



**SLEEPING LION  
SALES**

*"There is nothing in a caterpillar to suggest a butterfly."*

*Superhero Bucky, Marvel Comics*



# SALES

## **WORKSHOP TECHNIQUES:**

### **one: VALUE POSITION**

How to present your value position succinctly

### **two: ACTIVE LISTENING**

How to listen properly in order to sell effectively

### **three: THE SALES HAMMOCK**

How to present clearly and effectively

### **four: ESTABLISHING NEEDS**

How to correctly identify the needs of your clients

### **five: BARRIERS TO PURCHASE**

How to overcome objections

### **six: SALES TYPES**

How to find the best sales people



## SALES INTRODUCTION: SOPHISTICATED SALES

These days, sales often gets a bad rap. And sales people are seen as pushy and/or formulaic. But all products need to be sold and, even in our digital age, customers need additional human persuasion.

Often the more upmarket (or complex) the product, the greater the need is for a strong sales person to represent it. This section focuses on how to sell with flair and sophistication.

You need to be part psychologist and be able to read your audience.

**WIFM** stands for **What's In It For Me?**. All sales people should consider this question in relation to the people to whom they are presenting. Know what motivates your potential customer, skip what doesn't matter, make a conclusive proposal/pitch, and know when to ask for the sale.

Character types and motivations vary. Adapt your style to suit the style of your potential customer:

**RESULTS:** don't bore me with the details. Make snappy points. Talk results.

**EMOTIONS:** show genuine interest in my feelings. Give me help and support.

**ABRACADABRA:** give it some magic. Make it interesting and sparky.

**DATA:** make research, facts and figures perfectly precise.

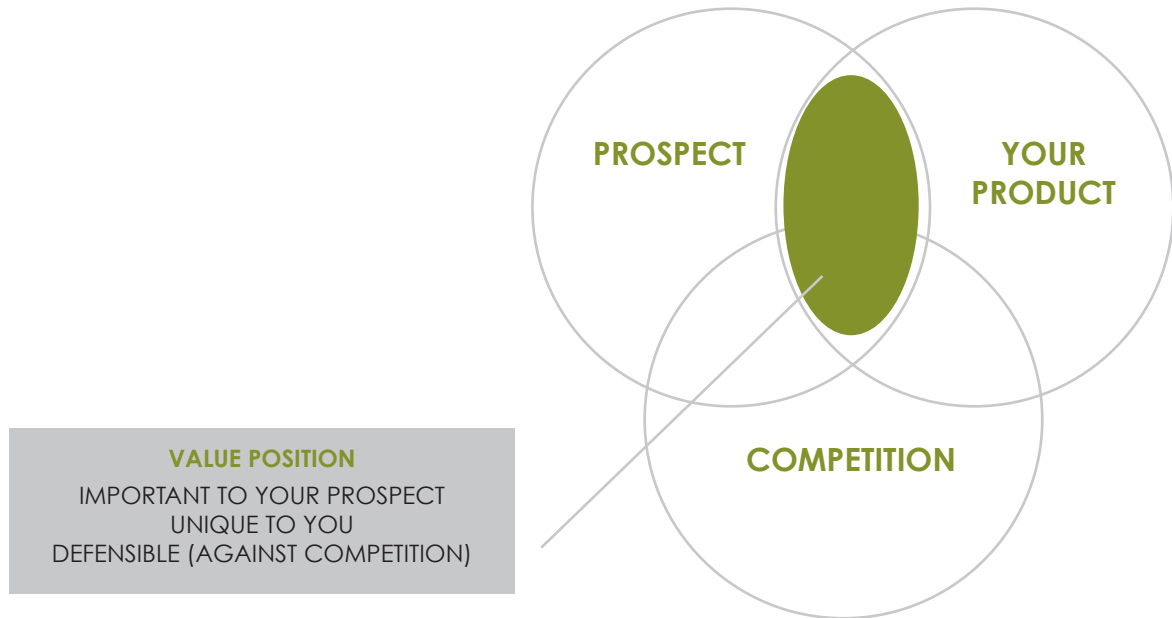
Research shows that the sales experience contributes more to customer loyalty (53%) than the brand (19%), product and service delivery (19%), and value-to-price ratio (9%) put together, so it is really worth getting it right. Source: The Challenger Sale, Dixon & Adamson.

# one: VALUE POSITION

How to present your value position succinctly

This is based on content from the book *Conversations That Win The Complex Sale* by Peterson & Riesterer. It's a neat way to capture the three main components of an effective sales presentation.

**EXERCISE:** Simply work through: what the customer (prospect) is looking for, what you are offering that matches this, and why it's better than the competition.



**WHAT'S IMPORTANT TO YOUR PROSPECT?**

**WHAT ARE YOU OFFERING THAT'S UNIQUE TO MATCH WHAT'S IMPORTANT TO THE PROSPECT?**

**HOW DOES THIS DIFFER FROM THE COMPETITION?**

## two: ACTIVE LISTENING

How to listen properly in order to sell effectively

According to The Salesperson's Secret Code (Mills, Ridley, Laker & Chapman), the most successful salespeople listen more than they speak, so that they fully understand what the client/customer is looking for (what their pain points are / where they can add value). Note: the words LISTEN and SILENT share the same letters.

**EXERCISE:** Start by answering the following questions and giving yourself a score from 1 to 5 (1 = strongly disagree 2 = disagree 3 = neither agree nor disagree 4 = agree 5 = strongly agree). Then consider the 8 Ways to Become a Better Listener and write notes.

Scored less than 20: Good work.

Scored 20 - 30: You're half paying attention, but could do a lot better - review the tips and make note of areas of improvement.

Scored 30 - 40: You're really not listening at all - review the tips and make note of areas of improvement.

8 MISTAKES THAT LIMIT OUR ABILITY TO LISTEN	SCALE 1 - 5
<b>DREAMING.</b> I am often thinking about something else while the client is talking	
<b>ANSWER PREPARING.</b> During conversations with clients, I am often waiting for a pause, so I can spit out an answer that I'm already preparing	
<b>COMPULSIVE/IMPULSIVE.</b> I often say something without thinking first, or to fill a silence	
<b>AMBUSHING.</b> I often fake listen to the client just so I can get in my comments	
<b>JUDGING.</b> I practise selective listening. I hear the things I want to hear based upon my own prejudices	
<b>NOT FULLY PRESENT.</b> I'm often unaware of the message the person is sending through body language and/or vocal intonation	
<b>NOISE INDUCED STRESS.</b> I often embark on a call or meeting when there is background noise in the environment to hinder my ability to listen	
<b>COMPARING.</b> I listen through filters, based on a past experience with another client	
<b>TOTAL SCORE</b>	

**8 WAYS TO BECOME A BETTER LISTENER**

**NOTES**

Encourage silence to show you are actively listening. Embrace pauses.

Never interrupt when the client is speaking.

Be present. Put down your electronic equipment.

Make the client feel heard. with such comments as. "What I'm hearing is..." or "Tell me more."

Become a solution-oriented listener. Listen for the intended solution more than for problems.

Listen for what is not being said. Find the meaning behind the words.

Resist the temptation to rebut. Don't argue.

Listen for information you can use.

## three: THE SALES HAMMOCK

How to present clearly and effectively

The book *Conversations That Win The Complex Sale* by Peterson & Riesterer also outlines research that shows that people remember 70% of the words at the beginning of a presentation, 20% in the middle, and 100% at the end.

This is illustrated in The Sales Hammock, reminding us to pitch accordingly. Put your best bits first and last, use strong visuals, simplicity and proof, and make it personal. Most importantly, keep it short (especially the bit in the middle).

**EXERCISE:** Use this hammock system to plan the content of your next sales presentation - focusing on the beginning and end.

**BEGINNING**

**MIDDLE**



70% RETENTION

20% RETENTION

100% RETENTION



END

## four: ESTABLISHING NEEDS

How to correctly identify the needs of your clients/customers

It is essential to establish the need thoroughly and to educate the client to the best buying solution, especially when selling expensive, added value solutions.

There are only two reasons for buying anything:

- to make a gain (opportunity +)
- to avoid a loss (implication -)

**EXERCISE:** Use this to work through what you've picked up regarding the customer's needs and then summarise as a TRUE NEED.

<p><b>STATED NEED</b> The customer's perception of their own requirements, often expressed as a commodity to be provided by the cheapest vendor</p>		<p><b>TRUE NEED</b> The sum of all the others</p>
<p><b>HIDDEN NEED</b> Unmentioned by the client but quickly evident to the seller</p>		
<p><b>IMPLIED NEED</b> Vague and underdeveloped ideas often mentioned in conversation, not always thought through</p>		

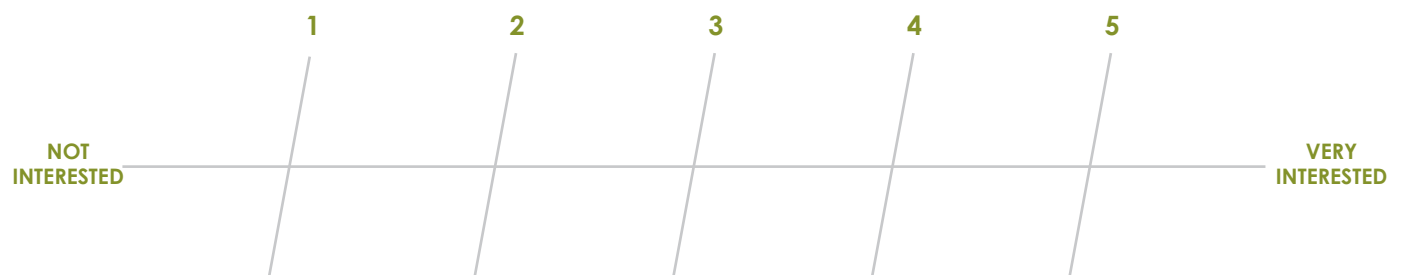
# five: BARRIERS TO PURCHASE

How to overcome objections

Understanding potential objections or barriers to purchase is an important part of sales preparation. Anticipating these and proactively planning a response will help eliminate them in a live sales environment.

**EXERCISE:** Use the Barriers to Purchase Axis to prepare for potentials objections. Put yourself in the shoes of the customer or colleague you wish to persuade, and map out all their likely objections. This provides the basis for your sales pitch and shows the evidence you may need to provide to effectively make your case.

BARRIER 1:	BARRIER 2:	BARRIER 3:	BARRIER 4:	BARRIER 5:

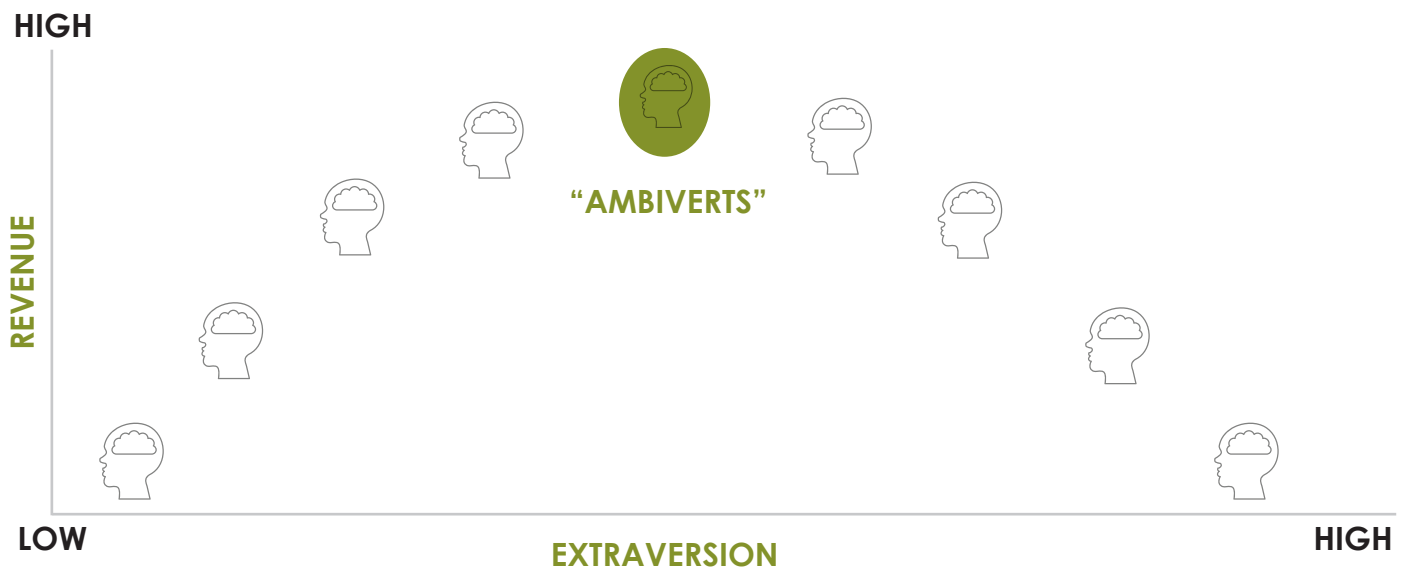


# six: SALES TYPES

How to find the best sales people

We normally associate sales people with being Extraverts, but research acquired by Daniel Pink and published in his book *To Sell Is Human*, tells another story. It shows that the best sales people are neither Introverts or Extraverts, they are Ambiverts - a bit of each.

**EXERCISE 1:** Where would you plot yourself (or your team) on this chart? Depending on where you sit, consider some behavioural change for better results (see boxes below).



Source: Adam Grant, University of Pennsylvania

**TOO INTROVERT?  
CONSIDER WAYS TO TURN IT UP**

**TOO EXTRAVERT?  
CONSIDER WAYS TO TONE IT DOWN**

According to The Challenger Sale by Dixon & Adamson, the best sales people don't just build relationships with customers, they challenge them. They tailor their message to each customer, they are assertive (not aggressive), and they push back where necessary to take control of the sale. They are particularly effective in complex sales scenarios.

In fact, the more complex the sale, the more successful challengers are (see histogram below).

**EXERCISE 2:** Where do you (or your team) currently sit? Should you be looking at adopting more assertive techniques or employing more challengers?



