

POSSIBLY THE SHORTEST SALES MANUAL EVER

**A Quick Reference Guide to the building blocks that
underpin collaborative and candid selling**

I'M SORRY THIS BOOK HAS BEEN SO LONG IN COMING, IT TOOK
20 YEARS TO WRITE A SHORT ONE

CONTEXT AND PURPOSE

Organisations employ salespeople to:

- Generate a continuous pipeline of new opportunities
- Forecast accurately and predictably close business on time; and
- Be forthcoming with information and highlight problems early.

And there's a fourth item on the list that is driven by customer expectations and is often essential to deliver the other three:

- Operate strategically with customers – know them and their market inside out – working collaboratively and candidly with them.

The purpose of this Quick Reference Guide is to provide exactly that, quick reference. **Fast access to the building blocks that underpin successful selling.**

Whenever you and your team face a challenge or want to grasp an opportunity this is your 'Cardboard Coach' to give you a common language and simple frameworks to review, plan, coach and exchange ideas.

It is based on applying four coaching mindsets to selling...

CORE COACHING MINDSETS FOR SELLING

1. AGILITY

Adapting to People and Situations

2. READINESS

Getting Set for Success

3. CURIOSITY

Listening, Questioning and Understanding

4. AWARENESS

Spotting and Acting on Signals

Behind each mindset sits a skill. For each skill this guide gives a model on which each skill can be developed and refreshed.

WHAT INFLUENCES BEHAVIOUR

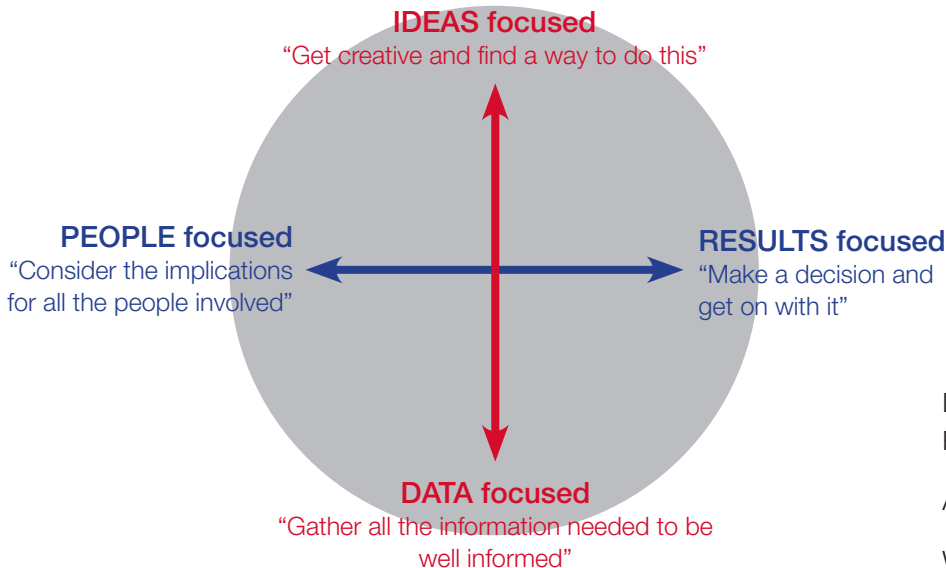


Based on Lewin's equation, $B = f(P, E)$. Behaviour is a function of the Person and the Environment. Just telling people what to do doesn't work and we can't change a person but everything we do and say does influence the Environment and thus Behaviour.

Adapting to People and Situations

AGILITY : READINESS : CURIOSITY : AWARENESS

ENVIRONMENT AND PREFERENCES



Do you prefer to focus on People or Results? And Ideas or Data?

And what about your customer?

What Environment do your preferences create for your customer?

Agility comes from being able to focus on all four (People, Ideas, Results and Data) as needed.

Adapting to People and Situations

AGILITY : READINESS : CURIOSITY : AWARENESS

GROW - A PROVEN FRAMEWORK

GOAL

Frame Discussion:

- Set expectations

REALITY

Discovery and Exploration:

1. The customer's perspective
→ Reality Check (*see next page*)
2. Understanding the whole picture
→ Use the Art of Conversation (*page 7*) and be alert to GIFTS (*page 8*)

OPTIONS

Explore Options and Alternatives:

- Ask for the customer's ideas first
- Put forward your ideas or solution

WILL

Agree Actions:

- Mutually agree an action plan

GROW - from "Coaching for Performance" by John Whitmore

A framework that can be applied to planning, problem solving, structuring a meeting or coaching.

Get Set for Success

AGILITY : READINESS : CURIOSITY : AWARENESS

REALITY CHECK - THE CUSTOMER'S PERSPECTIVE*

- What does the customer want to achieve? **(their goal)**
- Why is it important to them, and why now? **(their motivation)**
- What are their key issues and challenges?

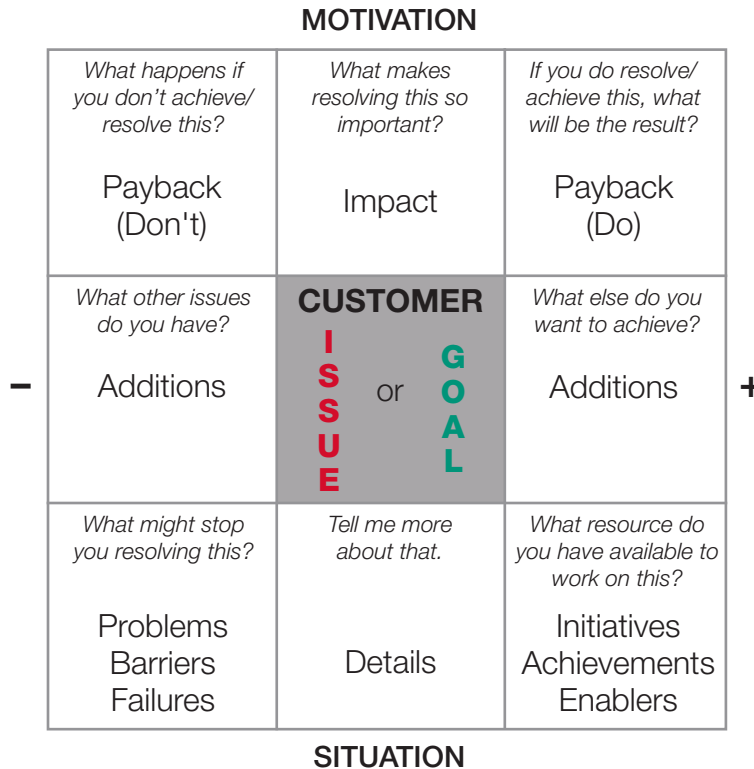
**So important, it got it's own page and framework!*

Three questions that could be answered at three levels - Technical, Operational and Strategic.

Listening, Questioning and Understanding

AGILITY : READINESS : CURIOUSITY : AWARENESS

THE ART OF CONVERSATION



The conversation starts in the centre when a customer states they have an issue or goal.

To understand the whole picture, this framework can be used as a guide for the type of questions you could ask.

But most important is the right mindset - **CURIOSITY**. Listening to the responses the customer gives and asking the next question because of genuine desire to understand.

Listening, Questioning and Understanding

AGILITY : READINESS : CURIOUSITY : AWARENESS

BE ALERT TO GIFTS

GRASP

Once you've spotted the signal do something about it.
"This doesn't appear to be a hot topic for you."

INVESTIGATE

Use The Art of Conversation to understand more fully what's going on.
"What is the reason behind that?"

Summarise back your understanding

FORMULATE

Explore options with the customer and find a solution that works for you both.

TRIAL CLOSE

Check their level of commitment to the proposed solution or actions and to working together to do what is needed.

When communicating customers give us signals all the time - think of these signals as gifts. If we acknowledge and act on them it's like accepting a gift. If we don't, we are saying a subconscious "no thank you" to their gift.

Spotting and Acting on Signals



AGILITY : READINESS : CURIOSITY : AWARENESS