

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

About the Author

Jim Wigg is a sales coach and facilitator. He has worked with more than 1,200 sales managers and sales teams globally which means that, whatever their goal is, he understands the challenges they face.

More information about Jim can be found at jimwigg.com and on his [LinkedIn](#) profile.

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 success in all sales activities.**

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. READINESS

Getting Set for Success

2. CURIOSITY

A Genuine Desire to Understand

3. AWARENESS

Spotting and Acting on Signals

4. AGILITY

Adapting to People and Situations

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

GROW - A PROVEN FRAMEWORK

“

*Willingness starts with a shared goal.
No shared goal, no commitment.* ”

GOAL

Frame the discussion:

- Establish what outcome would make this conversation/meeting productive for the customer
- Set expectations and agree shared goals

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 5*) and be alert to GIFTs (*page 6*)

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

A framework that can be applied to structuring a meeting, coaching, reviewing deals and accounts, planning and problem solving.

GROW - from "Coaching for Performance" by John Whitmore

REALITY CHECK - THE CUSTOMER'S PERSPECTIVE

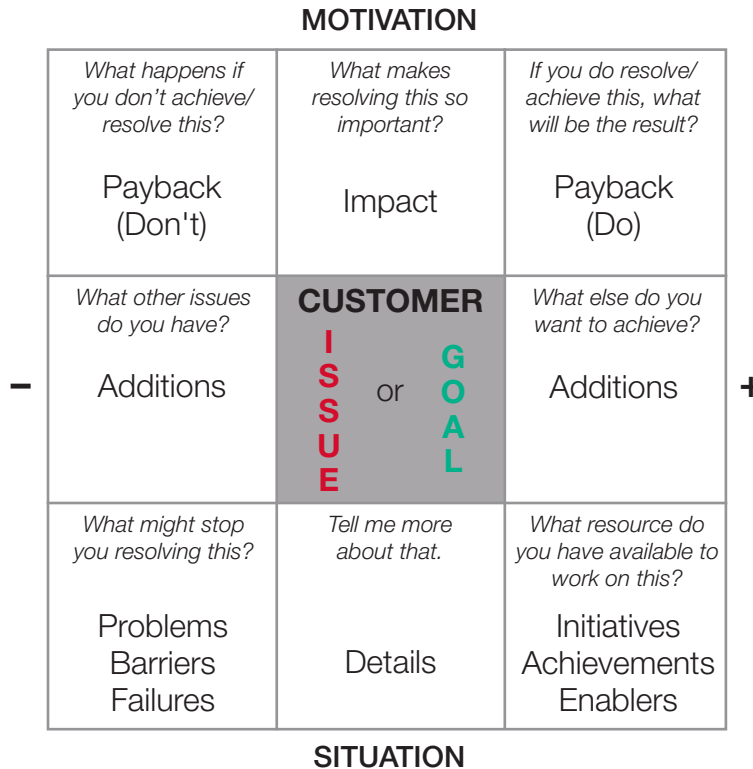
- What does the customer want to achieve? **(the outcome)**
- Why is it important to them, and why now? **(the motivation)**
- What are their key issues and challenges?

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

THE ART OF CONVERSATION

“
Selling is simply two sensible people
having a sensible conversation.”

Mike Ashmore



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.

BE ALERT TO GIFTS

Behind every signal there's a gift.

GRASP

Spot a signal and 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 (and re-confirm the shared goal - see *GROW, page 3*)

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.

Customers give us signals all the time. Think of these signals as a gift: an opportunity to flush out an issue, work with the customer to overcome it and re-confirm their commitment to the shared goal and plan (see *GROW, page 3*).

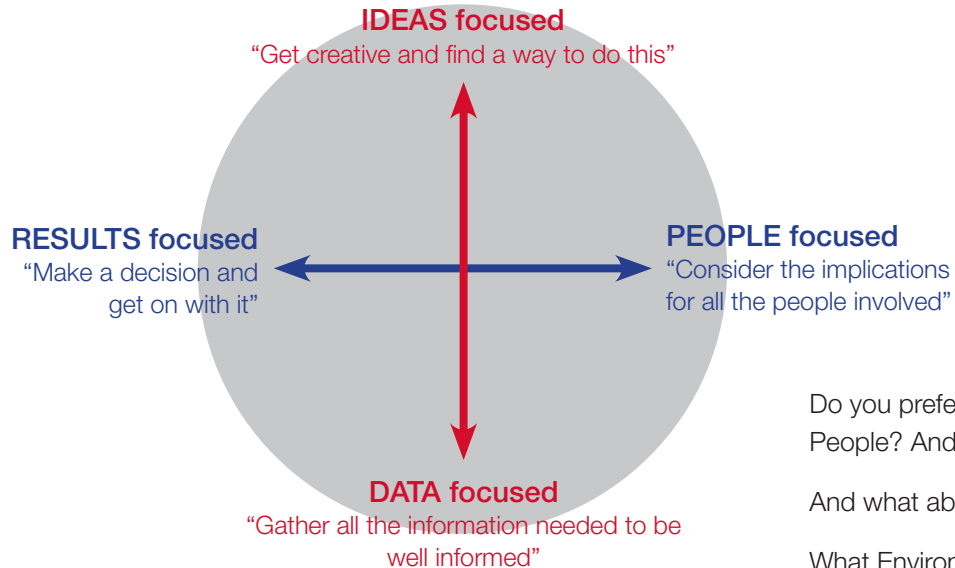
WHAT INFLUENCES THE BEHAVIOUR OF CUSTOMERS



Just telling customers what they should do doesn't work and we can't change a person but everything we do and say does influence the Environment and thus their Behaviour.

Based on Lewin's equation, $B = f(P, E)$. Behaviour is a function of the Person and the Environment.

ENVIRONMENT AND PREFERENCES



Do you prefer to focus on Results or People? 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 preferences (Results, Ideas, People and Data) as needed.