


# ACHCA 2008

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## Selling Your Services Without Selling Your Soul

Irving Stackpole, RRT, MEd

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## Historical View



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## Today's Management Reality



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### A Few Definitions - For Clarity!

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

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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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### 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

I GOT A JOB AS A USED CAR SALESMAN. DOES IT PAY WELL?

I'M NOT IN IT FOR THE MONEY. I JUST ENJOY LYING TO STRANGERS.

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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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**Successful Sales Systems**

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

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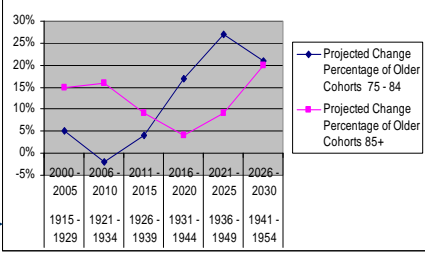
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**Selling to Whom?**

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## Demographics & Demand



Year	2000	2006	2011	2016	2021	2026
Birth Year	1915-1929	1921-1934	1926-1939	1931-1944	1936-1949	1941-1954

Source: Adapted from US Census Bureau, Current Population Reports, 1996  
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## Conclusions:

- The cohorts we are serving are not growing robustly
  - The Baby Boom surge begins 2011 and takes off 2016
- The cohorts we are serving have more choices
  - Extraordinary efforts to create more options
- The cohorts we are serving are motivated by need
  - No one wakes up one morning and say, "Yes, now I *really want* to go to a rehabilitation center!"
  - The population being served can / should be excellent ambassadors and 'word of mouth' marketers

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## Conclusions:

- Differentiate or Die!
- Our current consumers, customers and employees can tell us *both* how to stay alive today and succeed tomorrow
  - Asking the right way
  - Acting on the results
- Difference between Satisfaction and Loyalty

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## What We've Learned From Research

- **Task Clarity** is Critical to Sales Success
  - The sales team are clear about what they're supposed to be doing
- **Role Alignment** is Predictive of Success
  - Marketing, sales and the entire team accepts responsibility for Sales, as well as Customer / Consumer / Employee loyalty!
- **Deployment**
  - Not only must we be clear about the tasks, and roles, but we must place experienced / inexperienced, highly technical / highly personal representatives into the field in flexible configurations.

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## 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?

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## How Is It Being Sold?

- *Pressure to ...*
  - "Do whatever it takes..."
  - Close the deal
  - Fill the building
  - Make the budget

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## Truth or Consequences

- *Consequences of deception if undiscovered*
  - External marketplace
  - Internal marketplace
  - Personal Marketplace

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## Truth or Consequences

- *Consequences of deception if discovered*
  - External Marketplace
  - Internal Marketplace
  - Personal Marketplace

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## 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*

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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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## Communicating with Humans

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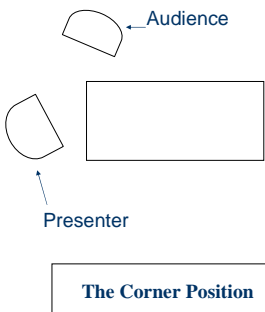
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**One of the best positions for delivering presentations**

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

**The Corner Position**

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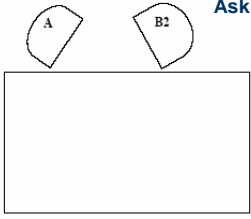
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**A very good position to achieve cooperation**

**Ask Permission!**



The Cooperative Position

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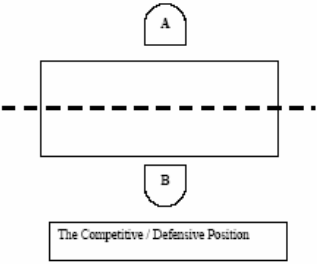
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**Confrontational Position**



The Competitive / Defensive Position

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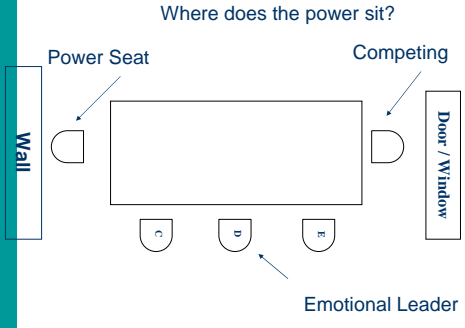
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**Where does the power sit?**



Power Seat

Competing

Wall

Door / Window

Emotional Leader

C

D

E

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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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## Communicating With Humans

**4 Personality Profiles**

	Thinking ←	→ Feeling	
	<b>Dominant</b>	<b>Expressive</b>	
	•Thinks •Win •Control	•Feels •Relationship •Dialogue	
Decisive ↑ Indecisive ↓	<b>Analytic</b>	<b>Amiable</b>	
	•Details •Correct •Thinks	•Relationship •"Get Along" •Feels	

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## Communicating with Humans

- **Dominant**
  - What do they look like?
  - What do they wear?
  - What color car do they drive?
  - What words do they want to hear?
  - What behaviors do they want to see?

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## Communicating with Humans

- *Expressive*
  - What do they look like?
  - What do they wear?
  - What color car do they drive?
  - What words do they want to hear?
  - What behaviors do they want to see?

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## Communicating with Humans

- *Analytic*
  - What do they look like?
  - What do they wear?
  - What color car do they drive?
  - What words do they want to hear?
  - What behaviors do they want to see?

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## Communicating with Humans

- *Amiable*
  - What do they look like?
  - What do they wear?
  - What color car do they drive?
  - What words do they want to hear?
  - What behaviors do they want to see?

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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

neahsa2007ethical influence.03.10.29 Stackpole & Associates, Inc. **44**

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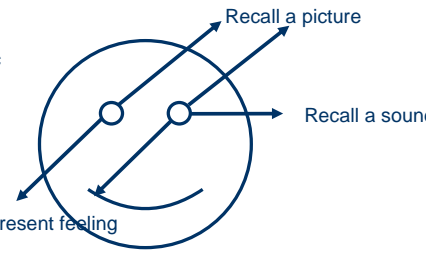
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 STACKPOLE & Associates, Inc. “Tell me about the best / worst...”

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## Eye Accessing Cues

Visual  
Auditory  
Kinesthetic



Recall a picture  
Recall a sound  
Recall / Present feeling

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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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<http://www.stackpoleassociates.com>

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