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**Personal Development for Sales People**

NAME:

*Peak  
Performance  
Selling*

AN INTERACTIVE SEMINAR



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## **AN INTRODUCTION TO PEAK PERFORMANCE SELLING**

In the highly competitive business world of today, all successful companies are having to continually review the way they operate and be prepared to change. If not, they get left behind – pipped at the post by those which are prepared to change.

The same applies to sales people. They also must be prepared to review the way they operate and be prepared to change their ingrained selling habits. Those who don't will fail – usually complaining that their prices are too high or their deliveries are too long. To be successful in today's market place, a sales person must thoroughly understand and professionally apply the rules of both the Inner Game and the Outer Game of selling.

The Inner Game (the inward strengths of successful sales people) involves the mental laws which affect our thought processes and consequently have a significant effect on our confidence and success.

The Outer Game (the outward signs of successful sales people) involves the essential technical skills which enable us to operate more effectively before and during the sales call.

Selling has changed dramatically in the last decade. This is the era of the Psychological sales person. What is going on in the mind of the sales person is the major influence on that person's results – regardless of the products they sell, the market conditions, or the strength of the competition.

### **The Winning Edge Theory**

The winning edge theory says that the horse which regularly wins by a nose invariably wins ten times more money than the second horse. It is not ten times faster, or ten times better. That marginal superiority has a massive impact on the success of the horse.

The same applies in selling. The most successful sales people are invariably only marginally better than the also rans. That marginal superiority invariably comes from the attitude – what is going on in the mind – of the sales person. This seminar is structured to focus on the Inner Game concepts and the Outer Game skills which will enable any sales person to become the best – the best they are capable of being.

Many people ask “are salesmen born – or made?”. The Insights concept is that peak performing sales people are born – then made. The fact that you are attending this seminar suggests that you are a “born” sales person. You now have the opportunity to be “made”. To take advantage of that opportunity you must:

- a) Make a decision to improve yourself;
- b) Study the key skills;
- c) Become brilliant on the basics;
- d) Resolve to continue reviewing and improving yourself.

## SELF ANALYSIS

Look back over the last few months and rate yourself against each element of Peak Performance Selling. Score yourself between 10 (*Definite YES*) and 1 (*Definite NO*). Each score will give you an indication of the progress you can make in that element. Adding all twelve scores will give you your starting point to measure the progress you can make during this seminar.

ELEMENT	RATING (1-10)
<b>PEAK PERFORMANCE SELLING – THE INNER GAME</b>	
1. PEAK PERFORMANCE SELLING – Do you continuously strive to improve your efficiency as a Sales person?	<input type="text"/>
2. PSYCHOLOGY AND SELLING – Do you have a good understanding of your own psychology?	<input type="text"/>
3. DISCOVERING SALES POTENTIAL – Do you feel you are performing to the best of your true sales potential?	<input type="text"/>
4. MAXIMISING YOUR SELF-ESTEEM – Do you have – and maintain – a high self esteem?	<input type="text"/>
5. A NEW WAY OF SELLING – Do you understand the difference between High Pressure and Low Pressure selling?	<input type="text"/>
6. DEVELOPING RELATIONSHIPS – Are you good at building close relationships with prospects and customers?	<input type="text"/>
7. PREPARING YOUR MIND FOR SUCCESS – Do you consciously work on building your Positive Mental Attitude (P.M.A.)?	<input type="text"/>
<b>PEAK PERFORMANCE SELLING – THE OUTER GAME</b>	
8. SETTING AND ACHIEVING SALES TARGETS – Do you have Business, Personal and Personal Development Goals – written down?	<input type="text"/>
9. HELPING PEOPLE TO BUY – Do you understand the Conscious and Subconscious reasons why people buy?	<input type="text"/>
10. CLOSING THE SALE – Do you recognise, and respond professionally to, Closing Signals from prospects and customers?	<input type="text"/>
11. HANDLING FINANCIAL OBJECTIONS – Do you welcome these objections as a sign that your prospect has an order to place?	<input type="text"/>
12. OVERCOMING TIME WASTERS – Are you very disciplined in making the best use of your selling time?	<input type="text"/>
13. TAPPING INTO YOUR CREATIVITY – Do you consciously tap into your creativity when selling?	<input type="text"/>
14. SELLING “Return on Investment” (R.O.I.) – Do you see yourself as a “Partner in Profit” with your customers?	<input type="text"/>
15. DEVELOPING A SALES STRATEGY – Do you consciously develop a strategy when planning your sales calls?	<input type="text"/>
16. HOW THE CONSULTANT SELLS – Do you consciously focus on a consultative approach with your prospects?	<input type="text"/>
TOTAL	<input type="text"/>

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## PSYCHOLOGY AND SELLING

Almost everything you accomplish in the field of sales is determined by the quality of your thoughts and feelings about yourself in relation to your environment. Consequently, two important factors in successful selling are:

- ❖ Positive Mental Attitude (PMA)
- ❖ Golden Rule Selling

Sales people who consistently achieve peak performance can always be identified by one single factor – they have better attitudes than the average sales person. Other factors have an influence, but attitude and personality are the most important. Your attitude is the outer reflection of what is going on inside your head. Research suggests that 85% of everything we achieve in selling is determined by our attitude. In fact: *“Our Attitude, more than Aptitude – determines our Altitude”*.

The Golden Rule for peak performing sales people is that they **sell to people as they would like to be sold to**. Customers must be confident that you will treat them fairly – because they have to put their trust in you. Customers must have the confidence in the quality of your product or service and know that you will not mislead them with your claims. Customers must be confident that you and your company are striving for excellence – continually looking for ways to improve the product, service and value you are giving to them.

Your attitude will build – or destroy – that confidence.

### Mental Laws

There are certain mental laws which apply in all sales situations. Whether you are familiar with them or not – believe in them or not – they are as inevitable and reliable as the law of gravity. Peak performing sales people familiarise themselves with these laws and recognise how they impact on their attitudes and behaviour:

**LAW OF BELIEF** – This says that what you believe in becomes your reality. If you genuinely believe that you are an inadequate under-performer – you very soon will be. You must believe in your potential and latent capabilities if you are to become a peak performer.

**LAW OF EXPECTATIONS** – What you get out of life is predominantly influenced by your expectations. If you genuinely expect people to buy from you – they probably will!

**LAW OF EMOTION** – This says that every buying decision is based on emotion. We use logic and reason to justify our decisions – but the decision is emotional. Whatever emotion is dominant in the sales interview will determine the ultimate decision. This may be desire (desire to place the order) or fear (fear of making the wrong decision). The sales person has the opportunity to influence the predominant emotion in every sales interview.

If you don't care about your customers – it will show. If you do care, passionately, about giving them the best service and value, it will show to everyone in your company. But more important – it will show to your customers. This is the first step in psychological selling.

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**IDEAS...**

*How 'Positive' is your attitude?*

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*Do you instinctively apply the Golden Rule in your selling?*

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*Which Mental Law have you experienced lately?*

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*Does your 'Passion' for your customers show: – to your company?  
– to them?*

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*“Don't confuse WISHES with WANTS. When you want a thing you go out and get it. When you merely wish for something – you just wait for it to come.”*

*JACK KLEIN*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **DISCOVERING YOUR SALES POTENTIAL**

Psychologists tell us that the average person uses less than 5% of their potential brainpower – and works at less than 50% of their physical capability – only a very small percentage of their potential.

Your level of sales effectiveness is directly proportionate to your Self Concept. You have a Self Concept for every aspect of your life – your looks, health, work, sport etc. and your overall performance will usually be based on the average of your Self Concepts. To achieve more of your sales potential you have to change your beliefs about yourself.

The aspect of your Self Concept which has the biggest impact on your performance is your Self Esteem – how much you like yourself. People who genuinely like themselves feel like winners. They feel they CAN be successful – and that's the first step to BEING successful.

Your Self Esteem has a direct impact on your health and appearance – as well as your performance. You are in control of your Self Esteem and consequently you are ultimately in control of your health, appearance, and performance. The greater your self esteem, the greater your potential for improvement in each of these areas.

So how does Self Esteem impact on sales performance? The major reason for poor performance by sales people is fear of rejection – fear of being told NO! Yet 4 out of 5 attempts to close a sale end in NO. The peak performing salesperson learns to accept NO without taking it personally or letting it be a de-motivator. Sales people who have low Self Esteem – who fear rejection – are usually good at finding reasons not to make an appointment – or ask for the order. When they overcome that fear of rejection there is no limits to what they can achieve. It is like taking the hand brake off when the car has been driving around with the hand brake on. Same car – same driver – different performance.

Courage is one of the greatest attributes of the peak performing sales person. The courage to risk failure – to ask for the order and expect a NO. The courage to look at themselves honestly and objectively – their strengths and weaknesses – and admit that they like what they see.

There are many physical steps we can take to unlock our sales potential and some of these will be addressed in this seminar. However, we will not make progress until we have reviewed our mental approach. Our outer world is a reflection of our inner world. What we do is always a reflection of how we think. We should remind ourselves that we like ourselves – what we are good at – how successful we have been, before all important interviews or phone calls. It will definitely have an impact on performance.

So the first step in unlocking your sales potential is not working harder – or longer – but learning to like yourself.

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**IDEAS...**

*How much more effective could 'you' be?*

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*Are you conscious of your Self Image being high or low?*

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*How do 'you' feel when your prospects say 'NO'?*

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*Does fear of rejection 'ever' inhibit what you do?*

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*"Success is not measured by what you've done compared to others – but compared to what you are capable of doing"*

*ZIG ZIGLER*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## MAXIMISING YOUR SELF-ESTEEM

Most people have to try very hard to maintain a high self-esteem. So many things in our working and leisure environment seem designed to undermine us. How we are treated by our families, colleagues and friends has an impact on our self-esteem. Sales people have the added impact of how they are treated by the most important people in their working lives – their customers. All top sports people and sales people have a self-esteem building formula which they follow faithfully – either consciously or subconsciously. Self-esteem is mental fitness – and must be developed and maintained just like physical fitness. The following steps are based on the techniques used by a variety of successful sports people and sales people.

- ❖ **FAKE IT – 'TIL YOU MAKE IT.** We all understand that our feelings influence our actions. However, by the same mental process, our actions influence our feelings. Sports people build their confidence and self-esteem before the game with physical activities. Sales people can do the same.
- ❖ **SET CLEAR GOALS.** (Business and personal). Striving to achieve targets is one of the greatest motivators for anyone. However it is important that we blend Business Goals with Personal Goals.
- ❖ **KEEP A VICTORY LIST.** Human nature is such that we tend to devalue – or even forget – our greatest accomplishments when things are going wrong and our confidence is low. Referring to your victory list is the most effective way of reminding yourself how good you really are.
- ❖ **ACCEPT 100% RESPONSIBILITY.** This is the most effective way of coming to terms with your situation. If you are unhappy with yourself or your situation, this will eat away at your self-esteem.
- ❖ **COMMIT TO EXCELLENCE.** We owe it to ourselves to be the best – the best we are capable of being. We will achieve this by habitually striving for excellence. Excellence is like the horizon – you will never get there. However, being committed to excellence, and setting targets for excellence in everything you do is a great boost to your self-esteem.
- ❖ **PRACTICE MENTAL REHEARSAL.** All top sports people practice visualisation – mental rehearsal. Golfers visualise the perfect flight of the ball before they even strike it. Soccer players visualise the ball bulging the back of the net before they take the penalty. They will tell you it really does have a positive influence on the outcome. Sales people can do the same. If you visualise a successful outcome of an important negotiation – you will influence it positively. The more positive mental pictures you can feed into your subconscious, the more your self-esteem will grow.
- ❖ **IMPROVE YOUR SELF BELIEF.** You owe it to yourself to consciously develop your belief in your own potential. Regardless of our success and achievement at present, we can all achieve more if we genuinely believe in ourselves, our company and our products. Have faith – and your faith will be communicated to your customers.
- ❖ **MAINTAIN YOUR INTEGRITY.** Integrity in selling is showing that you care. Customers won't CARE how much you know – until they KNOW how much you care. There is always a price to pay for success in life. Integrity involves identifying the price – and resolving to pay it.
- ❖ **BECOME AN INVERSE PARANOID.** Paranoid people believe that the world is conspiring to do them harm. Inverse paranoids believe the opposite. They look for the good in everything, and everyone. They expect the best – and generally find it. Becoming an inverse paranoid is developing an attitude of Confident Expectations.

Following these steps religiously will build and maintain a high self-esteem – a vital ingredient for any successful sales person.

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**IDEAS...**

*Do you have a formula for building self esteem?*

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*Which element of our formula do you practice at present?*

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*Do you set Personal Goals in line with your Business Goals?*

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*Are you an instinctive Optimist – or Pessimist?*

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*“The way to acquire enthusiasm is to believe in yourself and what you are doing and to want to get something definite accomplished. Enthusiasm will follow, as night day”*

*DALE CARNEGIE*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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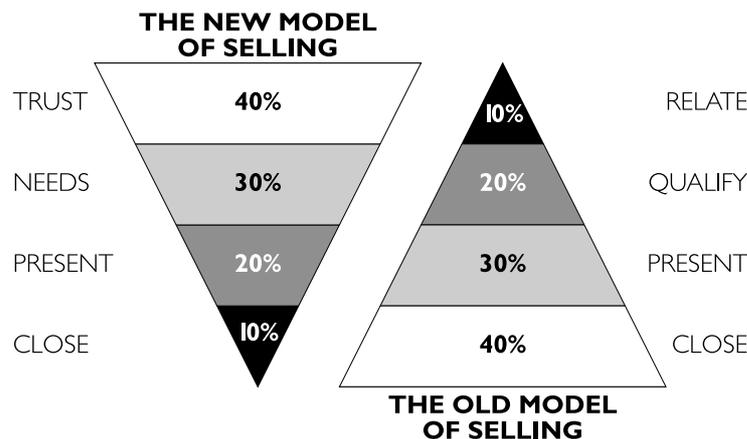
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## A NEW WAY OF SELLING

Selling has changed. The days of the high pressure sales person, using tricks and techniques to manipulate customers into buying, are numbered. The future lies with professional low pressure sales people who are completely customer orientated. Their attitude towards the customer is that of a consultant, councillor or adviser; and they work on developing friendly relationships which are built on trust and respect.

Today's customer is smarter, more demanding and more educated than ever before. Sales people who recognised this have changed to the New Model of Selling shown below:



The New Model of Selling recognises that today's customer has more sophistication, more knowledge and more choice.

Today's customer has become a better buyer – therefore you have to become a better seller. This does not involve selling harder – but selling differently.

These are the key points in the New Model of Selling:

- ❖ Consultative approach – become a counsellor or adviser to your client. See your major role as helping your customer to make the right decision.
- ❖ Non manipulative selling – no one likes to feel manipulated, whether buying or selling. So, don't manipulate your customer.
- ❖ Benefit selling – focus on the benefits you are offering your customer – not the features.
- ❖ Customer centred selling – make your customer the total focus of your attention during the selling interview.

The key to success in the New Model of Selling is the friendship factor. People will trust you, and buy from you, when they are confident that you are putting their best interests first. Anything you can do to improve your friendship with your customer will improve your success with them. To be successful with the New Model of Selling you have to genuinely care – take time – and respect them.

The sole purpose of any business is to create, and keep, valuable customers. This heavy responsibility is in the hands of the sales person.

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**IDEAS...**

*Would you describe your sales technique as High – or Low Pressure?*

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*How closely do you work to the New Model of Selling?*

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*How many of your top customers would view you as a trusted friend?*

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*Do you consciously use the 'consultative approach'?*

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*“Don't worry about genius. Don't worry about being clever. Place your trust in hard work, perseverance and determination.”*

*SIR FREDERICK TREVIS*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **DEVELOPING RELATIONSHIPS**

Forty per cent of the sales process, according to the New Model of Selling, is dedicated to building trust with prospects and customers. Most sales people instinctively try to develop friendly relationships with their customers because they know it has a favourable influence on their success. However, very few sales people really understand the psychology of what they are doing and why customers respond in the way they do. To ensure an ongoing foundation of trust, a sales person must understand the following four steps:

### **1. The Law of Indirect Effort**

In selling, our direct efforts will always be less productive than our indirect efforts. All seasoned sales people have experienced a situation where they have pushed too hard for an order – caused the customer to resist their efforts – and consequently lost it. The Law of Indirect Effort tells us that we reap what we sow. The best way to get people to be honest with you – is by being honest with them. The best way to get people to trust you – is to trust them. Customers place their reputations in our hands each time they place an order with us. Knowing they can trust us minimises the risk in their mind and makes them far more likely to stick with us.

### **2. Subconscious Needs**

Customers have the same subconscious needs as Sales People. Anything that makes you feel good about yourself, probably makes them feel good. Our main subconscious needs are: Acceptance – Approval – Appreciation – Admiration – Agreement.

### **3. Ask Questions and Listen Attentively**

It has been said that the greatest compliment anyone can pay us – is to listen to us. The same applies to our customers. Listening to them raises their self-esteem. Your level of attention reflects what you value – and consequently makes them feel valued.

#### **How do we become better listeners?**

- ❖ Face them – and respond to what they are saying.
- ❖ Pause before replying – to ensure they have finished speaking.
- ❖ When in doubt, question them to clarify (how do you mean?).
- ❖ Summarise to gain agreement of understanding.

### **4. Use Trial Close Questions**

- ❖ Ask open ended questions – those that can't be answered with Yes or No (What, When, Where, Which, Why, and Who).
- ❖ Ask feeling questions – how do you feel (rather than think) about it?
- ❖ Ask preference questions – offer an alternative (which do you prefer?).
- ❖ Ask “trial close” questions – where you can get a NO – but it doesn't end the interview (does this make sense to you? Is this what you are looking for? Would this be an improvement on what you have at present?).

Building trust is the most important element of any sales interview. Consequently, sales people must allow themselves time to achieve this before asking the customer to make their commitment.

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**IDEAS...**

*Do you consciously use the 'Law of Indirect Effort'?*

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*Are you usually aware of the subconscious needs of your best customers or prospects?*

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*Do you work hard at being a good questioner – and listener?*

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*Do you instinctively use 'trial close' questions?*

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*"Nobody ever listened himself out of a sale."*

ANON

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **PREPARING YOUR MIND FOR SUCCESS**

Seb Coe once said that he puts in sixty hours of training for every minute competing. This is not really surprising because we all know that top sports people focus on physical preparation to excel in their profession. Linford Christie gets paid £1,000's for ten seconds of running – Nick Faldo gets paid £100,000's for games of golf, Frank Bruno gets paid £ millions for one hour's boxing. We all recognise that they are not being paid just for the time competing – but for all the preparation that has gone into it. However, those and all other top sports people will tell us that their mental preparation is just as important as their physical preparation.

In selling it is even more dramatic. Eighty per cent of the selling process is mental preparation. The other twenty per cent is product knowledge, training, time management, etc., but these are virtually useless without a positive mental attitude. What is happening in your head will directly affect your results. We all feel good and perform better when we have had a success – and we all feel bad and perform worse when we have had a failure. And yet our product knowledge, etc., remains the same. Like top sports people, the successful sales person develops techniques to maintain that “feel good” factor regardless of whether their last sales interview was a success or a failure.

So what are we trying to influence or improve when we practice mental preparation for selling?

- a) Our self image (how we see ourselves)
- b) Our self ideal (what we would really like to see)

Peak performers have a very clear perception of what they would like to be. They are able to think positively about their self image – and ambitiously about their self ideal. Low performers generally have low self image and no idea of what they would like to be.

### **Six Steps in Mental Preparation for Selling**

- ❖ Change your self image by visualising your “self ideal” in a relaxed state (best done last thing at night before going to sleep).
- ❖ Practice mental rehearsal (visualisation) before each sales interview or important meeting. Visualising what you would like to happen helps to make it happen. The image triggers the emotion – the emotion triggers the action.
- ❖ Recall and relive your successes to trigger the winning feeling (visualise – affirm and emotionalise).
- ❖ Change your body shape (walk tall!).
- ❖ Assume the role of a winner. The Law of Concentration says that whatever you dwell upon grows and becomes your reality.
- ❖ Feed your mind – with successful selling ideas from books, magazines, tapes, etc.

Mental preparation for selling is continuous and should become a selling habit. Quiet preparation immediately before each sales interview takes time – and will undoubtedly reduce the number of calls you can make in a day. However, you can be sure it will increase the number of successful calls you make each day.

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**IDEAS...**

*Do you think you spend enough time preparing for sales interviews?*

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*Do you have a clear idea of what you would like to be in a year's time (self ideal)?*

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*How many of the 6 steps do you practice?*

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*Do you go for quantity – rather than quality – in sales calls?*

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*“Amateurs compete to win over their competitors.  
Professionals compete to win over themselves.”*

*GERHARD GSCHWANDTNER*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## SETTING AND ACHIEVING SALES TARGETS

All sales people are managers. Managers of their own territory, or area of responsibility, which they should view as being Managing Director of their own company. They must do what any Managing Director does – set and monitor clear goals and milestones which will lead to success – the achievement of their targets.

The more detailed the goal – the more chance of success you have. A recent sales study in New York showed that the top 3% of US sales people had Annual, Quarterly, Monthly, Weekly, and even Daily goals. Why are goals so important? Because you can't hit a target that you can't see.

Many sales people measure their success on the basis of the target set for them at the beginning of the year – and the figures fed to them at the end of each month. Peak performing sales people are pro-active. They demand involvement in the setting of their target – then break that target down into achievable goals – measuring, monitoring and influencing the achievement of the goals THEY have set.

### Business Goals.

It is widely accepted that the Pareto principle applies in business. 80% of your business will come from 20% of your customers. The peak performing sales person focuses on those customers, setting and monitoring Sales Targets and Call Targets for each of them. The following system works effectively and can be modified to suit any specific territory.

CUSTOMER			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL TOTALS
<i>John Smith Plc</i>	SALES	TARGET	8k	£100k											
		ACTUAL													
	CALLS	TARGET	5	4	5	5	4	4	3	4	5	4	4	3	50
		ACTUAL													
	SALES														
	CALLS														
	SALES														

### Personal And Family Goals.

Business goals are always more likely to be achieved when they are supported by personal and family goals.

Business goals = WHAT we intend to achieve.

Personal and family goals = WHY we intend to achieve it.

Sales Plan = HOW we intend to achieve it.

Personal and family goals should always include Personal Development goals. If we are not continuously improving ourselves, capitalising on more of our potential, we are letting ourselves down.

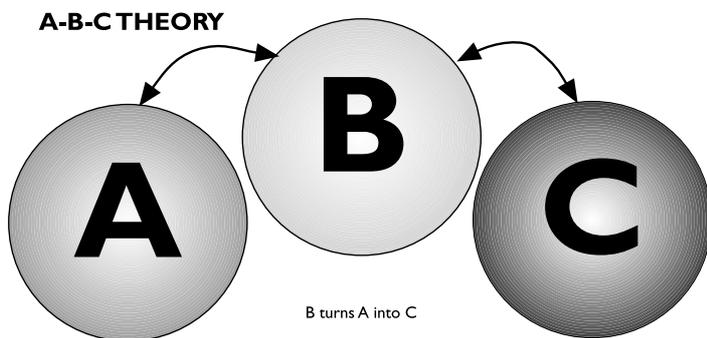


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## HELPING PEOPLE TO BUY

It is fairly common for sales people to conduct an analysis when they have lost a contract – to find out why they lost it. It is far less common for sales people to conduct an analysis when they have won a contract – to find out why they won it. Yet this information can be even more valuable to them. Peak performing sales people make it their business to understand what is going on in the buyer's head before he or she makes any buying decision.

Before sales people can sell, they must first find the critical need that their product or service can fill. Before prospects or customers can buy anything, they must first feel dissatisfied with their current situation. Sales people cannot sell unless a dissatisfaction exists and they are able to identify it. The process of identifying and filling those needs is “needs – based selling”.



A = Customer's area of Dissatisfaction. B = Your product or service. C = Customer's feeling of Satisfaction

Sometimes the customers will believe they are satisfied – because they are not aware of the better products and services available to them. So the sales person has to create dissatisfaction where there is none at present.

Put simply, the role of the sales person is to;

*Identify the customer's area of dissatisfaction and replace it with a feeling of satisfaction using that sales person's product or service.*

Sometimes the customers will believe they are satisfied – because they are

not aware of the better products and services available to them. So the sales person has to create dissatisfaction where there is none at present.

### Sub-Conscious Buying Motivations

- a) Fear of loss – they may be deprived of something which other people are having.
- b) Desire for gain – they want something which they don't have at present.

Both of these are emotions – not necessarily logical – and the sales person must recognise this.

### Conscious Buying Motivations

- a) The Desire For Improvement – you must show them how they will be better off with your products.
- b) The Hot Button – everyone has triggers which will encourage them to buy. The challenge for the sales person is to discover their buyer's hot button. If you give them a chance they will tell you – either intentionally or as a Freudian slip.

### How do we find the hot buttons?

- ❖ Ask your potential customer “if you were to buy from me – what would the main reasons be?”
- ❖ Ask your existing customers “what motivated you to place the order with us?”
- ❖ Ask your colleagues – “why do your customers buy from you?”

In all cases those reasons will relate to their Basic Needs – security, status, recognition, prestige, respect etc.



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## **CLOSING THE SALE**

For many sales people, the most fearful part of the sales process is asking for action. To do it successfully, sales people must know what requirements must be met prior to asking for action. Once those requirements have been met, the sales person must then be able to identify the various buying signals sent by the prospects that indicate the timing for a close.

The New Model of Selling says that this involves only 10% of the sales interview – but it is vital. It is the most stressful part for both sales person and customer. Sales professionals help the customer make those painful buying decisions by closing quickly and effectively. To do this you must focus on making your customer feel comfortable – which in turn will help you to relax (law of indirect effort).

There are 3 prerequisites which the sales person must generate before trying to close;

- a) Customer desire – they must want to own the benefits you are offering.
- b) Customer belief – they must have belief and trust in you and your company.
- c) Customer understanding – they must be perfectly clear about the package and benefits you are offering.

There are also prerequisites for the sales person;

- a) An understanding of the customer's needs – what will be really beneficial for them.
- b) An eagerness to sell – your enthusiasm will be contagious.
- c) Sound closing skills – make it as painless as possible.
- d) Be ready for a NO – directly or indirectly.
- e) A willingness to use silence – after you have asked a closing question.

### **Buying Signals**

If a customer has a genuine need, and a sales person has shown an ability and willingness to satisfy that need, the customer will start to give buying signals. These are some of the most common signals – and how the sales person should respond.

- ❖ The customer asks about price or terms. (Pass it back – “when do you need it” etc.)
- ❖ The customer asks for additional information (In your answer, assume they have decided to buy).
- ❖ The customer asks about delivery. (“If you order now, we can respond very quickly” etc.)
- ❖ When the customer's posture changes positively (Help them take the final step – “Shall I get it moving straight away?”)
- ❖ When they start to check numbers – on paper or calculator. (Ask a secondary close question “What quantity will you need?”)

Helping the customer towards a close – spotting the buying signals – and responding professionally, is one of the key skills of the peak performing sales person. Everyone can improve – and your improvements will make life better for you – and your customers.



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## **HANDLING FINANCIAL OBJECTIONS**

No sale takes place without objections. Sales people should welcome objections, because they give important clues as to where the prospect is in the sales process. When a prospect begins to object, he or she is RESPONDING to what you are saying. This is important because you can then be assured that the prospect has been touched emotionally by what you have said. It is critical for sales people to understand that objections are not aimed at them personally – and are not rejections. They are requests for more information and should be viewed as steps towards closing the sale.

The objections which cause most problems to sales people are money and price objections. However, professional sales people realise that price is NOT the major reason for buying anything unless two offerings are identical – and that is rare. The most important aspect of any sale is the VALUE that the prospect receives. Increasing buying desire – by focusing on value offered – will reduce price sensitivity. Money and price objections raise tension in both sales person and prospect. Professional handling of these objections will relax both parties.

These are suggestions for handling some of the most common money and price objections;

- ❖ CAN'T AFFORD IT – It's rarely true, and usually means that you just haven't sold it effectively. Focus on the benefits – what they are getting for their money.
- ❖ SHORT OF CASH AT PRESENT – Change the package. Offer them terms which will relieve their cash flow problem.
- ❖ BUDGET LIMITATIONS – Take it now and pay later. Alternatively, help them to change the budget. There is usually something in there which can be removed or deferred if the desire for your product is great enough.
- ❖ PRICE IS HIGHER THAN EXPECTED – Focus on justifications. Give them the reason why your price is what it is.
- ❖ PRODUCT IS TOO EXPENSIVE – Be prepared with price comparison. Show them that they are not comparing like with like.
- ❖ COMPETITORS ARE CHEAPER – Competitor knowledge is vital. If it's true, show them why you are more expensive, and prove that you are worth it.

If the sales person is well prepared and confident, objections really become positive steps towards closing the sale. All customers feed back their buying decisions to someone. Your response to their money and price objections is providing sound evidence for them to justify their decision and show what an excellent purchasing decision they have made.



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## **OVERCOMING TIME WASTERS**

If sales people worked 24 hours every day and 7 days every week – there would still be things that didn't get done. A most important attribute of any sales person is having the ability and the self discipline to maximise their selling time. Time is their most precious resource, and their success will always be dependant on how effectively they make use of the time available to them. Many sales people find themselves travelling during the few “golden hours” – when the prospects are available to them. In addition, we all develop time wasting habits which inhibit our success. In order to achieve our sales goals, we must ensure that all of our efforts during working hours are directed towards these goals. In other words, time wasters must be eliminated and we must focus on doing the right thing at the right time.

The key time wasters in the lives of most sales people are;

1. **PROCRASTINATION.** Procrastination is the thief of time. Delaying – putting things off is not only a time waster, but lowers our self-esteem. We must adopt the philosophy “DO IT NOW”. It really works. We achieve more and we feel better about ourselves.
2. **INACCURACIES OR DEFICIENCIES.** This usually results from a lack of planning. It is most frustrating when we are unable to answer a question which we know we should be able to answer. If we are unprepared we will lose the customers trust.
3. **IGNORANCE.** Detailed product knowledge is vital and develops our credibility with the customer.
4. **UNCONFIRMED APPOINTMENTS.** In these days of mobile phones and electronic communication, there is no excuse for unconfirmed appointments. Generally this is due to a fear of rejection – fear of giving the prospect the opportunity to cancel. We can overcome this by confirming with a secretary or receptionist. Even so, the prospect may need to postpone it. If so – set a new date straight away.
5. **POOR GEOGRAPHICAL PLANNING.** There are very few “golden hours” in a sales persons day. These are the hours when customers or prospects are readily available to them. This varies from prospect to prospect – but generally tends to be between 10-12 a.m. and 2-4 p.m. You are at maximum effectiveness when you are face to face with your prospect. Consequently you are being most ineffective if you find yourself driving in those “golden hours”.
6. **FATIGUE.** If you are tired and unenthusiastic – it will show to your customer. Remember; “selling is a transfer of enthusiasm”. Fatigue can make you irritable and cynical. You owe it to yourself to maintain your health and fitness so that you can be perpetually enthusiastic in front of your customers.

Your time is your most valuable asset as a sales person. You must be prepared to spend a little time to save time. How well you maximise your time will determine your degree of peak performance.

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**IDEAS...**

*What is your major timewaster?*

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*How many hours per day do you spend face to face with customers?*

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*How critical is the 'Golden Hours' principle with your customers?*

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*What percentage of your time do you 'work' when you are working?*

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*"People who would never think of committing suicide – or ending their lives – would think nothing of dribbling their lives away in useless minutes and hours every day."*

THOMAS CARLYLE

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **TAPPING INTO YOUR CREATIVITY**

We all have the capacity of genius within us, but most of us rarely or never tap into it. This is because we don't develop and improve our creative skills.

Creativity is a sales persons most valuable asset. Being more creative means finding better prospects, finding better ways to sell, discovering new uses for our product or service, uncovering buying motives more accurately, and creating new sales.

### **THREE KEYS TO IMPROVING CREATIVITY.**

1. GOALS. Keenly desired goals for yourself or your customer.
2. PROBLEMS. Barriers to the achievement of those goals.
3. QUESTIONS. Probing questions to unlock solutions to the problems.

Creativity will help people to;

- ❖ Find new and better prospects.
- ❖ Find better ways to sell.
- ❖ Discover new uses for your product or service.
- ❖ Uncover buying motives.
- ❖ Develop additional sales and new markets.

Important questions to ask yourself;

1. WHO IS YOUR CUSTOMER?
  - ❖ Define your ideal customer.
  - ❖ Analyse their demographics and psychographics.
2. WHY DO THEY BUY FROM YOU?
  - ❖ What do they see as the main benefit.
  - ❖ What are the five most attractive features of your product/service.
  - ❖ What needs do those features satisfy.
  - ❖ List five reasons why they buy from you – rather than your competitor.

If you don't know why existing customers buy – how can you possibly persuade new ones to buy?

### **THE 20 IDEAS METHOD.**

Any question can be creatively explored using this method – either individually or as a group. By selecting a key question and forcing yourself to produce 20 answers you will stimulate creativity that you never dreamed you had.

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**IDEAS...**

*Do you consciously try to be creative in your selling?*

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*Is there a better way to sell your product or service?*

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*Have you ever asked a client why they buy from you?*

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*What stops you from selling more?*

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*“The best way to become an old dog – is to stop learning new tricks.”*

ANON

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **SELLING “Return on Investment” (R.O.I.)**

Return on Investment selling is the most effective way for professional sales people to sell to businesses. Although sales people represent products or services, their job in reality is to sell profits. By doing so they become partners in profit with their clients and get a piece of that profit in return for their services. Demonstrating a commitment to R.O.I. makes you acceptable to senior decision makers in any organisation – because they have the ultimate responsibility for profit.

The professional sales person looks for areas where their services can make the greatest contribution to increasing the profits of their clients.

### **WHERE CAN YOU ADD VALUE.**

Firstly, remember you are Consulting – not Selling. You are focusing on Profit – not Performance. You have to prove there is a positive “Cost – Benefit” ratio in what you are recommending. You must see yourself as a “partner” in their profitability.

#### **1. IDENTIFY A PROBLEM OR OPPORTUNITY.**

Identify a problem (which is costing money) or an opportunity (which could make money). To do this you need to learn how your clients business works, how they service their customers, how they make profit. There will always be a problem or an opportunity lurking there.

#### **2. QUANTIFY THE SOLUTION.**

You must be able to put a value on the recommendations you are making to them. Ideas are more exciting when the client can see the magnitude of the contribution to profitability.

#### **3. DEMONSTRATE YOUR CAPABILITY.**

Show that you are able to successfully implement your proposals. Don't discuss the cost of your solution until you have clearly established the additional profit available to them.

#### **4. CONTROL IMPLEMENTATION**

Agree the systems to implement the proposals, the people involved, and how the results will be measured.

#### **5. WORK CLOSELY WITH YOUR CLIENTS.**

Show that you are capable of developing close relationships with their people, because it is vital that you work as one team.

### **EARN CREDIBILITY**

- ❖ Credibility is the key. Take the time to do homework on your clients to ensure that you have an in-depth knowledge of their business.
- ❖ Make sure you can prove the accuracy of your increased profit predictions.
- ❖ Provide testimonials. Don't hide your light under a bushel. Be prepared to say how good you are.
- ❖ Provide written “profiles” of yourself and any other individual who will be working with that client.

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**IDEAS...**

*What is a “Partner in Profit”?*

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*Do you discuss Cost or Investment – and a return on that investment?*

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*Do you describe your products or service in terms of added value or profitability?*

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*Do you have a written profile of yourself?*

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*“In golf and in life – it’s the follow through that makes the difference”*

ANON

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **DEVELOPING A SALES STRATEGY**

The most successful sales efforts are based on strategy. Strategic selling is maximising your resources – using your resources to the best advantage in order to sell the very most, to the greatest number of clients, at the least cost, and at the highest possible profit. Strategic selling involves being selective. You can't sell to everyone – even if everyone wanted to buy your product or service. You have to develop a process which ensures that you are applying your efforts in the areas of greatest opportunity.

**WHAT DO YOU SELL?** Do you really know? You certainly don't sell products and services. If you did your customer wouldn't be interested. They are only interested in their problems, opportunities and risks. Strategy will lead you to “sell” key results – benefits – ideas – solutions.

**WHO IS YOUR IDEAL CUSTOMER?** Strategy necessitates asking yourself this question. Define it and write it down. You may be surprised with the answer.

### **WHAT ARE THEIR;**

**DEMOGRAPHICS** – size, location, industry, products, turnover, profitability etc.

**PHSYCOGRAPHICS** – philosophy, attitudes to people and customers, goals and ambitions etc.

Knowing the demographics is not enough – the phsycographics can be even more important.

### **THREE TYPES OF BUYER.**

- ❖ **ECONOMIC BUYER.** They sign the cheques, are generally concerned with return on investment and usually are the ones who finally approve the sale.
- ❖ **TECHNICAL BUYER.** They decide if what you are offering is suitable.
- ❖ **USER BUYER.** They decide if it is practical and usable.

It is very important to decide which role your prospect fulfils. Occasionally an individual may fulfil two or all three responsibilities. However many sales have been lost when an excellent selling job has been done with the user and technical buyer – but no-one spoke to the economic buyer.

**WHY DO THEY BUY?** Ultimately customers buy for improvements – to be better off than they are at present. It is very important to identify your competitive advantage – the features which differentiate you from your competitors, and the reasons why. Make your U.S.P. (unique selling points) the focal point of your presentation, but remember the U.S.P. will change – dependent on the customer or type of buyer you are presenting to.

### **4 KEYS TO STRATEGIC SELLING.**

1. **SPECIALISATION.** (Don't be a Jack of All Trades).
2. **DIFFERENTIATION.** (Finding your U.S.P)
3. **SEGMENTATION.** (Focus on a specific market area).
4. **CONCENTRATION.** (Develop your strategy around the first three key points and concentrate your efforts there).

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**IDEAS...**

*Do you consciously plan to maximise your resources?*

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*Do you study the psychographics of your prospects and clients?*

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*Do you try to determine what type of buyer you are dealing with?*

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*Do you have a written list of your USPs?*

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*“You will become as small as your controlling desire – as great as your dominant aspiration*

*JAMES ALLEN*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## **HOW THE CONSULTANT SELLS**

Most people who sell to businesses find that the most effective approach is the consultative approach. Rather than serving businesses in the capacity of a “sales person”, they serve as consultants, helping their customers to cut their costs, increase their revenues, and improve their profits. They view themselves as a “ Doctor of Sales”. They approach their clients as medical doctors would approach their patients.

### **KEY QUALITIES OF A PROFESSIONAL.**

1. SPECIALISED KNOWLEDGE – they help to solve peoples problems.
2. CODE OF ETHICS – they deal with their clients on an open, honest and confidential basis.
3. ACTING IN THE CLIENTS BEST INTERESTS – the client trusts that they will always do this regardless of their own needs.

The consultant develops rapport by asking questions. This must be “concerned” questioning, rather than aggressive questioning, as it is important to relax the client.

### **CONSULTATIVE PROCESS.**

1. The EXAMINATION. Never try to sell on the first call, just gather information to enable you to develop a solution.
2. Prepare a DIAGNOSIS based on the information collected.
3. Offer a PRESCRIPTION – your action plan.

If you implement these three steps correctly the client will be eager to use your prescription.

### **BASIC NEEDS OF A TYPICAL CLIENT.**

1. Lower Costs.
2. Increased Revenues (Sales).
3. Improved Productivity.
4. Greater Profit.

Your prescription must satisfy one, or more, of these needs.

### **FISH FOR WHALES.**

Consultative selling takes time. You will be more successful using consultative selling techniques on a few high potential clients, than using surface selling techniques with many. Remember, 80% of your business will always come from 20% of your clients – so fish for whales.

### **PROFIT IMPROVEMENT SPECIALIST.**

The purpose of any business is to create and keep customers. However the ultimate aim of the business is to make a profit. The decision makers in your client companies are looking for your ability to help them cut costs or increase revenue and therefore improve profitability. Therefore it is important to see yourself, and sell yourself, as a profit improvement specialist

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**IDEAS...**

*What makes a Consultant different from a sales person?*

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*What are the basic needs of a client or customer?*

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*What does a medical consultant do when visiting a client?*

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*Why should you "fish for whales"?*

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*"Winners expect to win in advance. Life is a self fulfilling prophecy*

*ANON*

**ACTION COMMITMENT**

The one specific action I will take as a result of this session is:

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## RE-ANALYSIS

Bearing in mind the action commitments you have made today, state what rating you intend to achieve in the coming months in each element of Peak Performance Selling. Compare your total with your previous analysis (page 5) to establish the progress you feel you have made.

ELEMENT	RATING (1-10)
<b>PEAK PERFORMANCE SELLING – THE INNER GAME</b>	
1. PEAK PERFORMANCE SELLING – Do you continuously strive to improve your efficiency as a Sales person?	<input type="text"/>
2. PSYCHOLOGY AND SELLING – Do you have a good understanding of your own psychology?	<input type="text"/>
3. DISCOVERING SALES POTENTIAL – Do you feel you are performing to the best of your true sales potential?	<input type="text"/>
4. MAXIMISING YOUR SELF-ESTEEM – Do you have – and maintain – a high self esteem?	<input type="text"/>
5. A NEW WAY OF SELLING – Do you understand the difference between High Pressure and Low Pressure selling?	<input type="text"/>
6. DEVELOPING RELATIONSHIPS – Are you good at building close relationships with prospects and customers?	<input type="text"/>
7. PREPARING YOUR MIND FOR SUCCESS – Do you consciously work on building your Positive Mental Attitude (P.M.A.)?	<input type="text"/>
<b>PEAK PERFORMANCE SELLING – THE OUTER GAME</b>	
8. SETTING AND ACHIEVING SALES TARGETS – Do you have Business, Personal and Personal Development Goals – written down?	<input type="text"/>
9. HELPING PEOPLE TO BUY – Do you understand the Conscious and Subconscious reasons why people buy?	<input type="text"/>
10. CLOSING THE SALE – Do you recognise, and respond professionally to, Closing Signals from prospects and customers?	<input type="text"/>
11. HANDLING FINANCIAL OBJECTIONS – Do you welcome these objections as a sign that your prospect has an order to place?	<input type="text"/>
12. OVERCOMING TIME WASTERS – Are you very disciplined in making the best use of your selling time?	<input type="text"/>
13. TAPPING INTO YOUR CREATIVITY – Do you consciously tap into your creativity when selling?	<input type="text"/>
14. SELLING “Return on Investment” (R.O.I.) – Do you see yourself as a “Partner in Profit” with your customers?	<input type="text"/>
15. DEVELOPING A SALES STRATEGY – Do you consciously develop a strategy when planning your sales calls?	<input type="text"/>
16. HOW THE CONSULTANT SELLS – Do you consciously focus on a consultative approach with your prospects?	<input type="text"/>
TOTAL	<input type="text"/>
PREVIOUS TOTAL	<input type="text"/>
IMPROVEMENT	<input type="text"/>

## SEMINAR EVALUATION

# PEAK PERFORMANCE SELLING

Your opinion is very important to us in evaluating and maintaining the effectiveness of our seminars. Please complete this form and hand it in on your departure.

Name	Company	Date

**Please give section answers a rating of between 1 – 10**

*(1 = Poor, 10 = Excellent)*

- ❖ Did the seminar meet the objectives?
- ❖ How useful did you find each section of the seminar?
  - Presentations*
  - Discussions*
  - Role Play Sessions*
  - Other Exercises*
- ❖ Is the seminar appropriate and well presented?
- ❖ Please give the overall rating of the presenter
- ❖ Was the seminar enjoyable?

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**Your comments, please...**

We have compiled specific questions designed to evaluate certain areas of the seminar. Please answer as honestly as possible. Any comments will be analysed and used in the future development of seminars.

❖ Did you think enough time was allocated to the Discussion and Exercise sessions? YES NO

Comments:

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❖ Was the seminar relevant to you in your current working environment? YES NO

Comments:

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❖ Was the workbook well structured and useful? YES NO

Comments:

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❖ Were the audio-visual aspects of the seminar well structured? YES NO

Comments:

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❖ Would you recommend this seminar to colleagues and associates? YES NO

Comments:

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**Self Analysis – Re-Analysis**

a) What rating did you give yourself at the beginning of the seminar? (Page 5)

b) What rating do you intend to achieve as a result of the seminar? (Page 36)

c) What is your potential improvement? (b-a)

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❖ **Is there one comment which summarises your response to this seminar?**

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❖ *THANK YOU FOR TAKING THE TIME TO COMPLETE THIS EVALUATION FORM* ❖

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## **OVERVIEW OF EXECUTIVE PRESENTATIONS DELIVERED BY JIM FOLEY**

### **Background**

Jim has developed a reputation as a dynamic and inspirational speaker since devoting himself to management development in 1988. His presentations reflect the experience of twenty years in international management, having operated as Sales & Marketing Director (International), Director of Education and Communications (USA) and Director, Human Resources (UK) for multi-national companies.

In 1991 he founded Insights Ltd with Will Carling, the England RFU Captain, producing personal development programmes for business leaders, focussing on the relationship between success in business and success in sport.

As well as running his training company, JPF Associates, Jim now operates as a Management Consultant and is a Non Executive Director of GMC Ltd.

### **Presentations**

All presentations delivered by Jim are based on his personal business experiences and the research he has conducted during the past decade. Consequently, they are a subtle blend of practicality and the latest management thinking. Management Seminars are available on each topic in a One Day or Two Day format.

### **Feedback**

Recent comments from Chairmen and Members:

- *“Thank you for the superb presentation that you gave here yesterday.”*
- *“Thank you so much for your presentation... congratulations on your Workbook – one of the best I have seen.”*
- *“What a great pleasure it was to meet and work with you yesterday. You were an inspiration to the group and your material was excellent.”*
- *“Just a brief note to thank you for your excellent presentation last week.”*
- *“It was a great pleasure to meet and work with you last week. Please accept a most sincere and very big ‘THANK YOU’ on behalf of myself, the guests and members at the meeting to hear your excellent presentation.”*

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## TOPIC: “EFFECTIVE LEADERSHIP”

### Objectives

This presentation focuses on the inward strengths and outward signs of effective leaders – highlighting the close correlation between successful leadership in Sport and successful leadership in Business.

The critical issue of leadership is a priority for companies determined to recruit and retain the best talent. These individuals are more ambitious, analytical and demanding than ever before and will only respond to truly effective leadership. Each session has four simple objectives, enabling members to:

- Analyse their own strengths and weaknesses.
- Identify the barriers which stop them becoming more effective.
- Start a Personal Development Plan. Identify specific actions which they will take to make themselves more effective – and make a personal commitment to complete the actions.
- Enjoy the session – because we absorb and retain more if we enjoy what we are doing.

### Approach

A four-hour session, involving presentations illustrated with video, slides or overheads and flip charts. The sessions are very interactive with the speaker acting as a catalyst within the group.

### On going benefit

Delegates are provided with a comprehensive workbook designed for an in-house analysis of Leadership by each delegate's Management Team.

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## TOPIC: “UNDERSTANDING MOTIVATION”

### Objectives

This presentation studies the principles of motivation. The greatest potential for improved performance in any organisation is the untapped capabilities of its people.

Inspiring motivation in others is the most effective way for managers to improve their personal contribution to their organisation. This calls for a high performance environment in which to build self-confidence and make people believe they can achieve challenging targets. Delegates will:

- Analyse their own strengths and weaknesses.
- Identify the barriers which stop them becoming more effective.
- Start a Personal Development Plan. Identify specific actions which they will take to make themselves more effective – and make a personal commitment to complete the actions.
- Enjoy the session – because we absorb and retain more if we enjoy what we are doing.

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## **Approach**

A four-hour session, involving presentations illustrated with video or overheads and flip charts. The sessions are very interactive with the speaker acting as a catalyst within the group.

## **On going benefit**

Delegates are provided with a comprehensive workbook enabling their team to assess motivation within the organisation and develop plans to improve it.

## **TOPIC: “EFFECTIVE TEAMBUILDING”**

### **Objectives**

This presentation identifies the characteristics of a team and develops ten key elements essential to successful teambuilding.

Change is relentless in the modern business environment. As down-sizing becomes a priority in many organisations, the need for effective teamwork is greater than ever before. The major reward that successful teamwork can bring to an organisation is synergy. The whole really can exceed the sum of its parts. Each session has four simple objectives, enabling members to:

- Analyse their own strengths and weaknesses.
- Identify the barriers which stop them becoming more effective.
- Start a Personal Development Plan. Identify specific actions which they will take to make themselves more effective – and make a personal commitment to complete the actions.
- Enjoy the session – because we absorb and retain more if we enjoy what we are doing.

### **Approach**

A four-hour session, involving presentations illustrated with video or overheads and flip charts. The sessions are very interactive with the speaker acting as a catalyst within the group.

### **On going benefit**

Delegates are provided with a comprehensive workbook to enable them to improve teamwork within their own organisations.

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## TOPIC: “SELLING – FOR BUSINESS EXECUTIVES”

### Objectives

Most business executives don't see themselves as Sales People – yet they know that their own ability to sell can sometimes be the difference between failure – and success. This is an opportunity to study the psychology of selling – what's going on in the client's mind – and in your mind!

The presentation examines the Inner Game (the mental laws) and the Outer Game (the technical skills) of selling. It has four simple objectives, enabling delegates to:

- Analyse their own strengths and weaknesses.
- Identify the barriers which stop them becoming more effective.
- Start a Personal Development Plan. Identify specific actions which they will take to make themselves more effective – and make a personal commitment to complete the actions.
- Enjoy the session – because we absorb and retain more if we enjoy what we are doing.

### Approach

A four-hour session, involving presentations illustrated with video and flip charts. The sessions are very interactive with the speaker acting as a catalyst within the group.

### On going benefit

Delegates are provided with a comprehensive workbook enabling them to empower anyone in their organisation who has a role in selling company products or services (even if they don't recognise that role!)

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## TOPIC: “NEGOTIATING SKILLS – FOR BUSINESS EXECUTIVES”

### Objectives

We negotiate every day of our lives – with our clients, colleagues, friends and families. We all have instinctive negotiating skills – some good, some not so good. And yet few people receive training in negotiation. Research shows that many executives involved in multi-million pound negotiations still “play it by ear”. Lacking training, they represent a significant risk to profitability and customer relationships.

This presentation outlines the inward strengths and outward signs of a successful negotiator and analyses the negotiation process. Each session has four simple objectives, enabling members to:

- Analyse their own strengths and weaknesses.
- Identify the barriers which stop them becoming more effective.

- 
- Start a Personal Development Plan. Identify specific actions which they will take to make themselves more effective – and make a personal commitment to complete the actions.
  - Enjoy the session – because we absorb and retain more if we enjoy what we are doing.

### **Approach**

A four-hour session, involving presentations illustrated with video or overheads and flip charts. The sessions are very interactive with the speaker acting as a catalyst within the group.

Delegates participate in at least one role play negotiation.

### **On going benefit**

Delegates are provided with a comprehensive workbook enabling them to share negotiation concepts with their team members and improve negotiation skills throughout their organisation.

For more information on presentations or Management Development Seminars, please contact:

JPF Associates  
West Riding House  
39, Oathall Road  
Haywards Heath  
West Sussex RH16 3EG

Telephone: 01444 413034  
Facsimile: 01444 413035



## NOTES

