

THE MASTER OF THE ONE CALL CLOSE

Close the Sale:
without Closing
the Door!



BRUCE WEDDEL

Master of the One Call Close

“Aw crap!” He yanked open his car door and heaved his briefcase to the passenger side so hard it left a scuff mark on the far side’s arm rest.

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He flopped into the felt swivel chair beside the table holding their drinks with a snort of self-disgust. Thursday night was Darts League and tonight Andy was obviously way off his game and not his usual chipper self.

“Looks like someone’s having a bad day,” came a low, strong grandfatherly voice. Bob was many years Andy’s senior and had long retired from what Andy remembered hearing had been a very successful career in sales. Even though Bob was at least twice the age of any of his team mates, he seemed to fit in with his youthful persona, not to mention his wit and wisdom made him the father figure the team seemed to need. Besides, he was a helluva darts player and had pulled the team out of the tank on more than one occasion.

“Huh, that’s an understatement.”

“Tammy ok?”

“Yup.”

“Kids doing alright?”

“Yeah, Trisha got a part in the school play - she’s gonna be a moth. Looks like Jason’s gonna start walking any day now.” For a young father who was normally very proud of his family, he spoke flatly with no sense of pride or enthusiasm.

Bob let the subject drop. He knew all of his younger team mates very well and understood Andy well enough to not push him. He’ll want to talk a little later, when there aren’t so many ears around.

It was a little past 12:30. The games had been over for an hour or so now and the boisterous chatter and bragging that comes with ‘drinking with the guys’ had died down and most of the guys had left. Although Bob would normally have gone home soon after the games were over, tonight he stayed late. He had nursed his last beer for the past two hours. He had a feeling he had job to do tonight.

Andy was not known to drink too much, but he had been drinking a little more tonight than he usually did and was obviously more sullen than Bob had ever seen him, so he’d stuck around to keep a caring eye on his younger friend. If Andy wanted to talk later, fine, but the first reason was to make sure he got home alright. Bob knew Andy to be a responsible person and didn’t make a habit of staying late when he had to work the next day, so he could easily guess that Andy was going to be in a talking mood.

Finally everyone had left with the exception of the regular bar flies. Andy was taking a long time getting his coat on.

“You stayed late tonight Bob.”

“Well, I figure it’s listening to you clowns that keeps me young!” He saw his opening. “Can I buy you a quick one before we go?”

Andy hesitated for a moment while he fought with himself between going home or needing to talk to someone. The later won out. So he hung his coat back on the rack. “Sure, why not.”

“Let’s sit in the back where it’s quiet and the music’s not so loud.” He put his hand on the back of Andy’s neck and gave a gentle waggle and a huge grin. “I like most of your music, but I swear I can’t understand what you guys see in that Rap stuff.”

“Well, that music is meant for THE COOL, like me, not for OLD FARTS like you old man!” Andy returned the bluster and both grinned at each other with mutual respect.

They took their seats, a couple of comfortable armchairs with a low table in front of them. Bob had specifically guided Andy to these chairs because while they were angled slightly toward each other, they were not facing each other with a table between them. He knew from his selling days that two chairs across a table was very much like an office/desk setting and was more confrontational, rather than conversational. He had always chosen to make his presentations

sitting at the end of his prospects desk rather than across the desk whenever he could. It was friendlier that way.

He stuck his arm up to catch Rosie's attention and when the waitress looked up he wagged two fingers in the air. Smart girl that Rosie. She knew what each of them drank.

"How's Tammy?" He'd asked that question earlier but he wanted to start on safe ground- see if Andy would open up easily or if he'd have to dig deeper.

"She's fine - they're all ok." Andy spoke quietly.

"How's that new job?" Bob knew Andy had been excited when he started his new job. That was what, three, maybe four weeks ago?

Andy stayed silent and Bob knew he'd found the source of Andy's wound. From all his years in selling he knew that silence can be a useful tool so rather than repeat the question or ask something else, he'd give Andy some time to organize his thoughts.

Rosie showed up with their drinks, an expensive imported beer and a glass for Bob and a cheaper mug of draft beer for Andy. Both men reached for their wallets but Bob waved Andy off.

"How much Smiley?"

As if in reward to Bob's nickname for her, she flashed a lustrous smile and a twinkle in her eye. Bob's attempts at nicknames for her or the

other waitresses were never taken as lecherous, as it sometimes does in a bar.

“\$8.25”

He handed her a twenty dollar bill.

“I’ll get your change.”

“Rosie, you did a great job tonight looking after all of these characters,” he smiled and threw a thumb in Andy’s direction. “Keep the change.” He noticed earlier that Rosie had indeed had to work harder tonight, she was short-staffed by one.

She flashed another smile - this one even more generous and sincere than the first.

“Thanks Bob. Say hi to Peggy for me.”

“I will.” Peggy was Bob’s wife and lifetime companion. He thought quickly of her, probably asleep by now. He was glad he’d called from the payphone to let her know why he’d be late. No sense in her worrying about him. He took a sip of his beer and turned in his chair toward Andy who was sitting there holding his untouched beer in both hands.

Andy noticed the tip was larger than the bar tab, and admonished himself for not noticing that Rosie had been really busy, and inwardly groaned at the fact that he’d only tipped her about five bucks all night. ‘What’s the matter with me,’ he thought to himself. Without looking up

he couldn't help feeling Bob sitting in the chair, waiting for him to answer him.

Bob waited patiently for the silence to end. A long time ago, his sales manager taught him not to speak but to let the silence come to its own end.

"I think I've made a huge mistake." Andy's voice wasn't much above a whisper.

"Why?"

"I don't know, I just can't seem to do it."

"What do you mean by 'do it'?"

"I don't know! I mean, I started with a bang. Sold three ads in my first week and I thought this was too easy. Boy was I wrong! I've only made two sales in the past two weeks. When I went for the job interviews, the Sales Manager told me all kinds of things like how much money his sales reps are making and that businesses actually seemed to want to buy their ads. All I've heard from businesses is 'it's the wrong time of year', 'come back later after I've talked to my partner' and 'our budget is all used up', 'I need to think about it'. One guy today actually told me he'd have to talk to his wife before he could make a decision. I've never heard so many excuses! I'm beginning to think I'm not cut out for this kind of sales. I mean, I'm on straight commission here and I'm starting to worry about the bills at the end of

the month.” The furrow in his brow emphasized his predicament. “I think I’ve joined the wrong company.”

“Well, can I ask you some honest questions and we’ll soon know if you did or not?”

“Sure.”

“Did you check these guys out before you accepted their offer of a sales career?”

“Of course I did. The Sales Manager gave me the names of some of his sales reps and said I could call any of them, or all of them, and I could ask them anything I wanted. Did the same with some of his customers and distributors. Probably set it all up in advance to make it look good.”

“And?”

“Everyone spoke well of the company. Both of the sales reps I called told me how much money they made - good money too! The advertisers were happy with their results and the distributors told me they liked the product, the company service and their assigned reps. Like I said, I think it was a set-up.”

“Have you been assigned to a distributor yet?”

“Yeah.”

“And.”

“He’s happy with the company too. Been with them a long time. Said he was sorry to see the last rep go but was happy for him for accepting a promotion to District Manager. He spoke well of my Sales Manager too.”

“Well, either your new company has gone to a lot of trouble to ‘set you up’, and I don’t think that’s very likely, or they really are a good company. Did they give you any training?”

“More than I thought I’d get. I had to spend three days with my Sales Manager watching him sell ads to new customers. He gave me homework to do every night and we discussed the assignments as well as what I saw in every sales interview. He even seemed pleased with some of the things I picked up on. Then he told me that after I sold three or four ads on my own he’d come out and train me some more.”

“After you sold those first few ads, did he keep his promise?”

“Yeah he did. You should see this guy.” Andy’s enthusiasm jumped a notch. “He came out and we sold three ads in one day! I didn’t think we were going to get any of them. God, he’s good. He even let me keep the commission.”

“Tell me a little more about this manager of yours. Did he resort to high pressure tactics or lie to get these sales?”

“No. The advertisers seemed to be comfortable enough - I mean that sure there was *some* tension at the moment of asking for the sale - but no more than I’m used to from the other companies I’ve sold for.”

“Speaking of that, why did you leave the last company you were with? I thought they were a good company to work for.”

“They were. There was a bunch of little reasons. The main thing was I wasn’t being challenged anymore. I could do my job in my sleep. I was pretty good at it and brought lots of business in for them. I began to realize that they were making a fortune on me and I would have made more money if I was on commission. The other reason was I had gone as far as I could go with them. The owner wasn’t going anywhere, the business wasn’t growing and it became a dead-end job. These new guys told me that if I proved myself quickly, I could take over the next territory they open up.” Andy’s face sobered up.

“Doesn’t look like that’s going to happen now.”

“It sounds to me like you made the right move. With the other sales reps being happy with their jobs and the money they’re making, happy customers, happy distributors, and you actually watched your sales manager make sales over three days of training and an additional day with you, and giving you an opportunity to become District Manager of a new territory, I think I need to be a little blunt here”

“Go ahead.”

“My sales manager had a favourite saying, ‘It’s not the bum territory - it’s the bum in the territory!’”

“I don’t-“

“Hear me out Andy.” Bob raised his hand in a ‘stop’ sign. “Let me recap what you’ve told me to see if I understand your situation. First, according to your fellow sales reps, this is a great company to work for, second, customers and distributors are happy to work with your company, third, your sales manager has shown his commitment to you by keeping his word and working with you and letting you keep the commission on the sales he made while training you, and last but far from least, you admit to having some success in the beginning. Has the company suddenly soured in the last two weeks or, and think before you answer this, are you doing your job *exactly* as your sales manager taught you?”

“Well, almost.”

Bob shook his head, “Andy, how long were you at your last job?”

“A little over six years, why?”

“After the initial period of training and adjustments, did you find the job easier to do when you did it *exactly* as you were trained?”

“I - I guess so.”

Now Bob wanted to see just how much character Andy really had. “Do you really want to quit this job? Or do you want to *let it beat you* when you know that others are being successful at it?”

“NO.”

“Then listen to me. This may be difficult for you to do. Most people cannot do what I am about to suggest to you. They think themselves above this or afraid it will make them look bad. Andy, go to your sales manager and *ask for help*. There is no shame in asking for help. And if your sales manager is the man I think he is, he’ll be glad to hear you ask.” Suddenly Bob leaned forward and asked toughly “ Are you brave enough to do that? Are you committed to your desire to be successful, or *are you a quitter?*”

That stung! Andy knew he wasn’t a quitter and was surprised by Bob’s bluntness as well as his sudden change in attitude. “I’m no quitter.” He gritted it out.

“Good,” Bob’s friendly demeanour returned. “ I’m proud of you. I knew you weren’t a quitter, but I think you needed to hear yourself say it out loud. Tomorrow morning, call your sales manager and ask if he would arrange for you to work one day a week for the next few weeks with one of his top five sales reps. Be sure to let him know that you’ll do this at your own expense and that you do not expect the other rep to share one penny of their commission with you. Explain that you have a great desire to learn and be the best you can be, as quickly as you can. These are words that every sales manager in the world wants to hear and yet very rarely does. Promise the sales reps that you’ll be very quiet during their presentations and all you’ll say is ‘hello’ and ‘good-bye’. Take a tape recorder and discretely tape the entire day. Listen to how they work on the phone. Listen, but more importantly

watch for things like body language when they're in front of a client and be on the lookout for the tiny little nuances that makes this sales rep different enough to be in the top five of all the sales reps in the company. Make extensive notes. Next Thursday, I'd like to meet with you again, after the others have gone and you can tell me what you learned on the Monday and tell me if it made a difference in your week. Would you like to do that?"

Andy suddenly felt energized, like he was on the brink of something huge. Like he'd been let in on a monstrous secret but hadn't figured it out yet. "Yeah, sure that'd be great!"

"Good." Bob took a hard look at Andy and decided he was ok to drive. "Then I'll be off, and I suggest you do too big fella. Tammy's probably worried about you. And you've likely got to get an early start to be able to catch your sales manager."

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"So, the Big Guy tells me you asked to come work with me today. How come?" Stan was a straight to the point kind of guy. They'd met at a coffee shop at 7:00 a.m. Andy had never started his day by 7 in the morning. Actually, in order for him to meet Stan on time, in the town that Stan was working in, he had to get out of bed by 4:30! This was a very early start indeed!

"I wanted to learn from the best."

"Ok, flattery will get you nowhere, now give me the real reason," Stan said with a smile on his face.

Andy took a deep breath. "Alright," he said slowly, "aside from the great start I had, I was failing. When they hired me, I was told that if I proved myself I could be the District Manager of the next new territory." Desperation crept into his voice. "I'd sold only two ads in the last two weeks. Hell, at this point, I'm more concerned about getting the boot than I am about getting a promotion."

"First, thank you for telling me the truth. I'm sure it wasn't easy for you to tell me you were failing. I appreciate that. Second, let me tell you that Hal has a lot of faith in you. He told me how surprised he was that you called him and asked to work with me. He also told me how proud that made him to be your sales manager. Very few people have the intestinal fortitude to do what you have done. He wished more of his reps would do the same thing. He also said that if you really learn what I can teach you, you could be one of the best sales reps he's ever had...including me." Stan gave a little laugh. "It would be nice to have someone to compete with every month. Well, we're late. Let's get going."

"Late? What do you mean? No one's open for business yet."

"Who says the store needs to be open? As long as the owner's in, we do business. We have a 7:30 appointment and an 8:30. We'll be back on the phone by 9:15, after there is someone to answer the phones."

Stan had chosen that particular coffee shop because it was just a block away from his first appointment. He explained to Andy that a

great number of business owners start their days before the store or office opens and the staff shows up. It's their quiet time to get things done that they just can't seem to get to during normal busy business hours. Just before he knocked on the door of his first appointment, he reminded Andy of his promise - not to say a word except 'hello' and 'goodbye'.

True to his word, Stan was back on the phone to make more appointments by 9:15. Apparently Hal had given Stan a Trainer's Speaker Box so that Andy could hear the other end of the conversation as well. Several times Andy wanted to ask questions between calls, but Stan put him off by saying that this time is valuable to his income. No interruptions or questions until lunch break. Just keep taping and making notes. Andy scrawled madly at times to keep notes accurate enough to ask his questions from. He was amazed at how comfortable Stan was in calling absolute strangers, and even more surprised at how quickly he put them at ease - he could practically see them smiling back at Stan over the phone. There were many phone calls that Stan had asked a question or made a statement or seemed to challenge the prospects' integrity that made him think to himself 'If anyone had said that to me over the phone, I'd have hung up on him.' Yet, every prospect seemed to enjoy the conversation. Every phone call seemed to follow the same format. In relatively short order Stan had set appointments for every hour on the hour starting at 11 and making the last appointment for 5 o'clock. "When I was younger, and new to the business, I used to make appointments right up to 9 at night. As I got better I didn't need to work as long or as hard to get the same or even better sales results

and make more money. Let's get going, we got places to go and people to see."

He turned left out of the parking lot and gave the car a shot to fit into traffic. "What did you learn about making phone calls?"

"You're really good on the phone."

"You already knew that or you wouldn't be here today," Stan said sternly. "What did you learn? And be quick, we're almost to our appointment."

"Uh, let's see. I don't know, I mean you just did what seemed to come naturally to you."

"NATURALLY?" Stan pulled the car over to the sidewalk so he could look directly at Andy. "You think all that came naturally? My Lord. You have no idea how much I used to hate using the phone! If you don't know what you learned, at least tell me what you think you saw."

"Ok," Andy was taken back by Stan's sudden change in attitude. "I was impressed by how most people seemed to like you."

"Why do you think most people liked me?"

"I don't know."

“Sure you do. Think about it for a minute.” He put the car back in gear and pulled into traffic again. “What was I doing with them - to them?”

“You were teasing them, joking, laughing.”

“And another word for all of that is...?” Stan was smiling again. He could almost see the light bulb go on over Andy’s head.

“ FUN! You were having fun with them!”

“Right! And that helps me...how?” Stan looked into his drivers side mirror and changed lanes.

“Who wouldn’t want to meet with someone that can make them smile or even laugh!”

“See, you knew it all the time! Stan Rosenthal’s RULE OF SALES #1 - HAVE FUN! A sales career can eat a man up and spit him out. I’ve met sales people with all kinds of medical problems...ulcers, bad nerves, heart attacks...the list goes on and on. These guys were out there day after day, jockeying for position, trying to scratch out the next sale. It was eating them up. Sadly, I was no different than they are. Then one day I went to a sales seminar. I didn’t want to go, it was going to cost me \$65 of my own money that I couldn’t afford, and to add insult to injury, I was going to lose a day’s pay ‘cuz I’m on commission, but Bob, my sales manager at the time, insisted. He almost made it sound like if I didn’t go I’d be in his bad books. Nobody wants to get his sales manager mad at him. So I went and sat there being miserable - as if being miserable could get even with my

manager for sending me. Anyway, there was about 250 other sales people there and it was Zig Ziglar giving the meeting and sooner or later I liked hearing some of the things he had to say. About three quarters of the way through the afternoon he's got the crowd laughing and he said, 'after all, it's hard to soar with the eagles when you're scratching with the turkeys.' I gotta tell you, it hit me like a sledge hammer right here." He pointed to where his eyebrows met. "I don't remember much of the rest of that seminar. I do remember looking around the room at the rest of the salespeople there thinking, 'most of these guys are just a bunch of turkeys, and I'm one of them.' Right there and then I resolved that I was going to quit scratching for a living. I was going to be an eagle. I was so excited that I went home that Wednesday afternoon resolving over and over again that I was going to be an eagle. Thursday I got to work at 9:00 my usual time and put my nose to the grindstone. I was going to be an eagle. I pushed myself harder that day than I had in months. I didn't get any sales that day but I'd booked a full day for Friday, so I resolved I would become an eagle on Friday. I remember that day boy. Six appointments. Six bombs. No sales. No money. I'd failed. Maybe I wasn't cut out to be an eagle. Heck, maybe I wasn't cut out to be in sales." He looked slyly at Andy. "Sound familiar?" Andy nodded. "I didn't say anything to anyone, just kept my doubts to myself. That Sunday my folks were having a family barbecue at the cottage. The last thing I felt like being was socialable, but Shirley, my wife, thought it would be good to get out so we went. I remember sitting on those cheap lawn chairs watching Dad flipping burgers and dogs, and shooting the breeze with his brother Garth about the good old days when they were kids, and Garth said 'Do you remember how easy it used to be when we were having fun?' That was it! I wasn't having fun! I was working harder

and getting less for it. I got to thinking hard that night and I decided that I was going to have fun. Life's too short. I decided to quit taking myself so seriously and start enjoying my job. It didn't happen all at once but the strange thing was that the more fun I had, the more money I made. So RULE # 1 IS - HAVE FUN!"

"Ok, so that's rule number one. But what about the other stuff I saw you do. Like every phone call you said the same thing. And the question you ask at the end - 'are you a man of your word?', I mean, geez, I'd be offended if you asked me that."

Stan smiled, "You're talking about two different things here. Was anyone I asked that question offended by it?"

Andy thought for a moment. "No, come to think of it, they all seemed to be proud to say that they were people of their word. But why do you ask that question if you've already got the appointment? There's the chance you could upset them and lose the appointment."

"What you're asking me about now is not something we will talk about today. When you and I work together next week, we'll focus the whole day on that subject alone...although if you are attentive through these appointments this afternoon, you may figure it out. Getting back to my phone conversations, and notice I said conversations - not presentations, you said that I repeated myself on every phone call and said the same things over and over again." Stan paused for a moment. "Did you not recognize what I was saying?"

Andy thought for a moment, “Come to think of it, you were saying the same things Hal said on the phone when I was training with him, and again when he came out with me.”

“Andy, are these the only times you’ve heard these words?”

“Yeah, why?”

“Let me ask you something first. When’s the last time you read your Sales Training Manual?”

“The Sales Training Manual?”

“Yeah, the 51 pages in the back of your Sales Presentation Book. Didn’t you get them?”

“Oh that. Yeah, I saw them there.”

“Ok, so when’s the last time you read it?” There really was no point asking. Stan already knew the answer to that question.

“The weekend after Hal trained me.”

They arrived at their appointment and Stan parked the car.

“Good Lord.” Stan groaned. “Listen, I have to believe you really want to become professional or else you wouldn’t have asked to come out with me. But right now I’m wondering if you are wasting my time while what you’re really doing is posturing - trying to look good in Hal’s eyes for that promotion.” He could see Andy was taken back by his

sharpness, and didn't even wait for Andy to respond, "come on, let's go in. Remember, just 'hi' and 'goodbye'.

The day flew by in a flurry of presentations, ad copies, and price negotiations. Andy made notes during each appointment. When he tried to ask questions while they were in the car between appointments, Stan almost completely ignored him. Just keep making your notes he'd say.

The day ended with the last appointment at quarter to six. Only the one o'clock appointment was too busy to see them right away so they took the opportunity to grab a quick sandwich and go back 20 minutes later. Andy tried to ask Stan a bunch of questions, but he was put off. 'We've only got a few minutes to finish eating,' Stan had said. A total of 9 presentations and 5 sales. The average sales rep in their company sold under a thousand dollars a day. Today Stan sold \$3,484! In one day! Andy couldn't believe it! That meant Stan made almost \$1,400 today. In one day! And Stan didn't even seem fazed by it. He commented that not every day was this good, 'don't let the highs get too high, or the lows get too low', he warned. But to make \$300 to \$400 was pretty typical.

Stan had driven Andy back to his car in the parking lot next to the coffee shop they met at. "Listen Andy, I was pretty sharp with you earlier. I feel I owe you an explanation and an apology. Anyone who, like me, is in the business of Success, knows that 80% of the sales people in the world want to become successful and make lots of money. The problem is that they are not willing to become exceptional people first. They want the exceptional careers first. They want to be

guaranteed an exceptional income first, and if they get it they *may* put out the exceptional effort. It doesn't work that way. *You've* got to *decide* to become exceptional first. Then you have to *pay the price* and the price is to *do whatever it takes* to become the best. Long days at first. Studying. Reading everything you can get your hands on about sales. Listen to tapes from sales experts. Zig Ziglar, Earl Nightengale, Brian Tracey, Ken Blanchard. When you told me you'd only gone through the Training Manual once, I may have overreacted. So I apologize. But I want you to know how strongly I feel about it." He paused to catch his breath and let the pause stand for a second for effect. "So, having said all that, what did you learn today?"

"Wait a minute here," Andy chuckled. "I think you've just said an awful lot and I've got a feeling I don't want to miss any of it." Stan smiled. Maybe Hal was right about this kid. Maybe there's hope for him yet. "What do you mean by all of that... the business of Success, making decisions, studying. I'm sorry but my head is swimming. I'm still overwhelmed by the sales I saw today. We've got to talk about that first. If I buy the coffee, can you stick around for a few minutes and explain what I saw today?"

Stan was pleased by this response. Here it was, 6 p.m. and most of the typical sales reps Stan knew would have shaken his hand, thanked him for his day, and sped home to be with their wives who would be upset with them for two reasons. One, they were late for dinner, and two, their wives were always upset with them for not earning enough. This one was nearly begging to stay later. "I'd be glad to. You order the coffee and I'll call home so Shirley doesn't worry. Do you need to call your wife?"

“No, I told Tammy not to expect me to be home until late. I, uh, was hoping I’d get some quiet time with you at the end of the day.” Andy was looking kind of sheepish.

“Fine,” Stan laughed, “but I prefer tea. Milk, half a sugar and ask her to take the bag out. Thanks.”

It was 20 minutes after 8 when Stan put his hands behind his head and stretched over the back of his seat. He had since called Shirley again to let her know that he was going to grab a sandwich there at the coffee shop. “My Lord, do you realize what time it is. I’ve got to get home..I’m a morning person, not a night hawk. By the time I get home it’ll be my bed time. You, young man, had an early start this morning and a long drive back home.” Andy was nodding his head, but he could see that Andy would gladly stay longer. He paused for a moment and said, “I think you’ve learned a lot today - no, let me change that. You’ve *seen* a lot today. Only the next few days will tell if you learned anything by it all.”

“Oh, I sure have.”

“You can prove that to me in two ways. One, write business every day for the rest of the week. I don’t care if it’s only one ad, and I don’t care if it’s the smallest ad in the world. Just be consistent, because as you get better and better you’ll write more ads and the ads will get bigger and bigger. Two, recite the 1st and 2nd rules of selling.”

“Sure. Rule #1 - have fun. People like to do business with people that can make them smile. Like you said, if you can make them smile, it means they trust you more. Rule #2 - know your presentation. Stan, I promise. No more doing this by the seat of my pants. *What worked for me at my old job, won't work for me in this job.*”

“Good. Now let me be up front with you. I'll be able to tell if you've been studying or not, so when you come out with me next Monday, and I feel you have not been studying your phone and in-person presentations sufficiently, *I will send you home. And I will not work with you again.* Agreed?”

“Agreed!”

All the way home Andy listened to the tapes he'd made during the day so he could hear, again, what he'd heard during the day and even hear things he'd forgotten or missed altogether.

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It wasn't like Andy to be late on Thursday night. Bob was beginning to wonder if Andy had a bad week and wasn't going to show. The dart game had started and if he didn't get here soon...and just on cue he practically burst through the door.

“Hey guys! Sorry I'm late.” Andy took some good-natured ribbing for his tardiness and the evening settled into its normal noisy routine. As soon as it was vacated, Andy slipped into the chair next to Bob.

“Hey!”

“Hey yourself. How are you?”

“Tired, exhausted, worn out, and I’ve got to tell you - I FEEL GREAT!”
Andy was practically giddy.

“Huh?”

“I want to thank you for your advice last week...I’ll tell you more later.

Only a couple of the guys were hanging around. The two of them flopped into their usual chairs and set their drinks on the table. Bob waited expectantly. He didn’t have to wait long.

“Well, aren’t you going to ask?”

“Ok, ok,” Bob laughed. “You’ve been like a cat on a hot tin roof. How was your week?”

“Bob, I’m so glad I took your advice. I had a great week! I worked with the best sales rep in the company on Monday. You should have seen this guy in action. 9 appointments - five sales. He made almost \$1,400 just on Monday, and he says he makes between \$300 to \$400 a day. Bob, this guy makes over \$200,000 a year! He takes six weeks off in the winter to go to a condo he owns in Florida. For Easter he goes to the Caribbean for two weeks to some time-share he has. And this guy’s only a salesman! “

“All of this is very nice Andy, but how was YOUR week?”

“Better than my previous two weeks. I made four sales so far this week and earned about \$900 bucks.”

“Are you feeling better now about your career then you were last week?”

“Much!”

“Why? What did you learn that made a difference for you? And by the way, it’s been my experience that when ever someone is exited about what they’re doing they don’t feel so ‘worn out’ as you said earlier. How come you’re so tired?”

“One question at a time please, my good man,” Andy said in his best Cary Grant voice. “First, I learned the first two of Stan Rosenthal’s Rules of Sales Success.”

“And they are?”

“Rule #1. Have Fun.” Andy said with a foxy smile on his face.

“What? What kind of job can you get where you can actually have fun and get paid the kind of money this guy’s making,” Bob asked with a twinkle in his eye.

“I’m serious Bob! You should have seen Stan when he talked to people. Whether it was on the phone or in person it didn’t matter. You

should have heard some of the things he said to them. Called them nicknames like 'Cheerful' and 'Smiley'. No innuendo. Nothing that could be taken the wrong way, you know. Just really friendly. He always smiles - even on the phone. He says that people can 'hear' his smile over the phone. Doesn't broach anything that could be misconstrued, you know, like sex or politics. And the people really respond to him because he's so *honestly* friendly. Not like some sales reps who have that phoney friendliness. He's for real. On the way home after working with him I realized that I'd been just too serious and that nobody thought I was friendly. While we were having coffee, he asked me a simple question, 'Who would *you* rather deal with - a boring sales rep that could spout information off, or one you *enjoyed* dealing with?' So I lightened up this week. I don't know about the people I called on, but *I* had more fun. Somehow, I suspect they did too. By Wednesday, I couldn't wait to get to work!"

"Good for you! What about rule #2?"

"Rule #2 is - Know Your Presentation."

"That only makes sense, doesn't it?"

"Duh. Of course. But in the beginning I thought I knew better. I was pretty good at what I did before but I've learned that every career is a little bit different and it's the little nuances that can make or break a career. The other thing, for me, was, I hated a 'canned' presentation. Trying to say something that wasn't in my own words felt wrong to me and I thought it would make me sound fake. But Stan warned me that if I didn't learn both the Phone and In-Person Presentations, he

wouldn't work with me anymore. So I had to learn them. Funny part is," he said smiling at his beer, "after saying them out loud so many times this week, they feel like they are my words and I'm really very comfortable with saying them."

"And?"

"Well," Andy rolled his eyes, "look at my week. I've had fun and I've made more this week than my previous two weeks combined."

"How come you're so tired?"

"I've been studying until late at night and I've had a couple very early appointments this week."

"Good for you! How's Tammy feeling about things?"

"It's only been one week for her, so she's trying to be supportive, but I can tell she's still not sure. But *I'm* sure. I *know* I'm in the right place. I can feel it. I'll tell you something else. I'm really gunning for that promotion.

"Good for you Andy. When do you go back out with Stan again?"

"Monday."

"Hmm, I'd better get going." Bob had glanced at his watch and lifted himself out of the chair. "Will you bring me up to date next week?"

"You betcha!"

* * * * *

Stan had finished his last assignment so Andy had to travel 20 minutes more than he did last Monday. Once again, Stan had Andy meet him at a coffee shop at 7 a.m. so it was an extra early start for Andy.

“Well, glad to see you could make it. Can I get you a coffee?”

“Please. Regular.” Andy blew on his fingers. His car was nice and warm but the early spring morning still had a real bite to it. He waited for Stan to bring the coffee”

“What time’s our first appointment?”

“Not until 8.” Stan looked straight at him, “I wanted to take a couple of minutes to see if you learned and used what you saw last week. How were your sales last week?”

“Wow, you don’t pull any punches do you?”

“Can’t Andy. If I was lax with you, let you coast, you’ll never become the Sales Master Hal and I believe you can be. What you should have learned last week was the *foundation of everything we do*. If you didn’t learn the foundation, I sure can’t teach you the rest. So tell me, how was your week?”

“Four sales in four days. Made just over \$900.” Andy saw the smile on Stan’s face and realized something, “but you already knew that didn’t you. I’ll bet Hal told you.”

“To be honest, yes, I knew. But it wasn’t Hal that told me. Someone else. I’m glad for you Andy. How did you feel about your week? Actually, let me guess. You were exhausted but you felt elated...like a million bucks, right?”

“Yeah, how’d you know?”

“It’s exhausting to learn something new and use it. Like exercising and using muscles you didn’t even know you had - tiring but it feels great! Right?”

“Yeah, just like that!”

“So tell me what I want to hear. Rule #1?”

“I learned how to have fun. I’m not nearly as good as you, but man, did I have a blast out there last week. I mean, people really started to smile back and open up to me. It was that full circle thing, you know? The more fun I was having the more they opened up. Even when they said ‘no’, it didn’t *hurt* like it did before. And before you ask, Rule #2 - Know Your Presentation. I studied *every* night! I wasn’t going to come back here and embarrass myself in front of you by not knowing my stuff. You know what? You guys are something else. Remember I told you that I hated ‘canned’ presentations?” Stan nodded. “Once I read it through and said it out loud 3 or 4 dozen times, I began to realize there’s a flow to this, isn’t there.” Stan just smiled. “And when I actually used the scripts on the phone and in-person, it seemed to lock

the prospects into what I wanted them to hear. Like there was a rhythm and even they were reluctant to break the rhythm.”

“There’s a word for that my friend,” Stan said.

“What”

“Control. You stayed in control of yourself, your presentation and you controlled their responses.”

“Yes!” Andy slapped the table with his palm and even surprised himself.

“I’ll bet you weren’t getting as many questions being asked at the wrong time, they asked the questions you wanted them to ask, when you wanted them to ask it.”

“Oh my God you’re right!” Pieces were falling into place for Andy.
“That means I wasn’t just lucky last week, I actually deserved the sales I got - because I did my job so much better.”

“Not just better, Andy. You did your job professionally. Good for you...I’m proud of you for learning that so quickly. Now, we better get going.”

Once in the car, Andy was raring to go. “So what is it the Master is going to teach the pupil today?’ he asked in his best Buddha’s voice.

“Do you remember the questions you were asking me at the end of the day last week? And I said I would answer one of the questions, and you’d have to wait until today to get the answer for the other?” He could see by the blank look on Andy’s face he couldn’t remember. “You were asking about the very blunt question I ask people at the end of my phone calls.”

“Oh yeah, yeah I do remember.”

“That’s what we’re going to work on today. By the way, I’ll bet you still had more than your fair share of people who still said ‘I need to think about it, or, I’ve got to show my partner or wife’ right?’

“How did you know?’

“Today, I am going to teach you how to stop that. It is, of course, up to you to actually learn it. We’re here, now remember your job, all you get to do is say...”

“Say hi and goodbye,” Andy laughed.

* * * * *

Andy wanted to go somewhere quiet and grab a bite to eat, and to show his gratitude for Stan’s help, so he offered to buy dinner and Stan accepted. Now, Stan had no intention of letting Andy pay for dinner when his own income was so much greater than Andy’s, not to mention he knew Andy needed every penny for his young family, but he went along with the idea. When he pulled into the parking space in

front of the Ambassador's Steak House, he watched Andy's face for a reaction. He wasn't sure, but he thought he saw Andy gulp.

They'd ordered their drinks - a glass of red wine for Stan, and a glass of water for Andy, and started reading the menus. Poor Andy, Stan laughed to himself. He had planned on ordering the most expensive appetizer and entree on the meal, just to tease his young consort, but couldn't pull it off. "Andy, order anything you want. I'm buying dinner tonight."

"But I said I'd.." Andy started a weak protest.

"Uh-uh. I'm buying. I like the change in attitude I saw in you from last week. You were much more at ease today. And I can tell you put out quite an effort in studying your Sales Manual because of some of the things you said today. So as a reward for your efforts, I'm buying dinner! However, I will make you a deal..." some of the salesman in him leaked out, "when your income is consistently 50% higher than last week's income, you can buy me dinner! Fair enough?"

"That's a deal!" and Andy reached across the table and shook Stan's hand to 'seal the deal'. Andy was very aware that Stan had just graciously let him off the hook for what was going to be a very expensive meal.

Dinner was above reproach. Both men declined dessert preferring to keep the lingering tastes of their steaks on their pallettes.

"Now then my dear Andrew, what golden rule did you learn today?"

“I think there were actually two things rolled into one.”

Stan waited for Andy to continue.

“I’m going to call these Rules #3 and #4. First, Rule #3 would be Qualify, Qualify, Qualify. I realize now that I’d been going to appointments that were absolutely useless to my income. People that, deep in my heart, I was afraid they wouldn’t be able to give me a definitive answer, either ‘yes’ or ‘no’, but I’d go anyways hoping that once I got in front of them, I could sell them.” He laughed, “one of my appointments ended up saying, ‘This looks great! I’ll have to tell my boss about this’. Turned out she was just the store clerk, but I hadn’t qualified her. The embarrassing part about that appointment was it took me ½ an hour to drive there, I had to wait for her to finish with the customers that were in the store, do the presentation only to find out she was the wrong person to be talking to and then I kicked myself for the ½ hour all the way back to the phone. An hour and a half of my income producing time was wasted. I would have been much better off to spend more time on the phone to get a good appointment. Which means, I guess, that I was taking appointments just to get away from the phone. Now that I’ve said it out loud I realize how much time and gas I’ve wasted running around to bad appointments.”

“Ah, the student learns well. But that’s not all. There’s the *real* reason for qualifying isn’t there?”

“That’s Rule #4. Stand Your Ground. I didn’t see this last week, although now I realize that you were doing it. It didn’t click until today when we were in to see the dentist. I heard you qualify him on the

phone through the Speaker Box, as a matter of fact I remember him saying he would make the decision...while you were there...because he didn't believe in wasting his time or yours. I almost jumped out of my chair in disbelief when he said he had to pass it by the other dentists in the office. And you came back with Closing Scenario #6 - word for word - right out of our Training Manual. You stood your ground. When you gently reminded him of his promise to tell you 'yes' or 'no' and that you knew he was a man of his word, you got your decision. Do you remember I indicated I felt uncomfortable with those 'strong words'?" Andy didn't even wait for Stan to answer. "Well, I realize they are strong words, to remind him to be a man of his word, but watching you do it, with the almost apologetic body language and the kind smile you give them, it takes the 'sting' out of it. Besides everybody wants to be a person of their word don't they." Andy was on a roll. "The other side of that coin is, if someone makes me a promise, *I have every right to expect them to keep that promise.* When that mortgage broker we saw today said he had to think about it until tomorrow morning, I could see he had decided the answer was going to be 'no'. He just didn't want to say 'no' to your face. And I think I know why. Most sales reps are trained to push harder after they hear a 'no'. My last company said we had to keep pushing until we heard 3-5 'no's' before they'd buy. He probably thought that you would do the same thing as the other sales reps would do. Push harder. And he was afraid of the pressure he'd feel, so, it would be easier to get you to leave on friendly terms - you'll be friendly because you're hoping for a 'yes' tomorrow - and tell you 'no' over the phone tomorrow morning where he'd be safe from any additional pressure because he could always hang up on you if you got pushy. In the meantime, I'd be thinking I've got a real good chance at making a sale,

only to be disappointed to hear him say 'no'. If I, nicely, make him keep his word, and he tells me 'no' now, I avoid the disappointment in the morning and it doesn't affect my attitude and my sales for the rest of the day!" Andy was fairly bubbling over. "Hey! I think I'm getting the hang of this!! I'm going to be part of the top 20%, instead of the bottom 80%!"

"Andy, tonight's dinner was worth every penny to hear you talk like this. I have to tell you I am very pleased with your responses. Hal was right indeed. He believes in you and I do too. If you can put into practice, what you are saying here tonight, you will become one of the top 20%, and if you do it with enthusiasm and fun, I suspect you'll be in the top 5%." Stan looked at his watch, his signal that it was time to go. "I hope you have a great week Andy. Shall I see you next Monday?"

"You bet!"

* * * * *

"You don't have to say a word. I can tell just by the look on your face." Bob smiled. "Or should I ask?"

"Go ahead. Ask."

"How was your week?"

"Unbelievable! Three days - five sales! Five! Even Tammy's starting to get excited." He laughed, "I'm gonna rock this joint!"

Indeed, Bob watched Andy play some of the best darts he'd ever seen Andy throw. He smiled to himself.

* * * * *

Another Monday, another early morning and another coffee shop in another town. This time it was a little closer to home for Andy to get to, yet, that didn't matter to him. While he was never one to sleep in very late, he was not an early morning person. Now Andy was working hard at developing into a morning person himself. After spending two Mondays with Stan, he could see how the average sales person would wait until the office opens at 9 o'clock to start setting appointments. By setting a couple of appointments before the office opens, he was getting more done by noon than most sales people did all day. He'd read anything he could get his hands on about sales for 30 minutes before leaving the house. Andy had read a lot about the 80/20 rule, it said that 20% of the sales people in any industry made 80% of the sales and subsequently 80% of the income, so he'd made a conscious decision to be in that top 20%. There was *no way* he was going to be grovelling in the bottom 80% that had to share 20% of the money! He had bigger plans than scraping by. Tammy and the kids deserved better. He listened to tapes in the car instead of listening to the radio. He liked listening to Brian Tracey particularly, there was a sense of learning to look after your spirit and self-esteem, as well as the business acumen. One of the things Brian Tracey claimed on tape was that the average person spends 40 hours a month in the car. By learning in your car, it meant you were getting a semester's worth of education every year. His claim was that in five years of learning in

your car, you would be a recognized authority on the subject you were learning about. It was amazing how fast the drive time went by when you're learning!

Andy watched Stan walk through the door of the coffee shop. He made a big deal of being there first by exaggerating a look at his watch. He'd seen Stan's car pull in so he had the tea sitting there ready. "It's not exactly an apple for the teacher, but I've got a feeling you want this more than an apple."

"Good morning Andy. You certainly got here early, been waiting long?"

"I got here a little while ago because I wanted to spend some time reading." He pointed at the Sales Training Manual sitting beside the coffee cup. Stan noticed the Manual was beginning to look a little dog-eared.

"Mmm. This is good tea. How did you know to pick this place?" Andy had suggested they meet here instead of one of those brand name coffee shops.

"Actually, Tammy told me about it. She went to college here and said this was a favourite haunt for the college kids in residence near here, but that it would be fairly quiet this early in the morning."

"Mmm, thank her for me would you please. This is the best tea I've had in a long time. As a matter of fact, I'd like to meet Tammy. From what you've said about her, she sounds like a real nice lady." With all

the time they'd spent together in the car between appointments, they'd talked about each other's families and interests. As it turned out, Stan saw an awful lot of his younger self in Andy. Even their interest in sports coincided. Stan was quite a hockey player in his day, and while Andy wasn't a player, he was an extraordinary fan. It's no wonder he liked this kid a lot.

"Funny you should say that. Tammy said we should have you and Shirley over for dinner to thank you for all the help you've been to me."

"Thank you Andy. I accept. Would Tammy mind giving Shirley a call to set the time? Shirley is the Social Administrator in our family. If you and I set a time, I guarantee you it would have to be changed. She keeps my personal life from becoming a disaster." He chuckled, "She swears she can't understand how I can keep my business appointments straight but not my personal ones. Especially doctor and dentist appointments. I tend to forget them quite easily." He laughed at himself and shook his head. He looked up and changed the subject, "So are you ready for a big day?"

"You bet! I wonder...just what will be the *lesson du jour*?"

"Before I say what it is, I want to see if you can figure it out in our first appointment today. You've seen it before, both on the phone and in person, but we haven't formally addressed or discussed it yet. Ready?"

Andy was introduced to the prospect in the same way Stan had introduced over the last couple of Mondays. "Doug, I hope you don't

mind, I've brought Andy along today for a little training. His job today is just to say 'hi' and 'goodbye'". The introduction used to serve as a reminder to Andy to stay quiet, but became a way of letting the prospect know that they weren't there to gang up on him.

No one had objected yet and Doug was no different. Every business owner understands having to train their people. "No problem. Please have a seat."

Stan devoted his usual opening minutes to build up a rapport with the prospect, trying to find common ground and put him at ease. Stan knew that strangers have an inherent wariness to sales people and he would have to let them know that he was looking out for their best interest and therefore worthy of their trust before they'd buy from him. He always tried to take the time to figure out the type of personality of the person he was going to do business with so he could 'relate' better. Somehow the prospect always seemed to be able to give Stan a 'cue' when the prospect felt comfortable enough to proceed with the presentation. Doug made it easy for him.

"So what'd you come to show me."

"Doug, let me explain how it is that I got here. First, here's one of my business cards....."

".....That's the program. Doug, go get me some ad copy, I just want to see how you want to present yourself to the public."

“Before we get into the ad copy, I need to think about this. I did something like this in the past and it didn’t work for me, so I’d really need to put some thought into it. I’ve got your card. I’ll give you a call tomorrow.”

Andy had heard this many times before. On the phone, Doug had promised Stan that he’d give him a ‘yes’ or ‘no’ decision, today, while they were there. Now, he seemed to either forget his promise or wasn’t a person of his word. This is one of the objections that he was still having some problem with. Stan, however, appeared completely relaxed.

“I understand your need to want to think about it. Especially after trying other things that you spent money on, expecting some results and getting nothing or little in return. It hurts doesn’t it?”

“Sure does. I can’t tell you how many times sales people have come in here telling me to expect great things from their advertisements, so I try something new and I get burnt again. So I’ve got to draw the line somewhere. This time I’m going to think about it. I’ll let you know.”

“Doug, I think I must owe you an apology. We must have had a miscommunication. When you and I were talking on the phone yesterday, you promised to tell me ‘yes’ or ‘no’, today, while I was here. I know you’re a man of your word, because you’ve got a great business here. But, now I have a problem, and it’s my problem not yours. You see, all I need to finish my program is a mechanic, and an appliance dealer like you, and then I’m done.” Stan had put a frustrated look on his face. “Doggone it. Doug, I’ve got to get this assignment done! Just so I can finish this program, get paid, and

move on to my next assignment, let me ask you a question. If I could, save you, a LOT of money, and I don't mean \$50 or \$75 dollars, I mean A LOT of money, would you go ahead and take that ad?"

Doug thought for a moment. For a long moment, Andy thought he was going to say yes.

"No, I guess I'd better not." Doug said regrettfully.

"Doug, all I asked you for today was to give me a 'yes' or 'no' decision. Thank you for keeping your word. You're an honourable man."

Andy could see that Doug was surprised to be called 'honourable' by a sales rep that had just been told 'no'.

Stan smiled openly and shook Doug's hand. "Thanks for your time Doug, I really appreciate it. I'll call you next year for that spot. In the meantime, maybe you can help me?"

"Sure, what can I do?"

"Doug, I really need to get an appliance dealer in here. Obviously, because the agents tell me their clients ask for one. I'm not trying to be rude, it's just that I've *got* to get this done today. Oh heck, you're a business owner, you understand 'getting the job done', right?"

Doug looked puzzled, but nodded his head.

“Could you help me by recommending an appliance dealer. You know, someone who really needs to get his business in front of those new folks moving into town?”

“You want me to recommend one of my competitors?”

“Like I said,” Stan seemed slightly apologetic, “I need your help because I have to get it done *today*.”

“You’d really call another appliance guy? What happens if you still have that space available tomorrow?” Doug looked a little smug. “I’m not going to recommend my competition. You go ahead and try to sell that space. I’ll call you tomorrow. If it’s gone, I guess I lose it.”

“That’s fine Doug. But just so that you know, even if doesn’t get sold today, tomorrow I’m on to my next town. No one will be able to come back to get your signature on the contract and pick up the deposit cheque. My boss will definitely give that spot to charity. Both of us will be sorry. You won’t have the chance to be the appliance dealer of preference and I won’t earn any commission. But, hey, it’s been nice to meet you. I hope you have a great year!”

Stan shook a slightly bewildered Doug’s hand. Andy stood and shook Doug’s hand as well as Stan said, “Do me a favour would you? Put me in the budget for next year, ok?”

“Yeah, sure, thank’s again for coming.”

As they walked back to Stan's car, Andy said, "I don't get it. The same thing happens to me all the time. I know he liked the program, he just wanted to check his budget to see if he could do it. Yet I've never seen you give someone time to think about it. How come?"

"Andy, let me ask you a question before I answer your's. Have you ever been to a casino?"

"Yeah, I have."

"When you put your money on the table, who has the odds in their favour? You or the house?"

"The house. Why?"

"Wouldn't you rather have the odds stacked in your favour?"

"Of course, who wouldn't?"

"Uh-huh. So what you're saying is that if you were to bet money, you'd prefer to have the odds on your side?"

"Definitely." Andy felt he was being led into something but didn't know what.

Stan paused for effect. "Andy, what is your stock-in-trade, in this business? What is your only real asset."

Andy had no idea what Stan was looking for so all he did was shake his head and shrug his shoulders.

“Time. Time is all you’ve got. Is your time not worth something? Let’s just say you’re worth \$75,000 a year. You get two weeks vacations so you only work 50 weeks a year. That means you make \$1,500 a week and over a 45 hour work week, you are worth about \$35 an hour. If you have to spend an hour on the phone to make this appointment, spend 20 minutes to get there, which also means 20 minutes to get back to the phone, not to mention the price of gas and use of your vehicle, half an hour to 40 minutes waiting for and presenting to the client, you’ve invested over 2 hours in that prospect. At \$35 an hour, you’ve put over \$70 on the table. Don’t you want the odds in your favour? I know I sure do.”

“I see what you mean.”

By now, they were talking to each other over the roof of Stan’s car. Stan hadn’t unlocked the doors yet so Andy couldn’t get in.

“No you don’t. Not yet anyway. Let me ask you another question. How many times do you think you let someone ‘think about it’ overnight or for a day or two?”

“In the past few weeks?” Stan nodded his head. “I guess about 20-25 times.”

“And how many of them called you the next day to say I want to buy that ad?”

“One. A windows and doors company.”

“Let’s see...one in twenty five. You’d get better odds spending your \$70 in a casino. Another question. How did you feel emotionally after you called all these business owners, who by the way, promised you on the phone to tell you ‘yes’ or ‘no’ while you were there the first time, and now that they’ve thought about it, decided not to go ahead with it?”

“Lousy.”

“And...?”

“Frustrated.”

“Ah. Do you know what causes frustration?”

“What?”

“Unfulfilled expectations. On the phone they promised to give you a ‘yes’ or ‘no’ decision while you were there, right?”

Andy just nodded.

“So you expected a decision, either way, right?”

“Yeah.”

“They say they need to think about it, talk to their partner or whatever but you don’t get an answer. Unfulfilled expectations.

Ergo....frustration. Yet you kept doing it right?”

“Yeah.” Andy felt pretty foolish about now. He thought of the guy who kept banging his head against the wall because it felt good when he stopped.

“Andy, when someone makes you a promise you have every right in the world to expect them to keep their word and when they don’t, you have every right to make them. You even said so yourself. Another question. If someone keeps their word and gives you their decision, *even though it’s a ‘no’*, do you feel frustrated?”

“Not nearly as much. Actually, not at all. I don’t feel any rejection because *they did what I asked them to do* - tell me ‘yes’ or ‘no’. They kept their word and I know that I can proceed with another business of that type, instead of waiting for the answer.”

“Good for you, now you’re catching on. One last question - are you ready?”

“For what?”

“We’re going back in to get our decision. The good old ‘Columbo Close’. Stay close and listen sharp.”

Stan led Andy back into the shop. “Doug?” he said, sounding confused and acting just like Peter Falk in ‘Columbo’, hence the name

'Columbo Close'. "I'm a little confused here, maybe you can help me out. Let me ask you something, *off the record*...if I had come in here today, and showed you this wonderful program, and at the end said it was just *\$1 a week*, \$52 a year to have all of those real estate agents recommend you to the people buying homes in the area, as the best appliance guy in the area, you wouldn't have had to think about it, you'd have taken the ad, wouldn't you." Andy could hear by the way Stan said it, it wasn't a question, it was a statement.

"For a \$1 a week? Sure I would."

Andy suddenly realized what he'd been missing. It was the money. *It's always the money!* If he could give the prospect the ad *for free*, no matter what their objections...wrong colour...wrong time of year...had to talk to partner or spouse...*if it was free they'd always take it!* So no matter what, it's the money!! While Andy was lost in thought, Stan and Doug had come to a mutual agreement on a price for the ad. After the paperwork was done, they walked back out to the car. Stan didn't say a word. He wanted to hear what Andy had to say first.

"It's the money." Andy muttered to himself.

"What was that Andy? I didn't hear you."

Andy spoke up. "It's the money isn't it. If we made our presentations and at the end said it was free, everyone would take the ads, so it's got to be the money.'

“Andy, there will always be that 5% who just don’t want to be in the program, for whatever their reason, they just don’t like it and wouldn’t even spend \$1 to be in it. As for the rest, please try to understand, it’s not ‘THE MONEY’, it’s ‘THEIR BUDGET’. And if we can play with the price or the monthly payments to make it fit their budget, they’ll say ‘yes’. Do you understand the difference between ‘the money’ and ‘their budget’?”

“So what you’re saying is if we can either come down in price, or hold the price but stretch the payments out so the payments are smaller, as long as it fits their monthly expenses, they’ll buy. Right?”

“You’ve got it! And, then again, sometimes it’s just because they want a bargain to justify it to themselves, or their partners or spouses.”

By now they were in the car heading back to the office to get on the phone and make more appointments.

“So that was my lesson of the day, huh?”

“Partly. What you are missing is the underlying reason we got a decision. How come Doug decided to buy the ad?”

“Because you dropped the price.”

“Nope. *That was the excuse I gave him to justify buying the ad now, instead of tomorrow.*”

“Whoa. Something just went over my head and I don’t know what it was. Are you saying that dropping the price wasn’t the main reason he bought the ad today instead of tomorrow?”

“I’ll say it again. You listen real close. *That was the **excuse** I gave him to justify buying the ad now, instead of tomorrow.*”

Andy was very perplexed. “Ok, NOW I’m confused.” They were getting close to the office and Stan made a decision to break his rule of being back on the phone immediately after the morning appointments.

“Tell you what Andy. You really need to grasp this part of the concept or you’ll never make it click for you. Let’s stop and I’ll explain it over a coffee.”

“Yes, please.”

The first coffee shop was full of people grabbing their morning coffee. It amazed Stan to see so many people in the place at just a couple of minutes before 9 a.m.. ‘Aren’t these people supposed to be at work at 9?’ he thought to himself. ‘If they are supposed to start at 9, they’re going to be late. Don’t their bosses say anything to them?’ He shook his head. Like sheep to the slaughter. Thank God he didn’t have a desk job. He pulled the car into the parking lot of a Chapters bookstore and the two of them bought their coffee in the Starbucks attached to the bookstore and settled down in big arm chairs provided in a quiet corner of the huge store.

“Let’s pick up where we left off. What did I say about why Doug and the others buy their ads?”

“Frankly, I’m not sure. Because...price is the excuse?”

“Well, you’re right, but I can tell you don’t see the whole picture. There are several parts to understanding this so I want you to take notes.

Part 1.

Andy, there are only two reasons businesses advertise.

1. to get more business, and
2. fear of loss of business.

Let me explain. The first is obvious. It’s to let the local people, in their marketing area, know who they are, what they do, and how good they are to deal with. It’s to *gain* more income. The second is, they know that if they don’t stay in front of their target market, someone else will get the business and that someone else is their competition. And the competition is always out to get to get a bigger and bigger piece of the pie. A loss of business to the competition would create *pain*.

Part 2

People are human. And it’s human nature to procrastinate on decisions until you ‘have’ to make that decision. Be honest with me. How many times has Tammy asked you to do something and eventually you did it, but only because you knew if you delayed any longer, she’d start getting upset? Lots, I’ll bet!”

Andy nodded.

“See. You had to be *motivated to act!* In your case, it was to prevent Tammy from getting upset with you and the negative emotions, *or*

pain, that goes with it. And just because you or I ask them to make a decision, doesn't mean they will, if they think they can get away with procrastinating - sometimes they just aren't motivated enough yet. It's not a conscious decision to procrastinate, it's just a human foible. Do you see what I mean?"

Andy nodded again.

"Part 3.

In order for our prospect to become motivated into taking action and making a decision, *they must feel either 'a gain' or 'a pain'*. Are you with me so far?"

A fast nod.

"Good. What did I do to Doug to motivate him to make a decision?"

He gave Andy all the time he needed to think his way through this. Andy took advantage of the silence to feel his way around this, so after a couple of minutes he gave a tentative answer hoping he was right. "You dropped the price..." Andy trailed off knowing that wasn't the right answer. He held up a finger to buy some time. "...but you said that price was the excuse you gave him...so it had to be before that." Stan smiled knowingly. He watched his protégé intently. He knew Andy was going through the closing part of the presentation bit by bit.

Suddenly, the light bulb clicked on. "You reminded him that you had to get this done today and when he didn't want to make the decision, you were willing to make the decision for him by saying you'd call him back

next year. Then you asked him to refer one of his competitors for the program. I've got it! The presentation is the part where he is shown 'the gain' and the asking which one of his competitors he'd recommend would produce 'the pain'. Once he saw either the potential for profits or the negative potential of losing the profits to a competitor he was motivated to make a decision."

"You're almost there, " Stan encouraged.

"Let's see...if Doug was motivated enough by 'pain' or by 'gain', then why didn't he speak up and take the ad then?" He was thinking out loud so Stan knew he wasn't expected to answer. After a couple more minutes, Andy was stumped. "I don't know. If Doug was so afraid of losing profits to his competition, why didn't he jump all over the program then?"

"This is Part 4. There are a number of reasons why a small business owner still won't 'jump all over the program', as you so aptly put it, even though he is now motivated to make the decision of 'yes' or 'no'. Better write these down.

1. *The Fear of Saving Face*. Number one reason.

Ask 100 small business owners how business is, and 99 of them will tell you business is great. If that was true, why do so many small businesses fail and close up within the first five years? No one wants to admit they aren't doing as well as they had originally hoped. Everyone wants to appear successful. It's human nature. They were probably a great mechanic, or tailor, or appliance salesman or whatever, working for someone else. They decided they didn't like making the profits for someone else so they opened up their own

business. I'll give you a perfect example. My brother-in-law, Jay, is a great mechanic. I mean, this guy could put a blindfold on, walk over to a car, wave his hand over the closed hood and tell you the fan belt was loose and the water pump was about to go. An unbelievable mechanic. He was working for a Chevy dealership and the shop rate for a repair on a car was \$75 an hour. A lot of Jay's friends were your age, late 20's with a young family, and car repairs were expensive - especially at \$75 an hour plus parts. Friends started asking him if he would fix their cars at his home at night if they bought the parts. He did some repairs in his garage at home and only charged \$20 an hour. Word spread amongst his friends, and friends of friends, and before she knew it, my sister couldn't get her car in her half of the garage for all the car parts scattered around! About the same time she started complaining about the garage, he was thinking, 'You know, I could make a full time business out of this. So he looked around, found a vacant shop, spent a small fortune on tools and stuff, and went into business. Six months later he shut things down and went back to work for another dealership. Wonderful mechanic - poor businessman. The truth is, they all want to appear successful, and that means it's embarrassing for them when they have to say 'I can't afford it'. It's a sign of failing and they don't want to appear anything less than successful.

2. *Fear of Making a Mistake.* It's the 'but what if' syndrome. Do you remember sitting in class and the teacher asked the entire class for the answer to a question? When you knew the answer, you were proud to show off. You'd wave your arm in the air, and if the teacher picked you, you'd practically yell the answer out. But if you didn't know the answer, you'd try to hide behind the person sitting in front of you, praying she'd pick on someone else. And when she did

pick you out, you'd squirm and you'd practically break out in a sweat hoping she'd go on to someone else and take the attention off you. Remember? They've made mistakes before and now they feel like that kid in a classroom. Only difference is that they're an adult now. Mistakes in the past have been very expensive, and they have learned to say 'I need to think about this. Call on me later and I'll give you my answer then'. So all the weaker sales people put their tails between their legs, say 'Ok, I'll call you later', and they hope and pray the rest of the day that the Nervous Nelly they just left is going to say 'yes' later. And you've now learned, they don't.

3. *The Fear of Spending Money on the Spur of the Moment.* Have you ever gone into the hardware store to get something you needed, and while you were there, looked in those bargain bins they put near the checkouts? Let's say you go there one day and in one of the bins you find one of those home handyman 15-piece-all-in-one screwdrivers, and it's regularly priced at \$29.95 but today only priced at \$8.95. You pick it up, turn it over in your hand, and think to yourself that this would be one handy tool to have. But you turn it over in your hand one more time, and you think to yourself, 'with tax it'll come to about \$10 and you know what, even though I have enough money in my wallet, *I didn't plan on buying it*, I don't really need it right now and frankly I could spend the \$10 better somewhere else'. So you put back in the bin and walk away. Well guess what? They didn't wake up this morning, put their feet on the floor and *plan* to buy our advertising program. *We called them!* Surprise! And we cost them a lot more than \$8.95! If we, as sales reps can't create enough *need and desire for gain or fear of loss*, we wouldn't be able to sell our ads even if they really did cost \$8.95!

4. Fear of Reprisal or Reprimand. This one comes into play if the person you are presenting the program to has a partner or a spouse that they made a promise to. The promise usually is along the lines of “if it costs under \$500 and you think it’s a good idea, we really don’t have to discuss it. But if it costs over \$500, then we not only have to discuss it but agree on it,” or whatever dollar value they put on it. A partnership would get bogged down in details if every minor detail had to be debated, so typically, they’ll put a ceiling on each other’s limit. If our program is priced over that limit, whatever that limit is, he may not want to get his partner mad at him for making a decision without getting the ok from the partner.

5. Bad timing. Let me describe what I mean about bad timing this way. On Monday you call a pharmacist and you set the appointment up for Tuesday morning. He sounds interested, he’s well qualified, there’s no partner to have to worry about - a nice clean appointment. Monday night he let’s his 18 year old son borrow the pharmacy’s delivery car to visit some friends on the condition he’s home by 11 p.m.. 11 o’clock goes by...and he’s upset that his son isn’t home as promised...12 o’clock and now he’s furious... 1 o’clock and now he’s worried sick...1:30 and the son walks in the door. There was an accident, but the police say it wasn’t his fault, and after the initial fuss to make sure he’s unharmed, the anger comes back. What the heck happened? If you’d been home on time this never would have happened...Dad’s mad, the car is wrecked, and the pharmacy has deliveries to get out with no car to do them in, the argument goes on and on...you get the picture. Next morning, Tuesday, Dad’s up reading the paper, still upset, having a coffee at the kitchen table. His son comes down for breakfast, and the argument picks up exactly where it left off last night. Mom speaks up and says ‘lighten up dear, it

wasn't the boy's fault, he didn't do it on purpose'. Now Dad's even madder because he feels like Mom has taken the boys side. He grabs his jacket and slams open the door and leaves. At the bottom of the steps, he steps into a pile of something the neighbour's dog left behind over night. On the way to the pharmacy, somebody cuts him off in traffic. By the time he gets to the store, he's apopyletic. Now you walk in as cheerful as can be to sell him an advertising program. Whoo boy. You're lucky to get out alive. Do you understand what I mean about bad timing?"

Andy sat there and chuckled. Boy did that paint a picture.

"Andy, when something happens that you just could not control, don't take it personally like the weaker sales reps do, just chalk it up to bad timing. Bob taught me a little saying. 'Some will, some won't - NEXT!' Stan paused to catch his breath. The point of all of this is to CREATE A SENSE OF URGENCY. DO IT NOW! Urgency is the driving force that uses the 'sense of gain' or 'sense of pain' to build motivation to make a decision. Dropping the price is the excuse I give them to set aside their fears, so they can act upon their decision. I feel like I've been talking all day. Does all of this make sense to you Andy? Was I clear enough?"

Andy's brow was furrowed. "You were very clear. This is pretty deep stuff, I'm glad I wrote it all down. I'm going to have to read this over and over again, I think, for all of it to soak in."

"You read it. Again and again. Day after day. Here's what will happen. You'll think you've got a handle on this, how it works, and one day in

the middle of an objection, something will click inside your brain, and you'll go "Wow, so that's what Stan meant!", and then you'll really understand what you've heard this morning." Stan looked at his watch, "Holy smokes, it's quarter to 11. We'd better get moving."

The rest of the day went by with only 3 more appointments because they were so late at getting on the phone. Two more sales.

* * * * *

"So what did you learn today," Stan asked as he raised his cup of tea.

"Oh my gosh Stan, I learned more today than the rest of the Monday's put together. Let's see, I got a good insight into the psychology of the prospect, and I also learned what I'll call Stan Rosenthal's Rule #5 - Create a Sense of Urgency. Do it now!"

"Good. I'm glad I could help. Something else you'll find happens - inadvertantly. The sales rep will begin to work at a faster pace. He'll develop his own sense of urgency and he *will* get his assignments done faster. Stan paused and looked down at his cup, "And it will have to be the last lesson I will formally teach you for now." Andy was surprised. Stan continued, "Hal wants you to learn from others too. I don't mind telling you Andy, when Hal asked me to do this, I initially said 'no'. I'd been on my own too long and really didn't want some greenhorn tagging along and quite likely costing me sales." He laughed lightly, "that's why I told you only to say 'hi' and 'goodbye'. I was even *hoping* you'd open your mouth and cost me a sale real early

on so I could send you packing and get rid of you. But I got a phone call from an old friend who convinced me I owed it to you.”

“Huh? *You owed it to me?*”

“Well, not to you specifically, but to some new greenhorn. You see, years ago I was new to this business. I wanted terribly to be a successful sales person. The reason I got into sales was because of my father. He owned a lumber yard and it produced a healthy income for him and his family. We never really wanted for anything. Don’t get me wrong, we weren’t rich or anything, just ‘comfortable’ as they used to say. ‘Never for want’ was another way of saying it. He was rightfully proud of the way he’d built the business up over the years, but the only things that bothered Dad, the only things he carried on about, was how hard it was to be able to get away for vacations, always having to deal with the banks for lines of credit, auditors, staff, overhead and the like. I remember I might have been 15 or 16 years old when he came home late one night. He was mighty tired and looked *old*. Mom had held up dinner for him and as usual he asked my brothers and me how school was and where and when our next hockey games were. After a while Mom asked him how the meeting went with the accountant. Andy, I remember that moment like it was right now. He looked up with the weariest look on his face.” Stan had a far away look in his eyes and Andy knew Stan was ‘seeing’ it happen. “I was shocked he looked so tired. He said, ‘boys, think twice about running your own business. Sometimes I think I don’t run the business at all. I think the accountants and bank managers and the government run the business, they’re always telling me what to do and how to do it. I’m not going to tell you not to be an owner. I’m just saying that if you can

get yourselves a good job, and boys, I'm telling you, the money is in sales, you don't have to worry about the government and the overhead." Stan's elbow was on the table and he was pointing his coffee spoon at the vacant seat next to Andy. That must be exactly the way his father was acting, Andy thought.

"Andy, there were three sons sitting at that dinner table, and he was looking at all of us, but I swear he was talking directly to me. 'And boys,' he said, 'I'm telling you, the money is in sales.' Now I was pretty impressionable at that age and I had decided early, even before that, I was going to make my first million by the time I was 25. '...the money is in sales.' Geez, I never forgot that. So I tried my hand at sales. Went from company to company. All kinds of products. I've sold all kinds of things, roofing to automotive parts, life insurance to advertising. Tangible and intangible products, hard sell or soft sell. But I wasn't getting anywhere. I wasn't making real money. Oh, I always made a living. You know, paycheque to paycheque, never really getting ahead. Got married, two kids, Shirley *had* to work so we could scrape by. I lost my dream of being a millionaire, so like most people I threw my money away on lottery tickets as my last chance to become rich. Don't get me wrong, I wasn't destitute or miserable, I just wasn't *happy* with my lot in life. I was just *average*. That bothered me. A lot! Because I'd always felt I was destined for something bigger. That I was born to *count* for something, not just drift through life." Stan looked directly into Andy's eyes. "I've got a very strong sense that you know what I'm talking about."

Andy had been sitting there listening to someone else describe his own emotions so intently, he'd forgotten all about the coffee in front of him, now cold. Emotions he felt that he'd never even admitted to

Tammy. He so desperately wanted to make his life count for something, not just for himself, but so the people that love him could also be proud of him. He was so emotionally tied up in knots listening to Stan's story that when Stan looked into his eyes, it was all he could do to keep from bursting out in tears. So when Stan said 'you know what I'm talking about', his throat tightened up so hard that all he could do was nod his head and hope Stan couldn't tell.

Stan continued, "Eventually I answered an ad in a newspaper for another advertising company. I didn't know anything about them, heck the ad didn't even have the company name in it. But the ad said that sales reps earned \$48,000 plus. That was more than I was making at the time so I called them up and got an interview. I met the man who would in very short order become my mentor. Boy oh boy, this man knew his stuff! It was a joy to watch him sell. Advertising is, by nature, a high pressure business. This guy was so laid back, and yet, somehow, he would walk away with a contract and a deposit cheque, and the advertiser was *happy* to have dealt with him. I never saw anyone take an ad from him because they were *pushed* into it. I'm not saying that everyone just loved the guy and he had some magical spell that everyone just rolled over and bought because it was him. He was a helluva salesman. Even when they said 'no' two or three times, he'd always accept their 'no' graciously and just carry on a friendly dialogue with them until he either found their 'hot buttons' or his logic made sense to them." Stan smiled, 'he was a helluva salesman. For some reason, he took me under his wing and became a teacher to me. At first, I was in awe of this man, and I remember thinking I wanted to be just like him, never quite believing I could be. He had fun with people, put them at ease real quick, he knew his stuff cold - I mean *he*

knew his stuff! He asked his prospects questions that *I thought* were too nosy. Questions that 80% of sales people would be scared to death to ask. Questions that quietly demanded such open, honest answers. And they'd tell him! I was amazed these business people would tell him things about their business that they probably wouldn't tell anyone else. Things like, 'If you were going to spend \$1,000 on any form of advertising, how many new customers do you need to get, just to get your \$1,000 back'. What they'd be doing is admitting how much money they'd make per sale. And he was honest with them. He never promised them something that *he* couldn't control. Like the exact day of a delivery to the distributor. Like that Remax job two weeks ago. Held up because one of the advertisers - Burger King - announced they'd changed their corporate logo just hours before going to press. The magazine got held up for four days until our office got the ad copy for the new logo. Subsequently, our distributor got the magazine a week later than we'd promised the advertisers. You heard about that, right?"

Andy nodded his head and urged Stan on.

"Funny thing was, that Remax office was my assignment. So I called all of my advertisers and let them know. None of them were upset because I'd done what my mentor had taught me. *At the point of sale*, I originally gave them a span of time in which to expect deliver, not a firm date. I hadn't made a promise *I* couldn't control, so no one was upset with me. As a matter of fact, I scored points with them by keeping in touch with them. A lot of sales people wouldn't have called their clients for fear of negative reactions or worse. This guy taught me a lot."

Listening to Stan talk about his mentor, he began to wonder if Hal would let him work with this other sales rep. But he couldn't figure out who Stan's mentor was. There didn't seem to be any other name in the company that he'd heard of that produced the kind of numbers that Stan put out.

"Is this guy still with the company?"

"No, he retired almost 4 years ago. Did well enough for himself and the company to retire early enough to enjoy life."

"Oh. Too bad. I would have liked to meet him."

"You already have."

"Huh?" Andy quickly scanned his memory of the people he'd met with this company and then realized that was impossible - according to Stan this guy retired almost 4 years before Andy started with the company. "I don't get it. How could I have met him? Who is it?"

"Bob Kiley."

Andy shook his head. "I don't know any Bob Kiley," he said slowly.

"Are you sure I've..."

Stan was smiling broadly.

"Wait a sec. Bob Kiley from my darts team? That Bob Kiley?"

“Yup.”

“Well I’ll be.” Suddenly Andy could picture Bob sitting with him the night he was encouraged to talk to his sales manager. Bob was laid back and soft spoken. Andy remembered how Bob had ‘pushed his buttons’ in a supportive way, to make him want to go talk to Hal. He shook his head and repeated himself, “well I’ll be.”

“Bob did the same thing for Hal. Mentored him too. When I told Hal I didn’t want you tagging along and screwing up my sales, he accepted my ‘no’ graciously and called Bob. Bob called me, and kindly reminded me that I made him a promise years ago, and he gently reminded me that he expected me to keep my promise. Just like he taught me to expect from my prospects when they make me a promise. “

“What promise?”

“That I would do for someone else what he did for me. He taught me how to become one of the best in my profession. One of the very best. He asked me to, if the opportunity ever came along, take a promising student of Sales, and help him become all he can be. To pass the torch, so to speak. He asked Hal to do the same. Actually, that’s why Hal became a Sales Manager. He could help a number of people that way. How many Sales Managers have you worked with that spends as much time in the field working with his reps as Hal does.

None of the managers Andy ever worked with and he said so.

“Like I said, I’m a man of my word, so even though I wasn’t keen on the idea, I had made a promise and I’d keep it. But I’ve got to tell you Andy, I’ve thoroughly enjoyed working with you. And even though Hal wants you to work with someone else, I hope you know I’ll always be there for you. If you ever have any questions, I’ll be glad to answer them. I mean it.”

“Thank you Stan,” Andy said soberly. He really didn’t want to work with any one else. “I appreciate everything you’ve done for me.”

“Actually, Andy, it’s me that owes you, and Hal, a load of thanks. For the past couple of weeks, Shirley said she’s noticed a new spring to my step, and a ‘new twinkle in my eye’ as she put it. When we were out for dinner on Saturday night, she said that if she didn’t know better, she’d wonder if there was another woman in my life. I hadn’t noticed this bounce in my step until she mentioned it - but yes indeed, it was there. And it wasn’t until this morning, just now, as I was telling you about Bob, that I realized what it was. I’ve been selling on my own for so long that I’ve become stale...emotionally...about selling that is. You’ve brought a new dimension into my life. You and Hal. Now that I’ve said it out loud, I think Hal realized that and figured out I needed a new challenge. I’ll have to thank him tonight for that.” Stan looked down at the table. “I’ll truly miss working with you Andy.”

Suddenly Andy could see that his friend’s heart was on his sleeve. He didn’t know what to say, so he just nodded and said nothing.

After a few moments, Stan gave himself a little shake, squared his shoulders, looked at his watch and said, "Look at the time, Shirley will be wondering where the heck I am. Have Tammy give Shirley a call for our dinner date, would you?"

* * * * *

"You son-of-a-gun!" Andy was already at the pub waiting when Bob walked in. Bob smiled slyly and offered to shake Andy's hand, but Andy would have nothing to do with that. He embraced the retiree in a full bear hug that was so tight he almost squeezed the air out of the old guy. It certainly made the others look up and wonder what the heck was going on. "Why didn't you say something?"

Bob teased him, "Why, what in the world could you possibly be talking about?"

Andy ignored the tease and carried on, "When I told you I started working with BK Publishing you didn't say you used to work there!" Once again, Andy suddenly realized something, "BK Publishing, that was you wasn't it? Bob Kiley, you're the BK in BK Publishing. Holy Smokes!" Andy smacked himself on the forehead. "Unbelievable. Why didn't Stan tell me? Seriously, why didn't *you* say anything?"

"I'll tell you what Andy, let's talk after darts. The rest of the guys are over there waiting for us."

Darts were over and only the hangers-on were still about. They'd seated themselves at their favourite chairs and Rosie had put their beer on Bob's tab.

“Hey Bob, it’s my turn to pay! Besides, I really owe you. Big time!”

Bob just smiled and raised his glass of imported beer in a salute, “Here’s to a long prosperous sales career.” They gently clinked their glasses.

Andy countered with “Here’s to a great friend, and a wise man.”

As Bob was wiping some of the foam off his moustache, Andy went right back to the questions he had earlier. “Why didn’t Stan or you tell me about all of this?”

“Stan didn’t tell you because I asked him not to. If you weren’t the quick study I thought you’d be, if you failed miserably, and you knew all about this, I was afraid it could affect our friendship and Thursday night darts would likely be embarrassing for both of us.”

Ok, Andy thought, I can accept that.

“I didn’t tell you I used to own ‘BK’ because I am first and always, a Salesman. The success of my business was because of salesmen. Every tiny bit of commerce in the world is because of salesmen. Even a dentist, who incidentally, *sells* his services to the community, has to buy his equipment from salespeople. I made my money as a Salesman, I raised my family as a Salesman and I am who I am because I was a Salesman. Anyone can own a business. They can buy one, they start one, they can inherit one...but not everybody has the heart, or courage, to be a Salesman.”

“You make being in sales sound like the best thing since sliced bread, and that sales people are without peer.”

“Well now Andy, let me make some distinctions here. There are good sales reps and there are bad ones. It’s the bad ones of course that people talk about. It’s that old adage about ‘bad news travels fast’. But there are a lot of good sales reps out there Andy, and then, there are the ‘Masters of Their Trade’. Understand something here Andy, I’m not talking about the occasional guy or gal who just happens to sell a lot of his company’s product. I’m talking about the Masters. The ones who not only sell a lot of their company’s products, but do it with integrity and love. They operate on a different level, high above the average salesman. They become students of human nature. They don’t sell for the sake of making sales to make a living. They sell for the sheer joy of helping others by filling their needs.”

A quick thought occurred to Andy - Stan had talked about human nature.

“You’ve worked with Stan for a few weeks now. Do you know what motivates him?”

That was easy. “Yeah, money. He makes some pretty good coin!”

“Wrong. Stan doesn’t need the money anymore.” Bob chuckled, “He’s probably got more socked away then I’ll ever see. No, Andy, it’s not the money. As a matter of fact, I’d bet my last dollar that, for Stan, it’s never really been about the money. He never went out chasing the

Almighty Dollar like so many sales reps do, it always flowed to him as a result of how he did his business. I know that, in the beginning, it was tough for him and Shirley. He would never sacrifice his integrity by lying or making a false promise to a customer just to get the sale. Even if getting that particular sale meant the difference between his being on time, or late, for a mortgage or car payment. And I happen to know that Shirley became pretty adept at finding different ways of serving Kraft dinner. But through it all he stayed true to himself, his company and his Profession. And he was voracious about learning. He'd read books about selling. Books about psychology and human forces. I never got into his car and hear the radio playing. There was always a cassette tape playing about motivation, sales, service ideas. Anything to make him better than he was before. I remember one of the other salesmen teasing him about his tapes and Stan very quietly asked him 'How can I expect to get better at what I do and who I am, if I'm not prepared to work at becoming better?' Before long, he had a reputation for being an honest person in an industry that is plagued by the quick-one-sale artists, scam artists, high sales rep turn over and far too many broken promises. He built solid relationships with all of his customers, some of them he's been friends with for years."

Bob had been excited talking about Stan, so now he sat back and relaxed.

"Tell me something. How many Christmas cards did you or your fellow sales reps get at your last company *from* your customers? I can see by the look on your face the answer would be none. You should see how many Stan gets from his customers. Hundreds. And Stan isn't the only sales rep at 'BK' to get cards of thanks, Birthday cards and Christmas cards. Most of them do."

A lot of companies have their sales reps send out Christmas cards as a goodwill gesture every year. Andy always did it in a mechanical sort of way. The company would supply him with the cards and it was just something that he did. But the thought of *customers sending cards* to the salesman was exciting to Andy.

“Bob, what was that you said about ‘love’.”

The old Master smiled, “Funny word, love. For half of my adult life I thought the word had to do with a ‘special relationship’ like the way I love my wife or the way I love my children. I even thought the word could be substituted for sex as in ‘making love’. But as I got older and I learned more by reading books about sales, life and human nature, I realized that there are many degrees of ‘love’. One of the degrees of love is simply to show you truly care about someone. When you prove to a business person that you truly care about the success of their business, and that you’re not there just to sell them an ad, but to help bring business to their cash registers, they care back. I don’t know if you picked up on it, but Stan’s a pretty emotional guy. I used to look forward to watching him open his cards. Some of them would almost bring him to tears...he gets so much joy from his customers.”

A couple of minutes went by and both men were silent. Andy could see that Bob was reminiscing. Andy knew there was a time and place for silence, so he waited patiently for the silence to come to its end. It took a few more moments, but Andy felt the silence come to its end.

“Bob, I’ve already been selling people ads.”

“Uh-huh.”

“I’d like to start building relationships with them too. How do I do that. All I’ve ever seen are sales to new customers. Would it be possible for me to go out with Stan and watch how he deals with his established clients?”

“Hmm. That might be a good idea. Give Hal a call tomorrow, and see what he thinks.”

* * * * *

“Well, well my young friend. I didn’t expect to be seeing you so soon. I was glad when Hal called me on Friday and asked if I’d be willing to take you out again. So I’ve booked up our day. We won’t be spending any time on the phone today. Friday afternoon I called some clients and told them I’d show up.” Andy didn’t miss the difference between asking for appointments and ‘I called some clients and *told them I’d show up*’. “You’ll find the pace a little different today. It’ll be much more relaxed.”

“How come?”

“These people are already clients. I don’t have to do any sales pitch with them although most of them will buy ads today. Each stop will be more of a ‘visit’ than a ‘sales call’. We’re calling on friends now. Ready?”

Andy gulped the last of his coffee and plunked his cup down. "Let's boogie."

The day was much more relaxed. In the six visits they did, four bought ads, but Andy didn't feel as though he'd done any work at all. It was as though it was a day off, spent visiting buddies. They were still in the car, on the way back to where Andy's car was parked.

"Stan, you old dog. You set me up."

"Huh?"

"Come on, you called those particular people for me to see because they're special. I mean, come on, not all of your clients are like that!"

"No, not all of them are like Angelica." Years ago Stan sold Angelica's husband, Franco, an ad, and over the years Stan and the Mancini's had developed a friendship. Stan knew the Mancini's had a small hobby farm outside of town and during the course of one of their conversations some time ago, Stan mentioned in passing that he'd had duck eggs once before and enjoyed them. As it turned out, the Mancini's had recently been trying their hand at raising ducks. Angelica had remembered that long ago conversation, and brought half a dozen duck eggs for Stan to take home. "Some people are business people down to the core. But you were with me all day. Take Smitty, my restaurateur, for example. You'd think he was a big tough character the way he carries on so blunt and brash. That demeanour

scares the heck out of most sales people I'm sure. I purposely didn't go there within an hour of his lunch trade. He would have made us sit and eat something, and I guarantee you, he wouldn't have accepted any money from me. I'd feel awkward about eating his food and not paying for it."

"Even so," Andy quipped, "he still asked if you were hungry. He even offered to make you something to go if you were in a hurry."

"God love him. He acts like a bear but he's the biggest pussy cat in the world. I love the big ox." He looked at Andy, a tiny bit embarrassed about letting the sentiment slip.

Andy hadn't forgotten Bob's explanation. "I understand what you mean. I could tell that you really care about him, and you know something? I could tell he cares about you."

"Most of my clients are like that, Andy. Sure, there's the odd one that won't let anyone into their heart. Too bad too. They're missing a real joyous part of life. But the rest, *every last one of them*, are just like the folks you met today." Stan looked at Andy through a knitted brow. "I certainly didn't 'set you up' young man!"

Andy laughed and raised his hands in surrender. "Ok, ok, I'm a believer!"

Both men laughed.

* * * * *

Andy was an apt student. He made a *conscious decision* to be the best, to become a Master of his noble profession. Now that he had glimpsed the heights to which one could climb, he thirsted for knowledge. And he practised the knowledge he learned until it became a part of him. Until he felt in his heart what he knew in his head. He read great books that made him aspire to be a better person. Books by Og Mandino and Earl Nightengale, Anthony Robbins and others. Books that made him aspire to be a better salesman. Tapes by speakers like Zig Ziglar and Brian Tracey. He spent hours at Chapters bookstore reading books that he initially couldn't afford to buy. And when he could afford them, he went back to the store and bought them and added them to his library so he could read them over and over. He learned about 'Positive Affirmations', and how important Goal Setting would be to his success. And other Success Principles. The difference between Andy and most other people who read about Success Principles was that Andy actually put what he read into practice.

He even coerced Bob to come out of retirement for a couple of hours every other Saturday, to hold a class of one. Andy was the student, Bob, the Master. Almost a year has passed since his first Monday with Stan.

Andy had his coat and shoes on and had already said goodbye to Peggy.

"Andy, I don't think I'll be doing any more of our 'get togethers'."

Over the past month, Andy had wondered how long Bob would let Andy keep coming over to his house. He smiled at Bob, “getting tired of me huh?”

Bob laughed, “I don’t think that would ever happen my good friend, but there’s two reasons I’ve got to stop. One is that I promised our Pastor that I’d help him out on Saturdays over at the nursing home. The main reason is that I really don’t think I can teach you any more. Andy, you have matured into a wonderful Salesman. Hal tells me he has absolutely no problems with your clients, he says that of the clients he’s talked to, they all seem quite fond of you. Your paperwork is always done to the letter, and you finish your assignments in good time. I really don’t see where I can be of service to you anymore. If something comes up that’s out of the ordinary, always feel free to call on me. I’ll always be there for you.”

Andy knew this to be true. They were also the same words Stan had said to him almost a year ago. It was time for both of them to move on.

“Bob, I owe you a world of thanks and gratitude. I’ll always be there for you too.”

The handshake turned into a hug.

“Andy, I want you to make a promise to me. Someday some ‘green’ young sales rep will come into the company....”

It was 6 weeks later that Andy got his promotion to District Manager. At the announcement to the sales team, Hal introduced him as the company's newest Sales Master and had earned the respect of the entire sales and management teams, not to mention Tammy and the kids.

He'd earned the quiet title of Sales Master.

The first person he hired for his district was a green, young rep....

This is the phone script Andy learned to use. There are several parts to this so after you read through it we'll break it down so you can learn to develop a phone script that works for your particular product.

PHONE SCRIPT for BK Publishing

This is where your income really begins. Don't mess with success.

Salesperson: Hi, how are you? I wonder if you could help me?

Clerk: Sure, how can I help?

Salesperson: I need to speak to the owner please, who would that be?

Clerk: That'll be Bob. I'll get him for you. Can I tell him what this is about?

Salesperson: I'm working with (*name of agency*) and we want to send some business his way, but I need to talk to him first.

Clerk: OK, I'll get him for you.

* * * * *

Bob: Bob here, may I help you?

Salesperson: Hi Bob, how are you? (Bob's response) Great! My name is (*your name*) and I'm calling from the (*agency*) here in town. I'll tell you why I'm calling. When people go out looking for homes with the agents here, they ask a lot of questions. For example, when someone is looking at a house that's 25-30 years old and the original windows are drafty, the purchaser will turn around and ask the agent, "Who's a good person to call about getting a price on these windows?" Starting in (*month*) the agents here are going to recommend specific businesses to them. One off the businesses we will be recommending is a (*type of business & personalize*). Now naturally, (*agency*) doesn't want me to sell anything over the phone. We started this program just a couple of days ago and the response here in (*name of town*) has been wonderful. This *agency's* program is almost complete. What we do is come over and show you how the program could benefit you.

But before I come over, Bob, I need you to promise me something. You see, all I need to finish my program is a (different type of business) and a (Bob's type of business) and then I'm done. So, I'm going to show you the program, but if you **don't** like it, please, be honest with me and tell me '**NO**', ok?

Bob: Oh, I have no problem saying that!

Salesperson: Good. On the other hand, if you **do** like what you see, and you really think it'll benefit your business, and of course, *if it's affordable*, are you the person that will tell me '**yes**' or '**no**', **today, while I'm there**, or is there anyone else I'd have to show this to, like a partner, manager, or spouse?

Scenario 1.

Salesperson:(from script)...an of course, *if it's affordable*, are you the person that will tell me 'yes' or 'no' today, **while I'm there**, or is there anyone else I'd have to show this to, like a partner, manager or spouse?

Bob: No, I'm the one who looks after all of that.

Salesperson: Great Bob. Tell me 'yes' or tell me 'no'. Just don't say 'maybe'. I'm on my way, see you soon!

Bob: Don't come now, I'm busy!

Salesperson: Oh, ok. What's better for you, between _____ and _____ or is tomorrow between _____ and _____, better for you?

Bob: Any time after 2:00 tomorrow is good.

Salesperson: Ok Bob, that's fine, I'll see you then.

* * * * *

Scenario 2.

Salesperson: ...*(from script)*...and of course, *if it's affordable*, are you the person that will tell me 'yes' or 'no', today, **while I'm there**, or is there someone else I'd have to show this to, like a partner, manager or spouse?

Bob: Actually, I'm the manager here. Anything we decide to do has to go through me first and if I like it, I show the (owner, head office, partner, spouse, etc) and he makes the final decision.

Salesperson: Boy, I'm glad you told me that. What's that person's name? When is a good time for you, (name), and I to get together?

Bob: Well, (name) only comes here once a week and he's already been here this week, so you won't be able to see him until next week.

Salesperson: I see. Bob, if I came over and showed you why my Broker wants your company involved in this referral program, and you thought it was really going to bring you business, how soon could you get an answer from (name)?

Bob: Not until next week sometime.

Salesperson: Ok, thanks for your time Bob, unfortunately, I have to get this done before your () gets back. I'll call you next year. (YOU WILL NOT CALL BACK! THERE ARE TOO MANY OTHER FISH IN THE OCEAN TO CALL THIS ONE BACK)

SCENARIO 3.

Salesperson: ...(from script)...and of course, *if it's affordable*, are you the person that will tell me 'yes' or 'no', today, **while I'm there**, or is there someone else I'd have to show it to like a partner, manager or spouse?

Bob: Actually, my partner looks after all of that stuff.

Salesperson: Oh, ok. What's your partner's name?

Bob: Jerry.

Salesperson: Is Jerry going to be in tomorrow morning between 9 & 10?

Bob: Yeah, he'll be here.

Salesperson: Good, then I'll show the referral plan to Jerry. Oh by the way, if Jerry really wants to get involved, do you want to see it first or does Jerry just go ahead with it if he likes it?

Bob: That depends, he may want to show it to me first.

Salesperson: Good, I like that. You know what. It only takes me less than 7 minutes to show you how this works. At least the two of you will see it together and be able to make an intelligent decision. Then I'll see you and Jerry tomorrow shortly after 9 a.m. Remember, if you don't like - tell me 'no', and if you do - say 'yes'. I've got to get this done. Bye.

CUSTOMER OBJECTS TO SEEING THE PROGRAM

for example: I'm not interested/ no budget/ call me next week/ no time etc...

Salesperson: You know I was expecting you to say that. Half the people I sold said the exact same thing. Yet once they saw the program and they saw how it could benefit their business, they changed their mind and I trust when you see it, you'll do the same. If you don't like what you see, you'll just say 'no'. Most business people tell me it's hard to make an *intelligent decision* without at least seeing it. So I'll be right over.
(**Qualify**)

Bob: I'm still not interested.

Salesperson: (incredulously) So you don't even want to see this program?

Bob: No

Salesperson: Bob, if I told you this was \$1.00 a week, to be personally recommended by all the (agency) agents when their clients ask for your type of business, for \$52 a year, you'd take a good hard look at it wouldn't you. (this is a statement, not a question)

scenario (a)

Bob: No.

Salesperson: Thank you very much, have a great year.

Scenario (b)

Bob: Well, for a dollar a week, sure. I'd be foolish not to.

Salesperson: Obviously, Bob. Unfortunately, you can't get into *any* promotion for a dollar a week. But now that I know it's a matter of money, you're going to love this. Just promise me one thing, if you don't

like it or it doesn't fit your budget, please, be honest, and tell me 'no', ok? And if it **does** fit your budget, tell me 'yes' while I'm there. Can you do that?

What is your job on the phone?.....

To create interest?..... yes,
To create a sense of urgency?.....yes,
To qualify their ability to make decision.....yes,

Your job is all of these things, but...

Bottom line? Your job on the phone is to get 'yes' to an appointment, or 'no thank you' to \$1.00! **That's it!**

ANALIZE THIS!

Let's take the phone presentation and break it down into its important parts.

NOTE 1. You've got to get past that nosey secretary or clerk. These people are sometimes called the 'Gatekeepers'. Their job is to screen those calls that come in for the boss because he's busy. When you say... *"we want to send some business his way, but I need to speak to him first"* they are afraid that if they don't pass you on, the owner will miss out on some business and he'll be upset with them. Do not give this person any valuable information because the message becomes diluted to the owner. If you said all of NOTE 2, do you really believe that they'll pass the information on word-for-word, or reduce it down to something like, "Someone from a real estate company wants you on the phone". The owner, who is busy at the moment, says he's not interested in buying any real estate and tells the secretary/clerk to "Tell him I'm not interested" and doesn't come to the phone himself. Give the secretary/clerk enough information that can be passed on easily and creates interest for the owner to want to come to the phone. Be very careful not to get this person upset. You never know if you are speaking to the owner's spouse. If you are rude to this person, they can mess up your sale when you get there for your presentation.

NOTE 2. The first part of this soliloquy is to **CREATE INTEREST**. You must give them a reason to want to see you. Always remember to

'paint a picture' in their mind so that he can 'see' why he could benefit by being in your program. His biggest concern is W.I.I.F.M. - What's In It For Me! The better you paint your pictures - the more likely he'll want to see you. Let's face it, if you can't catch his interest on the phone, you aren't going to get in his front door.

NOTE 3. Be emphatic about this. ... "One of the businesses we will be recommending will be a ____". If he's paying attention, he'll realize that if we're not recommending him, we'll be recommending his competition!

NOTE 4. & 5. CREATE A SENSE OF URGENCY before you need it so that it's not a new issue when you use it in person. ... *"the response here in (name of town) has been wonderful. This agency's program is almost complete"*. He knows that you've got to get this done and he doesn't have forever to think about it.

NOTE 6. This line... "if you don't like it, please, be honest with me and tell me 'NO' ok?" does three things. First, it gives them permission to say 'no' to you. For most people that helps relieve the pressure they would normally feel about having a stranger come over to try to sell them something. Secondly, it asks them to be honest with you. Most people would like to be honest with you. Third, as most importantly, it 'sets up' the 'yes' in the next line.

NOTE 7. & 8. ... "are you the person that will tell me 'yes' or 'no', today, while I'm there, or is there anyone else I'd have to show this to like a partner, manager or spouse?" ***This is the most important part of the phone call for you, the sales person.*** If you don't ask this

question of every owner you talk to, you will not be able to be a professional in the One Call Close. Asking this question will tell you...

1. If you really have an appointment with someone who is capable of actually making decisions.
2. You have a **promise** from this person that they will tell you 'yes' or 'no'.
3. You know if there are partners or other people that need to be present for you to get your 'yes' or 'no' decision.
4. If others need to be there, you can arrange to have every one there so you can get your 'yes' or 'no' decision.
5. You know who the other people are by their names.
6. You've told this person in no uncertain terms you expect a decision - **while you are there! Not later today or tomorrow or next week. Today! While you are there!**

NOTE 9. This is a reminder of how important it is they tell you their decision and is an assumptive close for getting the appointment.

NOTE 10. If you have to set a time, try hard not to set a time in stone. Unless your prospect is a doctor, dentist, lawyer, etc or anyone else who sees so many people by appointment, don't set definite times. Most appointments are with retailers, mechanics, etc., who are on their premises all day and can see you almost anytime. Always try to set appointments for between the hour. For example, between 2 o'clock and 3 o'clock. This way, if your last appointment holds you up and you don't get there at a definite appointment for 2 o'clock, you aren't late. As long as you get there by 3 o'clock, you're on time.

Never give them the choice of one time slot. If you said, 'is between 1 and 2 o'clock good for you?', their choice is yes or no. But if you give them a choice of two time slots, their choice is one or the other, not 'no'.

NOTE 11. Don't go to this appointment. You could do the best presentation in the world to this person and when they show it to their boss, their presentation becomes, 'Hey boss, some guy came in and wants you to buy an ad in his program...it's about \$900 bucks. Whaddoya think?' They haven't had the training you've had. *Don't expect them to do your job - they can't!*

NOTE 12. This is simply a last ditch effort. If your prospect says...'I'll have an answer while you are here'...and you have some outside knowledge that he really does have that kind of 'pull' with the owners, that he can actually make a difference, you may want to go. But think twice. The example that Stan uses about putting the odds on your side really does apply here.

NOTE 13. Obviously, this prospect does not have any decision making authority. **Don't go!**

NOTE 14. You now realize that the prospect you are talking to does not have the proper authority to give you a 'yes' or 'no' decision.

NOTE 15. Always be qualifying. The last thing you want to have happen is for Bob to pass you off to his partner and then the partner, to whom you have not spoken to yet, try to pass you off to Bob. Don't

let some partnerships try the 'good guy' - 'bad guy' routine off on you. It'll do nothing more than waste your time.

NOTE 16. QUALIFY, RE-QUALIFY, RE-QUALIFY. You can never qualify too much. After all, it's your time you'll be wasting if you go to a poor quality appointment.

NOTE 17. When they give you an objection and you come back with...'you know, I was expecting you to say that', it disarms them. The objection that they've used on every other sales person suddenly didn't work for them and it takes them back. Now they'll listen to what you have to say because you were able to handle the objection that blew every other sales rep off. If nothing else, it keeps them on the phone.

NOTE 18. When you ask this question with incredulousness in your voice, it makes them wonder...'am I missing something here?'

NOTE 19. Remember, at this point they have no idea what it will cost them. When you say **\$1.00 A WEEK**...they are surprised and it makes them think for a moment.

NOTE 20. If they won't pay \$1.00, they won't pay \$5 or \$14. Say goodbye.

NOTE 21. If the price was cheap enough, every business owner understands that if they throw enough stuff against the fan, some of it will stick. In other words, if they could afford it, they would advertise in any and every possible way. They have limited budgets so they have

to try to pick and choose the methods they feel they'll get the 'biggest bang for their buck'.

NOTE 22. You've got to tell them it's not \$1 a week or they'll try to hold you to that price when you get there. Tell them they are going to love the program, so they have something to look forward to. Don't forget to re-qualify.

The typical phone call lasts only two and a half minutes. That's all. If you try to keep him on the phone longer than that, they'll become distracted. Remember, you pulled them away from something they were in the middle of doing. Don't try to give them too much information over the phone, it reduces the impact of your in-person presentation.

Whatever you do, don't try to sell anything over the phone. **All you want to do over the phone is get a qualified appointment.**

Don't ever forget.....

What is your job on the phone?.....

To create interest?..... yes,
To create a sense of urgency?.....yes,
To qualify their ability to make decision.....yes,

Your job is all of these things, but...

Bottom line? Your job on the phone is to get 'yes' to an appointment, or 'no thank you' to \$1.00! **That's it!**

These are the closing scenarios that Andy learned while he worked with Hal and Stan. The pages below are taken directly from his Sales Training Manual.

CLOSING SCENARIOS

Keep one thing in mind. As soon as you finish your in-person presentation, and you've answered all of their questions, your prospect is the closest to buying your product they will ever be. Their buying temperature is raised to the highest degree, and every single moment after you've finished that presentation your prospect's interest, memory, and desire for your program goes down. **PROSPECTS DO NOT THINK ABOUT AFTER YOU LEAVE.** They don't study your information or literature. They're too busy. What they do is get back to running their business. That's why when you call them back, some of them have even forgotten they've talked to you. So the time to ask the closing question, the time to nail down the sale is at the end of the presentation. When you've clearly identified their needs, clearly shown how your program will satisfy these needs and benefit their business.

The CLOSE is where the salesperson makes his money - or loses it. Sales is a game but in this game, there are no ties

and the salesperson either wins or loses the sale. Once you've said the magic words, "Bob, go get me some ad copy, I just want to see how you'd like to present yourself to the public," there are only six possibilities that can happen. Only six. And if you learn all six well and stay in control of your situation, you will, **more often than not**, be the winner and earn a terrific income!!

1. YES. The advertiser gets out of his chair and goes to get you some samples of his other ads and you put his ad together for him.
2. NO (WITHOUT AN EXPLANATION)
 - a. accept the no graciously - shake hands
 - b. ask "Did I do something to offend you *personally*?" This is designed to try to get him to say, 'No you didn't offend me, you did a great job. It's just that I don't like.....' Now you'd go to Scenario #5. If it didn't work and you still don't get an explanation, shake hands again.
 - c. ask, "Bob, just out of curiosity, just what is it you are saying no to? Are you saying no to(refer to Benefits Page). If you still don't get an explanation, make small talk, pack up, prepare to leave, and then **COLUMBO** him!
3. Statement.
Answer a statement with "I understand.....(repeat his statement). **RECLOSE** Now Bob, go get that ad copy so we can put a really good ad together for you.
4. Question.
Always build up your answer by hyping it first, "That's the best part, I should have told you that sooner!!" Now answer the question by using common sense and product knowledge. **RECLOSE** "Now Bob, go get that ad copy so we can put a really good ad together for you.
5. Objection.
 - a. **Acknowledge** the objection by making a positive statement and repeating the objection word for word. "So it's not the program - you **like** the program - it's just that you don't like...(repeat the objection).
 - b. **Isolate** "Bob, is that the only thing keeping you off my program today?"

“ Bob, if I can answer that in a way that makes sense and you feel that you can **make some money** with this, would you go ahead and buy this ad?”
if yes, answer his question and reclose - Bob, go get me some ad copy...
if no, pack up, make small talk, prepare to leave, and **COLUMBO** him!!

6. Non-Decision. This is the big one.

On the phone he promised you a yes or no answer. Before you actually started your presentation, you asked him again to agree to give you a yes or no at the end. He agreed to the rules of this game. Now he wants to change the rules. But you can't get mad because that'll give him a good reason to get mad at you and maybe even throw you out! And that doesn't make it easier to get the sale (and earn your deserved income). So the salesperson has to be the bigger person of the two and accept responsibility for the situation. By accepting responsibility, you become the stronger one.

“Bob, I owe you an apology. We must have had a miscommunication. When you and I were talking on the phone earlier, you promised me you'd tell me yes or no, today, *while I was here*. And I know you're a man of your word because you've got a great business here, so I know it was a misunderstanding. **HOWEVER**, now I've got a problem, and it's my problem, not yours. You see, I've **GOT** to get this done today and all I need to finish is a (___) and a (___) like you and I'm done. And like I said, I **HAVE** to finish it today. (act frustrated) Doggone it! Bob, let me ask you something. Just so I can get done with this assignment and get paid, if I could, save you, a *substantial amount of money*, and I don't mean just \$50 or \$75 - I mean **A LOT** of money, would you go ahead and take that ad?

- a. yes. Call me and I'll negotiate a discount.
- b. no. pack up, make small talk, prepare to leave and **COLUMBO** him!
- c. how much money are you talking about? “I don't know, but I'll call my boss and see what he can do. Use the script on page 2 of the Columbo close.

THE FAMOUS, FABULOUS COLUMBO CLOSE

In the advertising business, there are no closing scenarios as effective as the Columbo Close. Aptly named for the well known TV character, this closing scenario works as well on business owners as it does on the 'suspects' on the famous TV series. The Columbo Close is the last ditch effort you can use to see if there really is any interest in advertising with us. In order for this to work, however, you must play the part of Columbo with conviction.

To 'set the stage', you **MUST** leave the prospect on good terms. If you leave them with ANY animosity or bad feelings, you can't expect them to want to buy from you if they're mad at you.

Nothing you've done seems to work and there's no recourse but to pack up, make small talk, shake hands and leave.

•Well, Bob, thanks for your time. I really appreciate it. You know, on the phone earlier today, you promised me you'd tell me yes or no and you did just that! You're an honourable person. Listen, I better get going. I've got to get a (Bob's type of business) in here today so I can finish this. I'm not trying to be rude - you're a business owner - you can understand getting the job done, right? (get response) Do me a favour. I'll call you next year, so put me in next year's budget, OK?

Shake hands and leave. Go out the door and let the door close about 95% of the way and come back in. You **MUST** look like Columbo! Put your fingers to your forehead, look like you're confused. Then put your hands up, palms out like the "I surrender" sign (can you picture Peter Falk doing this - be Peter Falk) and ask.....

•Bob, just out of curiosity, off the record. If I had come in here today and shown you this wonderful program, and at the end said it was only \$1 a week for 52 weeks, to be in front of and personally recommended to all those new home shoppers, for an

entire year for \$52, even though (repeat his objection), you'd take this wouldn't you.

if he says no - leave.....there's no interest here.

If he says yes....

- **Well, obviously I can't do it for \$1 a week, it costs us more than that to print it. But, I'm going to call my sales manager because I've seen him save people hundreds and hundred of dollars when I have to get my program done. (lift the phone off the hook and hold it in your hand and requalify) Bob, if he comes down in price, but it's not enough, you can still say 'no' right? (get affirmative) But if he does come down, a lot, then you can say 'yes', right? (you must get him to say yes. If not, ask if they can say 'yes' or 'no' again. If they will not promise to say 'yes' or 'no', don't even bother to call)**
 - If he promises he'll say yes or no, call me and use the dialogue on the next page.....
- Columbo cont'd

Salesperson: Hi it's (Joe Salesman) calling. Bruce, I'm with Bob from Bob's Auto Service. I'm working with Remax over here in Newmarket and I'm down to my last two spaces now, and you know that Doug said I have to finish it today. All I need now is a mechanic and a hair salon and I'm done. Bob said he likes the program but it just doesn't fit his budget, so I was wondering if there was something you could do to help me get Bob on the program so I can finish today.

Credit Mgr: Which space are you talking about?

Salesperson: The ¼ page ad.

C/M: Have you quoted him the \$11 a week plus \$156?

S/P: Yes.

C/M: Ok, 11, 10, 9, 8, 7,

- S/P: Bruce, I don't know, you'll have to ask Bob.
- C/M: So I'll start at \$7 a week plus the \$156. Let me speak to Bob.
- S/P: (*turn to Bob*) Bob, my credit manager wants to ask you a quick question. His name is Bruce. (*hand him the phone*)

The credit manager now does the negotiations for you. Your credibility stays 100% intact. When the credit manager has finished speaking to Bob, he will tell you to take the phone back.

- S/P: Hi Bruce, what happened?
- C/M: I had to drop him down to \$6 to get it. So I'll need his cheque number to give you an authorization number.
- S/P: \$6!! WOW! That's terrific! Thanks Bruce. He says his cheque number is (1234).
- C/M: Your authorization number is 0410KBW. You're welcome.

Put that authorization number in the special instructions of the contract. Write up the contract, get the ad copy and you're done.

Congratulations!!

CLOSING SCENARIOS FOR TANGIBLE ITEMS

(hardware, cars, computers, things you can touch)

1. The Invitational Close
At the end of the presentation, don't say... 'what do you think' or 'how does that sound to you', what you say is 'Why don't you give it a try?' or 'Why don't you take it with you today?' or 'How would you like to arrange payment?', or 'Would you

like to pay for that now, or C.O.D.? Which colour would you like? or 'How many would you like?'

2. The Assumptive Close

You go past the actual point of sale. Instead of saying... 'would you like to buy this?', you ask... 'when do you want to take delivery, is tomorrow ok, or is Friday better for you?' If they answer that question with a delivery time, you've got the sale.

3. The Alternative Close

Never say... 'would you like to buy this one?'. You've given them a choice between something and saying 'no'. Instead, you'd ask... 'which would you like to take, the blue one or the red one?'. If they pick one of the alternatives, they've made the decision to buy. By the way, always show the most expensive item first. When they are given the lower price of the second item, it will seem much lower in price by comparison. Unless they are buying for status reasons, they will buy the less expensive item. That means you got the sale now, and they didn't go to the competition.

4. The Minor Point Close

You don't ask if they want to buy the automobile. You ask if they want the leather upholstery or the regular upholstery. Do they want the standard stereo, or the 8 speaker upgrade with CD. If they say 'I'll take the leather', it means they've been able to make decisions on the minor points to get past the stress of making the major decision of buying the car. If you close on the minor points, the major decisions get made automatically.

5. The Puppy Dog Close

Quite possibly the strongest possible close. Named for the pet store industry that trained their sales staff to encourage people to take the puppy home for the weekend on a trial basis. If they weren't happy with the puppy after the weekend, they would get all of their money back with no questions asked. After the weekend, the kids, and likely the adults, have fallen in love with the puppy and they wouldn't bring the dog back. This close is extremely effective with products like photocopiers, TV's and especially for cars. Any

time you have a product that you can give a free trial. If they know they can take it back with no problem, they'll be much more likely to try it in the first place.

6. The Benjamin Franklin Close

Also known as the 'T' Close or Summary Close. On a piece of paper make a large 'T' dividing the page in half. On the left side, across the top, write the word PRO. On the right side, across the top, write the word CON. While you are making your presentation, you continuously write the benefits of your product under the PRO side. At the end, turn the page toward your prospect and ask him to list the CON's. Most prospects can't think of more than two con's, so you say... 'Mr. Prospect, these are valid concerns you have. But look at this, this pro cancels this con, and this pro cancels out this con, so with all of these pro's, or advantages, left over, I think you've made your decision. This close works well when you have many factors involved in your presentation.

7. The Order Sheet Close

Also known as the Incremental Close. What you do is pull out your order sheet at the beginning of your presentation. Every single time the prospect says something, you write it down on the order sheet. If the prospect objects and says, 'Wait a minute, I'm not buying anything yet', you say, 'Mr Prospect, I have a terrible memory for details. Let me write down everything you say as we go through this interview as we identify your needs, and at the end of this time, and you decide it's not for you, we'll just throw the order sheet away, ok?', and then go on writing. Nobody will stop you from writing if you say you have a terrible memory for details. The second way you can use it is, at the end of your presentation, just pull out your order sheet and ask the key question, with authority, 'Mr Prospect, what is your mailing address?. It's a minor point close. If he gives you his mailing address, he has decided to buy your product.

THE GOLDEN CHAIN METHOD OF DOING BUSINESS - GETTING REFERRALS -

The Golden Chain Method simply says that once you've been selling for a period of time, you should be able to work off of your satisfied customers.

You should be able to get referrals, one after the other, from your existing clients. When someone buys a service or product from you, they have displayed a *'trust'* in you and your program. As soon as they have made the purchase, *while they are signing the contract or order form*, ask for referrals. Start by asking for help and make a statement. For example:

Salesperson: "Bob, would you mind helping me out a little?"

Bob: "Sure, what can I do?"

Salesperson: "I really have to get a good mechanic in my program. Who's a good mechanic in the area? Who fixes your car?"

Bob: "Well, I use Gary over at Sunshine Auto, but there's a new guy, Tom Taylor, that just opened up his own shop over on Main St."

Salesperson: "Oh really? What's the name of his place?"

This sales rep has just walked out of this business, not only with a sale, but two referrals as well. When he phones Gary and Tom, he can use Tom's name as someone who loved the program, bought it, and thought that they might like it too. What better way to get in the door than that!

People don't volunteer referrals. You have to ask for them!

HOW TO SET (AND ACHIEVE) YOUR OWN PERSONAL SALES GOALS

As a salesperson who derives some, or all of your income, from commissions or bonuses, you are for all intents and purposes a self employed person. You are the President of your own corporation. You are a business person. And like all good business people you must do your own budgets, financial statements and income projections.

Millions of dollars have been spent by large corporations, universities and study groups to find out what makes the difference between the top 20% of sales people and the rest of them. The one quality that stands out - the one quality that the top 5% of successful salespeople have in common is setting and achieving sales goals.

The most common characteristics of the bottom 80% of sales people, the ones that struggle to make ends meet, sometimes

having to 'rob Peter to pay Paul' at the end of the month, is that they do not have sales goals.

In a study done a couple of years ago in New York, the top 5% of sales people have very clear, *written*, goals for each year, each quarter, each month, each week, each day, and they read, work on and review their written goals *every single day*. When you know what your goals are for every day, then *every thing you do during that day must be focused on attaining that goal for the day*.

Why set goals? Several reasons. The first is, how can you hit a target you can't see? How can you achieve success if you have no idea what it's going to take for you to be successful? The weakest sales people have no idea what they are going to sell until their company gives them their quota for the following month. The top performers know exactly what they are going to sell and often tell their companies what their sales will be, before the company gives them their quota.

The second reason for sales goals is that when you have a very clear picture of what your sales goal is, and you plant it in your mind, your subconscious mind takes over and helps you plan how to reach that goal. You may even wake up in the middle of the night and have a great idea on how to fulfill your goal. That's your subconscious working for you.

The third reason is that written goals that are clearly defined and reviewed daily are the key to self-motivation. There is nothing that will drive you and keep you going in the face of rejection and doubt, then a goal that you are committed to that you believe you can achieve.

So, how do you set these goals. It's very simple, you do it exactly the same way a large corporation would do it. You start with your annual income objective. How much money do you want to make in the next 12 months? A goal is only good to have if it does two things. First, it must make you stretch. It must be something you have never reached before while at the same time it must be within the realm of possibility. If you are making \$44,000 now and you said that you want to earn a million dollars in the next 12 months, you aren't being realistic and you won't be motivated to reach that goal. It must make you stretch but be attainable. The second thing a good goal

must not be too easy. No one has ever been motivated by a goal if they could reach that goal by shuffling their feet.

If you have never set a sales goal before, here's how to do it. Take the very best year you had for income, while you were drifting without a goal. Let's use rounded off numbers and let's say it was \$44,000 and then add 50%. That would make your income goal for the next 12 months, $\$44,000 + 50\% = \$66,000!$ Now you have a goal that is exciting, that is meaningful, it's achievable and believable and really makes you stretch! You should know this goal so clearly, so indelibly written in your mind and your subconscious that if someone woke you up out of a sound sleep and said, 'What's your income goal?', you'll say, without thinking '\$66,000!'.

The only way you can earn \$66,000 is by selling, so now you have to figure out what your annual sales have to be to earn \$66,000. If you earn 25% commission, then you take \$66,000 and divide it by 25%. That means your annual sales must be $\$66,000/25\% = \$264,000$ per year! You must have sales of \$264,000 to earn your goal of \$66,000!

The next thing you must do is be honest with the number of weeks per year you actually work. There are only 52 weeks in a year, and I'm sure you'd like to take a two week vacation. That leaves 50 weeks. Subtract a few days of having the cold or flu, doctor's or dentist's appointments that completely screw up your day, and a few long weekends and you are down to working a realistic 48 weeks a year. By doing the math, $\$66,000/48 = \$1,375$ is how much you must earn every week to earn \$66,000 a year.

Next, you calculate how much you have to earn every day. \$1,375 divided by 5 working days a week is \$275. To reach your annual sales goal of \$66,000, you must sell earn \$275 per day - or \$34.38 per hours. That means you must sell ($\$275$ divided by 25% commission = \$1,100) \$1,100 a day!

To reach your goal of \$1,100 a day, you have to determine how many sales you must make each and every day. If your average sale is \$520, you must sell 2.2 ads a day. If your closing ratio is 50%, then you must get (2.2 divided by 50%) 5 appointments every day. That means making the appropriate number of phone calls until you have 5 *qualified* appointments

each and every day. This is the **basis** of your success in reaching your goal! Every morning you get up and you say to yourself.. 'I must get at least 5 appointment today'.

What all of this really means is that you must do everything you can to sell \$1,100 per day. And nothing can interfere with that. If you truly want to earn \$66,000 a year, you can not do things that prevent you from selling \$1,100 a day! This includes going to the dry cleaners in the middle of the day, getting the car washed and waxed during selling hours, picking up some groceries, going to the bank machine, reading the newspaper over coffee, going to the health club during the day, and on and on. Virtually all of this things, and the rest of the time wasters, hold you back from reaching your annual income goal. Pick up the groceries and dry cleaning at night, plan the day ahead to go to the bank machine before or after you start working.

Continuously ask yourself these very key questions...Is what I'm doing right now getting me closer to a sale?...Is what I'm doing right now worth \$34 an hour to me? If the answer to just one of these questions is 'no', then stop whatever it is you are doing and start focusing on what it takes to get a sale.

I'll even take you one step farther. If you were planning on cutting the grass at home on Saturday morning, but the opportunity to make a sale came up, wouldn't you be better off to hire a kid to cut the grass for \$20, while you go out and make \$120? Or if you don't want to pay for it, cut the grass on Sunday!

**SETTING A CHALLENGING BUT ACHIEVABLE GOAL
MEANS DOING WHATEVER IT ETHICALLY TAKES, TO
REACH THAT GOAL!**

The final part of goal setting is this. What are your personal and family goals? Your personal and family goals are the reasons WHY you choose your income goals. One of the things I have learned, over and over again, is that you will only be committed to the WHAT, which is your annual income goal, if your WHY is strong enough.

To make your WHAT, or your annual income goal, realistic for you, ask yourself...'what are my reasons for wanting this particular income goal. What would it do for my family and for

me to reach that particular level of income'. If your reasons for wanting to earn that particular income goal is high enough, it will be enough to keep you motivated. And it's not enough just to say I want to earn \$66,000, or whatever your amount is. You have to say 'I want to earn \$66,000 because that means I'll be able to take my wife and children on an all-inclusive trip to Fiji', or, 'that means I'll be able to trade in the old car for a brand new Oldsmobile Cutlass Supreme'. You must have concrete definite, clearly defined goals to help keep you motivated. The more clear you are on what you have to do to be successful, the more drive you'll have to do the things necessary you'll have to do. If you don't know why you're doing what you're doing, you'll always be performing below your optimal level of performance.

Final point with regard to reasons 'why', is self improvement. Self improvement is the only way you can achieve more tomorrow, than you can achieve today. Why is that true? Because you can never do any more, or any different than you are doing right now, except by learning more. By becoming better, by working smarter, by managing your time better. Only by self improvement. Self improvement is the HOW! It is the way you get from where you are to where you want to be. Learn by reading, attending seminars in your field, listen to tapes in your car. I can't believe how much time is lost listening to music in the car, when the time could be spent on self improvement. The real advantage to listening to tapes in the car is that you don't have to find time to do it. You are already there, just use the time a lot more effectively. Sales people who listen to music in the car rarely get to be in the top 20% in their field. Sales people who listen to tapes on how to improve themselves in their field will rise like cream to the top and reach that top 5%.