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**Sales Skills for the  
Reluctant Sales Representative**

Irving Stackpole, RRT, MEd

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**Disclosure**

Neither Stackpole & Associates or  
Irving L. Stackpole  
Has any financial relationships to disclose  
relative to the content of this presentation

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 **STACKPOLE**  
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**Marketing**

- Management of the company / customer interface
  - What do they think of us?
  - How to manage how they think of us?
- Generating leads
  - How many referrals
- Raising / maintaining awareness
  - When the need arises, who do "they" think of?

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 **STACKPOLE**  
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**Sales**

- Behaviors which persuade and influence customers and consumers to select yours vs. others'
  - Securing commitment

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**Marketing vis-à-vis Sales**

- Marketing Is Intellectual
- Sales Is Behavioral
  - Sales is a Full Contact Sport!

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**DILBERT** by Scott Adams



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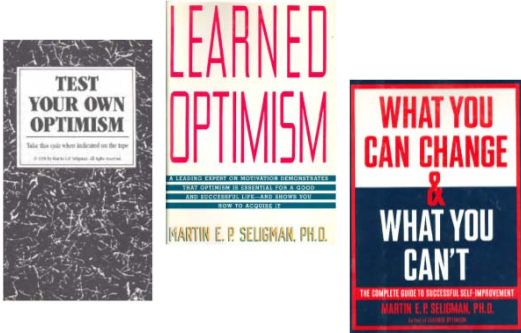
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 **STACKPOLE**  
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**Who Succeeds at Sales?**

- Optimism v. Pessimism
  - Can we predict success?
- The Internal Conversation
- The External Conversation

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**Clear about Sales & Marketing**

- Marketers are *seldom* good sales persons
  - They're too realistic!
  - Who never gives up?
- Good marketers are *sometimes* good sales persons
  - Schizophrenia is fun!
- Good sales persons may *never* be good marketers
  - Do you want the report on time, or the volume?
- Don't agonize.. These are the choices

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**Communicating with Humans**

- In Marketing *and* Sales, we have to communicate with humans!
  - We are a weird species!
- Sales & Marketing our job is to "manage the communications"
- We are responsible for not only what we say, but to a large degree, what other's hear
  - It's not what you say, but what they hear that counts

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**It's not what you say...**

- Percentage of "communication" = words?
- Impact of greetings
  - First Impression
- "Position" for Influence vs. Confrontation
- Walking families down off the mountain
- Gestures as indications of internal states
  - Eyes as windows
  - Truth vs. Deception
- Preferred communications style

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**Background**

- Sales terms
  - Probing
  - Overcoming
  - Closing
  - Converting
  - Prospecting

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**Observations:**

- The cohorts we are serving ("PROSPECTS") are motivated by need
  - No one wakes up one morning and say, "Yes, now I *really want* to go to a rehab center!"
- The population being served ("CONSUMERS" & "CUSTOMERS" can / should be excellent ambassadors and 'word of mouth' marketers

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**More Observations:**

- *Hard Close is a Dead End*
  - *Buyer's remorse up to 3 times as high when buyer perceives "pressure" from sales representative.*
- *Smuggling Influence*
- *The High Price of Deception*
- *Negative News Travels Fastest*
- *Policy Regarding Truth and Deception*

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**What is influence?**

*Power to effect others – seen only in the results*

- *Is influence inherently unethical?*

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**Ethical Use of Influence**

- *Juggling 7 influence factors*
- *Bungling legitimate influence opportunities*
- *Smuggling influence where it doesn't belong*

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**Influence Factors**

- *Contrast*
- *Reciprocity*
- *Scarcity*
- *Authority*
- *Consensus*
- *Commitment / Consistency*
- *Friendship / Liking*

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**Influence Factors**

- *Contrast*  
*You can change perception, based on what is experienced just before.*
- ❖ *Application*  
*Lead with your best feature(s)*  
*Show most expensive first (if price is a factor)*

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**Influence Factors**

- *Reciprocity*  
*We are obligated to give back to others the form of behavior that they have given to you.*
- ❖ *Application*  
*Offer something of value*  
*The "muffin debate"*

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**Influence Factors**

- *Scarcity*  
*People are more motivated by the thought of losing a benefit, than gaining the same benefit.*
- ❖ *Application*  
*Create the perception of scarcity without smuggling*  
*Schedule for competition*

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**Influence Factors**

- *Authority*  
*People are inclined to comply with perceived authority.*
- ❖ *Application*  
*Communicate affiliations, accreditations*  
*Degrees and credentials of staff*

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**Influence Factors**

- *Consensus*  
*We base how we think, feel or what we do, based on what other people are thinking, feeling or doing.*
- ❖ *Application*  
*Appear to be the place to be*  
*Schedule for consensus*

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**Influence Factors**

- *Commitment / Consistency*  
*We have a relentless desire to be, and to appear to be, consistent with what we've already done.*
- ❖ *Application*  
*Publicize endorsements (add in Authority)*  
*Create and distribute symbols*

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**Influence Factors**

- *Friendship / Liking*  
*We are more favorably inclined to say "yes" to people we know and like.*
- ❖ *Application*  
*Match the prospect to the staff person*  
*Listen and learn about them.*

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**The Physical Dimensions**

- Over 70% of communications is non-verbal
- Physical dimensions are critical
  - Establish Trust
  - Build Confidence
  - Authority
  - Empathy
  - Know when to hold 'em, know when to fold 'em

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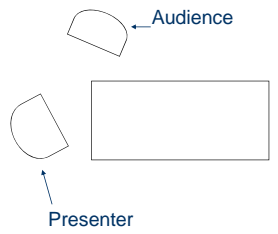
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**STACKPOLE & Associates, Inc. Working a room**



**One of the best positions for delivering presentations**

Deliver from your **Left**  
Receive on the **Right**

**The Corner Position**

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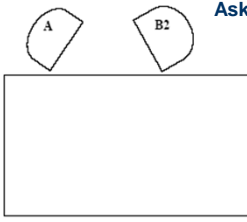
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**A very good position to achieve cooperation**



**Ask Permission!**

**The Cooperative Position**

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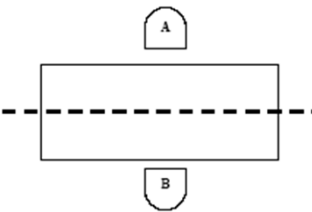
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**STACKPOLE & Associates, Inc. Confrontational Position**



**The Competitive / Defensive Position**

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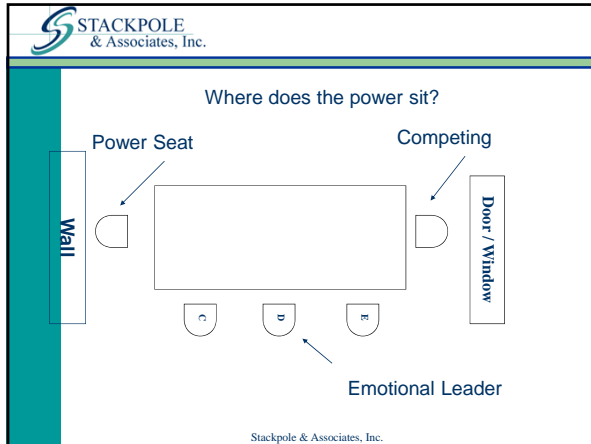
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### Positioning – Some Conclusions

- Sit with your back to something solid, if possible
- Unless you are confronting, create angles
- Present from the **left**, receive on the **right**
- **Don't** use confrontation position to influence or persuade

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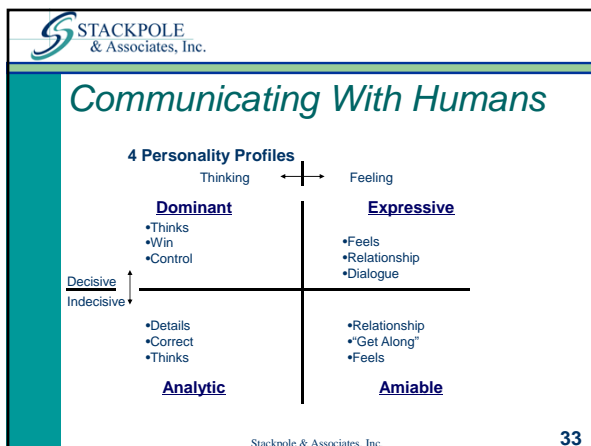
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### Communicating with Humans

- *What about emotional states?*
- *Can we “see” what others are “feeling”*
  - We do it all the time, but most often it's subliminal
- Left side ⇨ “Public” face
- Right side ⇨ “Private” face

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### Communicating with Humans

- *How do you prefer to learn?*
- *A large part of what we do is teaching*
- *We all have preferred learning styles*
  - Similar principles to preferred communication styles
- *Who reads the manual v. wants to physically interact?*
- *How do you “retrieve” memories of experiences?*
  - **Visual** -images - pictures
  - **Auditory** - lists - text
  - **Kinesthetic** - Physical experiences

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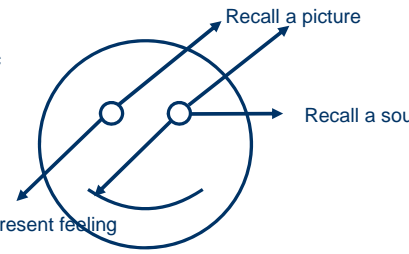
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 **STACKPOLE**  
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### Eye Accessing Cues

Visual  
Auditory  
Kinesthetic



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**Communicating with Humans**

- **DON'T**
  - Over analyze or "psych people out"
- **DO**
  - Be responsible for the communications
  - Understand preferences and try to accommodate
  - Try to "see" and "listen" so you can be effective
  - Have your emotions, but don't let your emotions have you.

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(Cheap Subliminal Suggestion)



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