they are for personal or professional fulfillment, setting goals can help people of all levels of performance enhance their lives. Do you already have goals? Do they meet the seven criteria of effective goals?

1. **Specificity.** A goal must be specific. “To increase sales” is not a goal. “To increase gross sales 11% above last fiscal year” is a specific goal.
2. **Measurable.** Goals must be measurable, thus they must be quantitative as opposed to qualitative. “To service my clients better” is not a goal. “To have face-to-face contact with all top my priority clients a minimum of once a month” is a measurable goal.
3. **Difficulty.** Goals should not be easy to reach. They should force you to stretch. Yet, they should be realistic and achievable. Aim high, but not so high that it causes you to lose hope and give up.
4. **Deadline.** When will this action, behavior, or performance be completed and measured? If there is no time frame, it is not a goal. There is nothing wrong with breaking one goal into little ones that can be achieved step by step.
5. **Mutually reinforcing.** One goal should not have to be achieved at the expense of another goal. For example, if one goal is to start an exercise program and another is to go back to school, the amount of time needed for both could cause a conflict.
6. **Shared.** The goal-setting process is one of participation. The people who must achieve the goals must have a hand in setting them. The people who must assist in an individual’s goal (e.g., your administrative or clerical staff) must understand it and how to support the accomplishment of those goals. Also, making a goal “public” forges a stronger commitment to the goal.
7. **Written down.** Writing down a goal is a way of sharing it and a way of committing to it. If it’s not in writing, it is not a goal.

Seven Characteristics of Effective Goals

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NOTES

“One day Alice came to a fork in the road and saw a Cheshire cat in a tree. ‘Which road do I take?’ she asked.

‘Where do you want to go?’ was his response. ‘I don’t know,’ Alice answered.

‘Then,’ said the cat, ‘it doesn’t matter.’”

-Lewis Carroll

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 for Stress Reduction

Tension is not necessarily a bad thing. It keeps us on our toes. Stress, however, can become debilitating and hurt your ability to perform. Top-performing salespeople are not only under a lot of pressure from their superiors and their customers, but they put a lot of pressure on themselves. As a top performer, you must learn to deal with stress before it negatively impacts your performance.

1. **Perspective.** When a concern grows into a worry, the problem often appears more insurmountable than it is. Put it into the perspective of the other things in your life and into the perspective of what this problem will mean in 1 year, 5 years and 10 years.
2. **Review your priorities.** Do you know what is really important to you? If there are issues that are making you frustrated, angry and perhaps sick, are they really worth it?
3. **Organize.** Plan your work more efficiently.
4. **Be physically healthy.** Get your body moving in some sort of aerobic exercise at least 3 times a week. Get enough rest. Eat a well-balanced diet (that includes eating enough as well as not eating too much). Consider your use of alcohol, tobacco and caffeine. Get a physical check up.
5. **Take a vacation.** Being a 12-hour a day, 52-week a year workaholic doesn't help you or your company. Use your vacation time to relax and gain perspective from outside the work environment.
6. **Be assertive.** Learn to confront people whose behavior causes you frustration. Learn to say "no" to people who overburden you.
7. **Laugh at yourself.** When you get through a stressful period, look back and find amusement in the fact that you took things so seriously (e.g., remember in grade school when you were terrified of something appearing on your "permanent record?"). Learn to find that amusement during the stressful period.

Seven Steps for Stress Reduction



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"Have patience with all things, but chiefly have patience with yourself. Do not lose courage in considering you own imperfections but instantly set about remedying them - every day begin the task anew."

-Saint Francis de Sales

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 Ways to Make a Strong First Impression

When someone is first introduced to another person, an involuntary assessment of that person immediately kicks in: Who is this person? Do I like this person? Am I afraid of this person? Is this person like me? Is this person similar to someone I like? Is this person similar to someone I dislike? In seconds, we subconsciously evaluate and form opinions about others. You are being judged this way in every business contact you have. To increase the chances of success, you must know how to make the first impression a good one.

1. **Be first.** Be the first to say “hello” and to extend your hand.
2. **Handshake.** Develop a proper handshake. It should be firm -- but not vise-like -- and never weak. This is something most people don’t practice, but should. Ask one of your peers to evaluate your handshake. As a hint, sometimes pressure with the thumb is more effective than pressure with the fingers.
3. **Be sincere.** “How are you?” is traditional, but it is not necessarily sincere and definitely not memorable. Try something like, “It’s good to see you” or “You’re looking well.”
4. **Modulate your voice.** Too loud might be interpreted as rude or inappropriate. Too soft might be interpreted as weak or insecure.
5. **Do your homework.** Know something about the person and her company. Work this knowledge into the conversation.
6. **Compliment.** Find something to compliment the person on and do it subtly and sincerely. You can be ingratiating without fawning.
7. **Listen.** Ask questions and listen to the responses. By letting the other person speak, you will be viewed as caring, respectful and intelligent. On the other hand, if the other person is inquisitive, be forthcoming and answer his queries sincerely.

Seven More Ways to Make a Strong First Impression



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“I am prepared to meet anyone, but whether anyone is prepared for the great ordeal of meeting me is another matter.”

-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 Networking Strategies

A primary function of a salesperson is face-to-face contact with prospects. A network of business contacts is often the difference between a top-performing salesperson and those that perform on a lower level. Networking can do more than give a salesperson a greater number of prospects; it can also provide different avenues to get in front of that prospect. Here are seven strategies to use for business networking.

1. **Business cards.** Collect them from others and distribute yours. Make a note regarding where and when you met the person on the back of those you collect. You might also jot down something about the person that you want to remember.
2. **Trade show.** Attend at least one trade show or conference a year. Even if it is not an expense reimbursed by your company, go anyway; the exposure alone is worth the investment in your own success (NOTE: this may be tax deductible). When there, go out of your way to meet as many people as possible.
3. **Trade publication.** Get in the habit of reading your industry's trade publication(s) and keep an eye on job placements so you know the names in the news. Consider submitting an article.
4. **Recognize.** Send congratulatory notes to colleagues and clients who have achieved recognition. If a name you recognize appears in the newspaper or a magazine, send that person a note with the clipping.
5. **Lunch.** Have lunch with business colleagues from outside your company monthly. Vary the group you lunch with to include sales, marketing and production personnel as well as executives.
6. **Update your files.** Constantly review your personal contact list, contact manager, etc. to make sure it has the most up-to-date information.
7. **Be active.** Join and participate in civic or professional groups. Serve on internal committees and task forces (choose those with high visibility).

Seven Networking Strategies



NOTES

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"In business for yourself, not
by yourself."

-Ray Kroc

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

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

In the business world, if those people with more power and responsibility than you are happy, you will be happy. The amount of recognition and reward you get is almost totally at the discretion of your immediate superior. If you want more recognition and greater reward, do those things that will enhance your relationship with the boss. This is not about “being teacher’s pet,” this is about focusing your energies where they will have the most positive impact for you and your manager.

1. **Save money.** There is not a manager in business today who is not under constant pressure to reduce costs and conserve resources. Anything you do to help lower costs will be appreciated and remembered by them.
2. **Make money.** Look for opportunities to add income or to realize under-utilized or under-recognized income potential for the company. If you have a realistic plan for increasing gross and net revenues, you will be a shining star.
3. **Know what’s expected.** Your manager has expectations for your performance, but may not be effective at communicating them. Find ways to determine the specifics of his expectations and make question about you not about him. For example, the statement, “I don’t know what you expect on my call reports,” implies that the manager has made a mistake in training you. It is much more politic to ask, “Am I giving you all the details you need on my call reports?” or, “Which details would you like to see on my call reports?”
4. **Good news/bad news.** Keep your manager informed about the good news and the bad news. If you are only the bearer of good news you can appear to be a spineless “yes person.” The bad news should be communicated directly to the boss as opposed to him finding out from a third party.
5. **Anticipate.** Your manager has a specific style for handling work. If you can anticipate what she will be asking for and have it prepared in advance, you will position yourself as helpful, organized and intelligent (maybe even indispensable!).
6. **Critique yourself.** Evaluate your performance to expectations at all times. Your manager will not give you feedback on every aspect of your performance, so you have to increase self-awareness. Keep an eye out for nonverbal criticism emanating from your superior and your peers.
7. **Bring solutions.** Most employees bring their boss problems and ask for solutions. Make it a habit to never bring your manager a problem without at least one, well-thought-out solution. Ask for feedback on your suggested solutions or for other thoughts on handling the situation. You will quickly be positioned positively as a problem solver as opposed to a negative person or even a trouble-maker.

Seven More Ways to Shine in the Eyes of Your Superior



NOTES

1. _____. There is not a manager in business today who is not under constant pressure to reduce costs and conserve resources. Anything you do to help lower costs will be appreciated and remembered by them.
2. _____. Look for opportunities to add income or to realize under-utilized or under-recognized income potential for the company. If you have a realistic plan for increasing gross and net revenues, you will be a shining star.
3. _____. Your manager has expectations for your performance, but may not be effective at communicating them. Find ways to determine the specifics of his expectations and make question about you not about him. For example, the statement, "I don't know what you expect on my call reports," implies that the manager has made a mistake in training you. It is much more politic to ask, "Am I giving you all the details you need on my call reports?" or, "Which details would you like to see on my call reports?"
4. _____. Keep your manager informed about the good news and the bad news. If you are only the bearer of good news you can appear to be a spineless "yes person." The bad news should be communicated directly to the boss as opposed to him finding out from a third party.
5. _____. Your manager has a specific style for handling work. If you can anticipate what she will be asking for and have it prepared in advance, you will position yourself as helpful, organized and intelligent (maybe even indispensable!).
6. _____. Evaluate your performance to expectations at all times. Your manager will not give you feedback on every aspect of your performance, so you have to increase self-awareness. Keep an eye out for nonverbal criticism emanating from your superior and your peers.
7. _____. Most employees bring their boss problems and ask for solutions. Make it a habit to never bring your manager a problem without at least one, well-thought-out solution. Ask for feedback on your suggested solutions or for other thoughts on handling the situation. You will quickly be positioned positively as a problem solver as opposed to a negative person or even a trouble-maker.

*"Focus 90% of your time on solutions and only 10% of your time on problems."
-Anthony D'Angelo*

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 Effectively Criticize

A critique is often met with defensive posturing. That is understandable, because we often react to criticism that way ourselves. You can be more valuable to your clients, superiors, staff and peers by criticizing in a helpful and constructive manner. Here are the seven steps of effective criticism:

1. **Focus on the behavior, not the person.** When offering criticism, address the specific behavior, performance or event, not the person. Instead of, “Why do you always get so defensive when I review your monthly figures?” try, “This morning when we reviewed your weekly figures, I sensed some guarded behavior on your part ...”
2. **Relate the behavior to the result.** Once identifying the specific behavior, performance or event that is under scrutiny, show how it causes a problem. For example, “When I encounter defensive posturing, I have a tendency not to offer as much feedback. I don’t want my lack of input to affect your performance.”
3. **Offer emotion.** Tell the person to whom you are offering criticism how you feel about the situation caused by the behavior, event or performance. “If I don’t feel comfortable offering criticism, I feel uncomfortable that I’m not doing my job.”
4. **Identify possible misinterpretation.** “Am I correct in sensing defensiveness, or is there another explanation?”
5. **Suggest an action and ask for agreement.** “The review of weekly figures can be very intimidating. I think that you should know that this review is not necessarily a measurement of your performance, but a way for you to catch me up on details so I can help you meet and beat the budget. Knowing that, you should be able to relax more and the sessions will be more productive. Do you have any other ideas?”
6. **Get commitment.** If you have agreement, you must get a commitment for future action that will help the person avoid unwanted behavior. For example, “Do you agree that lowering the stress of our weekly meetings will allow us to communicate more freely so I can help you reach your budget goals? Do you foresee any problems with us being able to lower that stress level?”
7. **Reinforce the person’s value.** “Bruce, I’ve admired your communication skills since the day you started here, and this is the first time I felt like we weren’t communicating effectively. I’m sure that we’ll continue to enjoy comfortable communication for a long, long time. Thanks.”

Seven Ways to Effectively Criticize



NOTES

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“Honest criticism is hard to take - especially when it comes from a relative, a friend, an acquaintance, or a stranger.”

-Franklin Jones

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 Ways to Be Valuable in a Meeting

Hopefully, any meeting that you are expected to attend will have some content that will prove valuable to your performance as a salesperson. In good meetings, the benefit is obvious. In bad meetings, you have to search for the “pearl.” Either way, you should use the time as effectively as possible. Here is how to be a valuable part of any meeting:

1. **Listen.** The biggest time wasters in meetings are people not correctly understanding the message that is being sent. Those misunderstandings can quickly lead a meeting off topic.
2. **Participate.** When reviewing the agenda before hand, come up with something specific you can contribute to the meeting, whether it be a focused question or a thoughtful suggestion.
3. **Don't monopolize.** If you find that you have a comment on every issue, you're likely talking too much. Choose the issues in which your comment will have the most benefit to the group in either clarification or suggestion of action. Don't chime in as often as you might like to.
4. **Think group.** If an issue comes up that is not necessarily of interest to the whole group, save it and address it later with the one or two people to which the issue applies. If it can be (or should be) addressed one-on-one, don't waste the group's time on it.
5. **Build on ideas.** If somebody else has an idea, instead of just chiming in with your different idea, try to offer enhancements to the original idea. This can win you friends among your peers (I.e., you supported their idea), win the respect of your boss (i.e., you're a team player, not a “show off”), and keep the meeting on track by not prematurely changing the focus.
6. **Think before you speak.** In a meeting, what you have to say might not be as important as how you will be heard. Make sure your point is relevant, on-point and phrased in such a way that it will minimize misunderstanding.
7. **Be positive.** For a meeting to be worthwhile, the group must believe that the end result of the gathering is action. You can represent that positive attitude and help make the meeting worth everybody's time and effort.

Seven More Ways to Be Valuable in a Meeting



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"I have left orders to be awakened at any time in case of national emergency, even if I'm in a cabinet meeting."

- Ronald Reagan

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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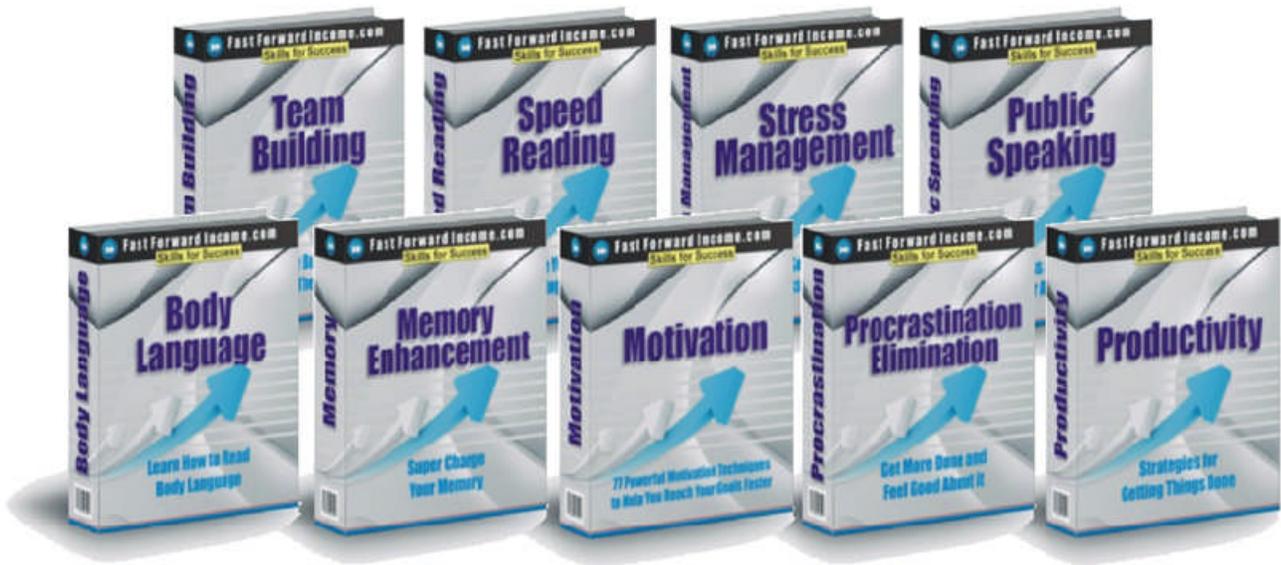
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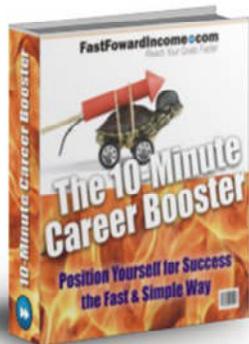
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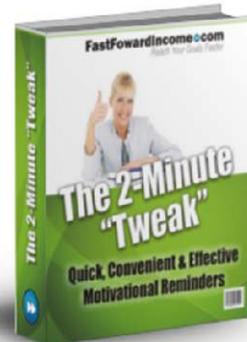
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