Selling Your Services Without Selling Your Soul

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Presentation Available

Selling Your Services
Without Selling Your Soul

www.StackpoleAssociates.com

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Background

• Challenges in the industry
  • Occupancies
    – Recession
  • Competition
  • Turnover of sales & marketing staff
A Few Definitions – For Clarity!

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

Background

• **Marketing**
  - Management of the Interface between Customers, (Consumers) & the Organization
    - What do they think of us?
    - Creating preference
  - Generate leads

Marketing vis-à-vis Sales

- **Marketing is intellectual**
- **Sales is behavioral**
  - Sales is a full contact sport!
Who succeeds at sales?

- Optimism v pessimism
  - Can we predict success?
- The internal conversation
- The external conversation
  - A woman’s intuition?
    - More than that!!

The gender rules

- Men & women are different
  - Very different
  - Very, very different
  - Men and women have a-b-s-o-l-u-t-e-l-y nothing in common
  - Women buy lotsa stuff
  - Women buy ALL the stuff
- Women’s market is #1 opportunity
Clear about Marketing & Sales

- Marketers are committed to being right
  - Relationships are less important
- Sales persons are driven by the relationships
- Good marketers are seldom good sales persons
- Good sales persons are never good marketers
  - Good sales persons are never on time – they're too optimistic!
- Do you want the report on time, or the heads in the beds?
- Don’t agonize – these are the choices

Communicating with humans

- In sales, we have to communicate effectively
  - Our job is to “manage the communications”
  - Responsible for
    - What we say and what others’ hear
- It’s not what you say – It’s what they hear

Background

- Marketing terms
  - Product
  - Price
  - Placement
  - Promotions
  - Position
- Sales Terms
  - Probing
  - Overcoming
  - Closing
  - Converting
  - Prospecting
Successful Sales Systems

- Sales Systems - Audit
  - Task Clarity
    - Do sales staff know?
  - Task Alignment
    - Are sales & management aligned about tasks?

- 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?
How Is It Being Sold?

• Pressure to ...
  ▪ “Do whatever it takes…”
  ▪ Close the deal
  ▪ Fill the building
  ▪ Make the budget

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

What is influence?

• Power to effect others — seen only in the results
• Is influence inherently unethical?
Ethical Use of Influence

• Juggling 7 influence factors

• Bungling legitimate influence opportunities

• Smuggling influence where it doesn’t belong

Influence Factors

• Contrast

• Reciprocity

• Scarcity

• Authority

• Consensus

• Commitment / Consistency

• Friendship / Liking

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)
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”

- 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

- Authority
  People are inclined to comply with perceived authority.

  Application
  Communicate affiliations, accreditations
  Degrees and credentials of staff
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

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

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*.
What are you really saying?

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

Communicating with Humans

- How do you prefer to learn?
  - What we do is the teacher / learner dynamic
  - Preferred learning styles
  - Who reads the manual v. fiddles with it?
  - How do you retrieve memories
    - Visual – pictures - icons
    - Auditory – lists – text – readers
    - Kinesthetic – physical - experiment

Eye Accessing Cues

Tell me about the best / worst ...

- Pictures
- List / sounds
- Past / present feelings
Musical chairs? Name that tune!

**The Corner Position**
- Deliver from LEFT

**The Cooperation Position**
- Always ask permission

**The Confrontation Position**
Musical chairs? Name that tune!

Power Seat

Emotional Leader

Wall

Positioning Some Conclusions

- Keep your “heart open” to your audience
- Present from Left, receive from the Right
- Sit with you back to something solid
- Use angles, unless confronting
Communicating With Humans

4 Personality Profiles

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Communicating with Humans

• Conclusion
• Be responsible for the communications
• Understand preferences and try to accommodate
• Have your reactions to customers, but don’t be had by them

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