


New York ACHCA

 STACKPOLE
& Associates, Inc.

**Ethical Influence:
Selling Your Services
Without Selling Your Soul**

Irving Stackpole, RRT, MEd

Stackpole & Associates, Inc.


 STACKPOLE
& Associates, Inc.

**Selling Your Services
without Selling Your Soul**

**Stackpole & Associates, Inc.
Telephone: 1-617-739-5900
istackpole@stackpoleassociates.com**

**Presentation Availbale at:
www.stackpoleassociates.com**


Stackpole & Associates, Inc.

 STACKPOLE
& Associates, Inc.

Ninety percent of what we call
“management” consists of
making it difficult for other
people to get things done.

Stackpole & Associates, Inc.


New York ACHCA


 STACKPOLE & Associates, Inc.

A Few Definitions - For Clarity!


- *Sales – a definition*
 - Behaviors which persuade and influence customers and consumers to select yours vs. others’
 - Securing commitment

Isaiah2003@ethical influence.03.10.29 Stackpole & Associates, Inc. 4

 STACKPOLE & Associates, Inc. This is **NOT** sales!



Stackpole & Associates, Inc.

 STACKPOLE & Associates, Inc.

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?

Stackpole & Associates, Inc.


New York ACHCA


 **Marketing vis-à-vis Sales**

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


tesha2003@ethicalinfluence.03.10.29 Stackpole & Associates, Inc.

7

 **A Matter of Perception**




Stackpole & Associates, Inc.

 **We love to hate salespersons**



Stackpole & Associates, Inc.


New York ACHCA

 STACKPOLE & Associates, Inc.

Who Succeeds at Sales?

- Optimism v. Pessimism
 - Can we predict success?
- The Internal Conversation
- The External Conversation
 - A woman's intuition?
 - It's more than that!

Stackpole & Associates, Inc.

 STACKPOLE & Associates, Inc.

1. Men and women are different.
2. Very different
3. VERY, VERY DIFFERENT
4. Women & Men have a-b-s-o-l-u-t-e-l-y nothing in common
5. Women buy lotsa stuff
6. WOMEN BUY A-L-L THE STUFF
7. Women's Market = Opportunity No. 1
8. Men are (still) in charge
9. Men are ... totally, hopelessly, clueless about women.
10. Women's Market = Opportunity No. 1



New York ACHCA


 STACKPOLE & Associates, Inc.

Marketing vis-à-vis Sales

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

tesahas2003ethical influence.03.10.29 Stackpole & Associates, Inc.


13

 STACKPOLE & Associates, Inc. **Why the definitions are important**

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 heads in the beds?
- Don't agonize.. These *are* the choices

Stackpole & Associates, Inc.


 STACKPOLE & Associates, Inc.

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

Stackpole & Associates, Inc.

New York ACHCA


 STACKPOLE & Associates, Inc.

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

Stackpole & Associates, Inc.




 STACKPOLE & Associates, Inc.

Background

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

18

New York ACHCA


 STACKPOLE & Associates, Inc.

Successful Sales Systems

- Task Clarity
 - Do sales staff know the critical tasks?
- Task Alignment
 - Are sales & management aligned about tasks?

tesha2003ethical influence.03.10.29 Stackpole & Associates, Inc.

19


 STACKPOLE & Associates, Inc.

Successful Sales Systems

- Sales Systems - Audit
 - Who Is Selling?
 - Sales activities for everyone!
 - Recruitment / selection of sales staff
 - Who Succeeds At Sales?
 - Optimists v. Realists
 - How Is It Being Sold?

tesha2003ethical influence.03.10.29 Stackpole & Associates, Inc.


20

 STACKPOLE & Associates, Inc. Selling to Whom?



Stackpole & Associates, Inc.

New York ACHCA


 STACKPOLE & Associates, Inc.

Results at any cost?

- *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*

tsahsa2003/ethical influence.03.10.29 Stackpole & Associates, Inc.

22

 STACKPOLE & Associates, Inc.

What is influence?

Power to effect others – seen only in the results

- *Is influence inherently unethical?*

tsahsa2003/ethical influence.03.10.29 Stackpole & Associates, Inc.

23

 STACKPOLE & Associates, Inc.


Ethical Use of Influence

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

tsahsa2003/ethical influence.03.10.29 Stackpole & Associates, Inc.

24

New York ACHCA


 STACKPOLE & Associates, Inc.

Influence Factors

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

teahna2003/ethical_influence_03.10.29 Stackpole & Associates, Inc.

25


 STACKPOLE & Associates, Inc.

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)

teahna2003/ethical_influence_03.10.29 Stackpole & Associates, Inc.

26

 STACKPOLE & Associates, Inc.


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"

teahna2003/ethical_influence_03.10.29 Stackpole & Associates, Inc.

27


New York ACHCA

 STACKPOLE & Associates, Inc.

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*


Teahna2003/ethical influence.03.10.29 Stackpole & Associates, Inc. **28**

 STACKPOLE & Associates, Inc.

Influence Factors

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

Teahna2003/ethical influence.03.10.29 Stackpole & Associates, Inc. **29**


 STACKPOLE & Associates, Inc.

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*

Teahna2003/ethical influence.03.10.29 Stackpole & Associates, Inc. **30**

New York ACHCA


 STACKPOLE & Associates, Inc.

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

nsaha2003ethical influence.03.10.29 Stackpole & Associates, Inc.

31

 STACKPOLE & Associates, Inc.

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.

nsaha2003ethical influence.03.10.29 Stackpole & Associates, Inc.

32


 STACKPOLE & Associates, Inc.

What are you **REALLY** saying?

- Small % of communication is verbal content
- Most important are:
 - Eyes
 - Tone and pacing of voice
 - Gestures
 - Position of the "parts"


Stackpole & Associates, Inc.

New York ACHCA


Communicating with Humans

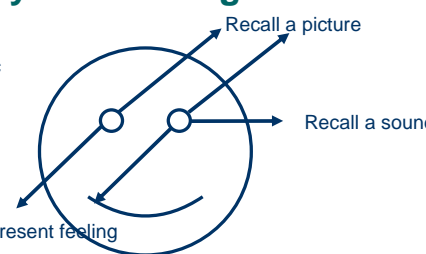
- How do you prefer to learn?
- A large part of what we do is teaching
- We all have preferred learning styles
 - Similar principles to preferred communication styles
- Who reads the manual v. wants to physically interact?
- How do you "retrieve" memories of experiences?
 - Visual - images - pictures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

Isahna2003@ethical influence.03.10.29 Stackpole & Associates, Inc.
34


 "Tell me about the best / worst..."


Eye Accessing Cues

Visual
 Auditory
 Kinesthetic

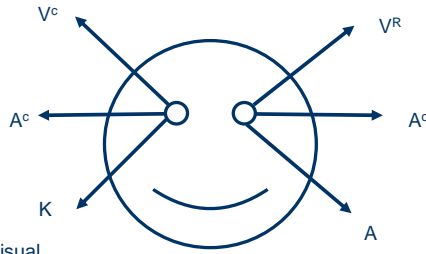


Recall a picture
 Recall a sound
 Recall / Present feeling

Stackpole & Associates, Inc.


 "Tell me about the best / worst..."

Eye Accessing Cues



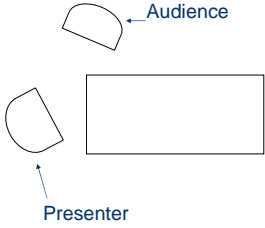
V^c
 V^R
 A^c
 A
 K

Visual
 Auditory
 Kinesthetic

Stackpole & Associates, Inc.

New York ACHCA

STACKPOLE & Associates, Inc. Musical Chairs? Name that tune!



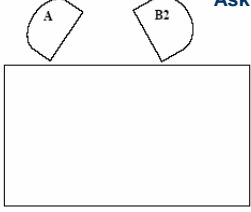
One of the best positions for delivering presentations

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

The Corner Position

Stackpole & Associates, Inc.

STACKPOLE & Associates, Inc. A very good position to achieve cooperation

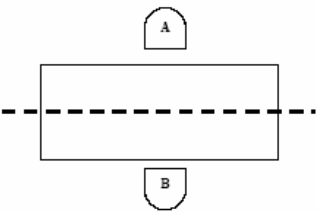


Ask Permission!

The Cooperative Position

Stackpole & Associates, Inc.

STACKPOLE & Associates, Inc. Confrontational Position



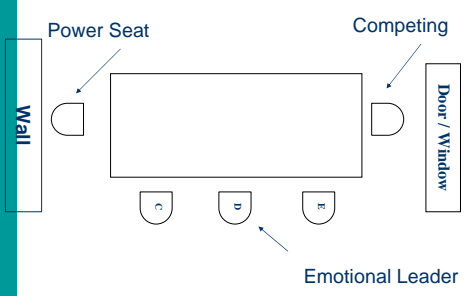
The Competitive / Defensive Position

Stackpole & Associates, Inc.

New York ACHCA

STACKPOLE & Associates, Inc.

Where does the power sit?



Stackpole & Associates, Inc.

STACKPOLE & Associates, Inc.

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

Stackpole & Associates, Inc.

STACKPOLE & Associates, Inc.

Communicating With Humans

4 Personality Profiles

	Thinking	←	→	Feeling
	Dominant		Expressive	
	<ul style="list-style-type: none"> •Thinks •Win •Control 		<ul style="list-style-type: none"> •Feels •Relationship •Dialogue 	
Decisive ↑ Indecisive ↓	Analytic		Amiable	
	<ul style="list-style-type: none"> •Details •Correct •Thinks 		<ul style="list-style-type: none"> •Relationship •"Get Along" •Feels 	

Stackpole & Associates, Inc. 42

New York ACHCA

 STACKPOLE & Associates, Inc.

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

Stackpole & Associates, Inc. **43**

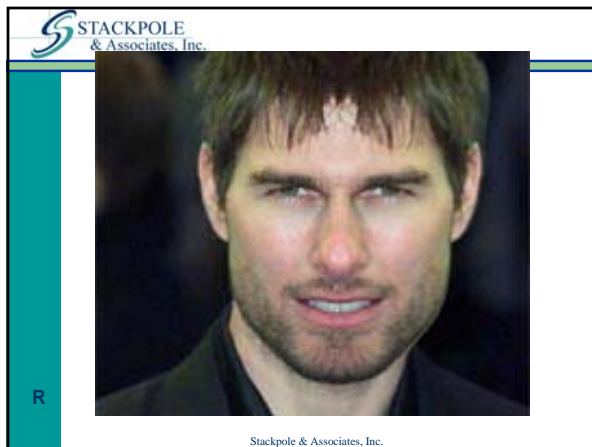




New York ACHCA








New York ACHCA

 **STACKPOLE**
& Associates, Inc.


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.


Stackpole & Associates, Inc. **49**

 **STACKPOLE**
& Associates, Inc.

(Cheap Subliminal Suggestion)



Stackpole & Associates, Inc.

 **STACKPOLE**
& Associates, Inc.


Stackpole & Associates, Inc.
Telephone: 1-617-739-5900
istackpole@stackpoleassociates.com

Presentation Availbale at:
www.stackpoleassociates.com

Stackpole & Associates, Inc.

New York ACHCA



 STACKPOLE & Associates, Inc.

Alessandra, A., Wexler, T., *Non-Manipulative Selling*. New York: Prentiss Hall Press, 1975.

Brooks, M., *Instant Rapport: The NLP program that creates intimacy, persuasiveness, power!*. New York: Warner Books, Inc., 1989

Cialdini, R., *Influence: The psychology of persuasion*. New York: Quill (rev.), 1993

Hillestad, S., & Berkowitz, E., *Healthcare Marketing Plans: From strategy to action*. Homewood, IL: Dow-Jones Irwin, 1984

Miller, R., Heiman, S., *Strategic Selling: The unique sales system proven successful by America's best companies*. Berkeley: Warner Books, 1985.

Rackham, N., *SPIN Selling: The best validated sales method available today*. New York: McGraw Hill Book Company, 1988.

Seigman, M., *Learned Optimism*, New York: Knopf, 1991

Trout, J., *Differentiate or Die: Survival in our era of killer competition*. New York: John Wiley & Sons, 2000

Stackpole & Associates, Inc.
