

PART 1: READING PEOPLE

1. READING PEOPLE

- Whether I'm selling or buying; whether I'm hiring or being hired; whether I'm negotiating a contract or responding to someone else's demands, I want to know where the other person is coming from. I want to know other person's real self



Business situations always come down to people situations. And the more - and the sooner - I know about the person I am dealing with, the more effective I'm going to be.

I USE YOUR INSIGHT

- Business itself is such a subtle matter of taking a slight edge here, an imperceptible edge there. And every aspect of the process comes back to people - managing them, selling to them, working with them, simply getting them to do what you want them to do. Without insight there is no subtlety.



Yet it is your insight into people that gives you the ability to predict the future. A person's true nature, true self, cannot change with situations. It is totally consistent. The better you know that person, the more you can get beneath the façades, the more accurately you can predict how he or she is likely to react or respond in almost any business situation. This knowledge can be invaluable.

I OBSERVE AGGRESSIVELY

- Body language is important but it isn't half the story. Most visual statements are quite conscious and intentional - the way someone dresses, the way he carries himself, and all the other ways people go about trying to create a particular impression. But these signals are only as useful as your ability to pick them up.
- When I meet someone face-to-face, what I am trying to establish more than anything else is a comfort zone - the 'picture frame' so to speak - or the boundaries I need to observe, based on what I see and hear, which will best enable me to deal with that person.

◦ To generalize about either, then, or to jump to some hasty conclusion, would be as foolish as it would be misleading. Almost any useful observation must be considered within the larger context of the situation, and what else you are hearing and seeing.

◦ The next time you're in a meeting with more than one person from outside your company, notice their eye contact with each other. It will help you determine what they are really thinking, reveal who among them is most influential - and let you know whether you are boring them to tears.

ERGO EGO

◦ If you can read ego, understand its impact on business events, then control it by either stroking it, poking at it or minimizing its damage, you can be the beneficiary of many of these deals.



Once you have determined the strength of a person's ego, you can cope with a range of pragmatic questions:

- how direct and forthright are his answers?
 - How quickly will he make a decision, and once he has made it will he vacillate?
 - Is he consistent?
 - Is he upfront or would he rather operate from behind a wall?
 - Does he deal with the facts as they are or as he would like them to be?
- (most important) how secure is this person?

A person's security quotient' has a direct bearing on how he will behave in business situations.

◦ Instead of always challenging or confronting the other person's ego, it is much easier and far more effective to acknowledge and understand its impact on your business, and use this information to your advantage.

Nothing blocks insight into other people more than your own ego. Be aware of your strengths and weaknesses, and how these are likely to slant your reaction to others. It is difficult to be effective if your conclusions about what makes someone tick are based on your ego rather than on his.

USEFUL IMPRESSIONS

- People who are impressed by the superficial should make you wonder how easy it would be to pull the wool over their eyes in a business dealing.
- People within a corporation tend to pick up many of the characteristics of their superiors. If you know their boss, you can learn quite a bit by judging how well they have adopted their boss's strengths and assets.



There are no hard and fast rules for reading people or gaining insight into the personalities beneath their corporate disguises. But if a point of reference exists, if there is some basis for comparison, either to a situation or to other people, examine it. See what evidence it might turn up.

TAKE ADVANTAGE OF THE VENUE

- People often reveal their innermost selves in the most innocent of situations. How they deal with a waiter or an airline attendant can provide a fascinating glimpse beneath the surface. How impatient they are in a particular situation, or how upset they get over a minor error can prove invaluable knowledge later on.
- Business is a constant process of keeping your own guard up - fact, it is the only way to do business while encouraging others to lower theirs. Usually, the less formal the situation or venue, the more likely people will be to let their guards down.



If it is a new business relationship, I am often just as interested in observing the other party as I am in any business that may be discussed.

WATCHING PEOPLE/REACHING PEOPLE SEVEN STEP PLAN

1. LISTEN CAREFULLY

Listen not only to what someone is saying, but how he is saying it. People tend to tell you a lot more than they mean to. Keep pausing - a slightly uncomfortable silence will make them say even more.

2. OBSERVE AGGRESSIVELY

You don't need to reas, or to hear the stageage to someone certain motions or gestures, or to hear the statement someone may he making simply by the way he or she is dressed.

3. TALK LESS

You will automatically learn more, hear more, see more and make fewer blunders, Everyone can talk less and almost everyone should be talking less. Ask questions, and then don't begin to answer them yourself.

4. TAKE A SECOND LOOK AT FIRST IMPRESSIONS

Usually go with first impressions but only after carefully scrutonizing them. Some sort of "thinking out" or contemplative process has to take place between your initial impression and your acceptance of it as a tenet of a relationship.

5. TAKE TIME TO USE WHAT YOU'VE LEARNED

If you're about to make a presentation or a phone call, take a moment to think about what you know, and what is the reaction you want. From what you know of the other person, what can you say or do to be most likely to get it?

6. BE DISCREET

The idea of using what you have learned properly is not to tell them how insecure you think they are, or to point out all the the things you have perceptively intuited that they might be doing wrong. IF you let them know, what you know, you will blow any chance of using your own insight effectively. You don't owe anyone an insight into yourself for every insight you have into him. Remember, you can only use what you've learned if he's learned less about you.

Let people learn of your qualities and achievements from someone else.

7. BE DETACHED

By reacting, by failing to step back first, you are probably throwing this powerful advantage away. If you don't react you will never overreact. You will be the controller rather than the controlled.

2. CREATING IMPRESSIONS

- If I am not one hundred per cent sure that person knows my name, first and last, I am going to open with "I am". This is a minor point. But that's exactly what making the right business impression is all about. The day-to-day flow of business rarely provides for the Monumental Act or the Grand Gesture.



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- Just as you can gain some of the greatest insights into people by the little things they say and do, it is the little things you say and do that often make the most enduring impression,
- This is the own-worst-enemy syndrome. Even if you have something worth saying, if you express it in a tone or a manner that is a turn-off, it guarantees no one will listen.
- People will forgive all sorts of out-of-character' behaviour in you if their overall lasting impression is a favourable one. create an overall ongoing impression of competence, effectiveness, maturity and fair-minded toughness

PLAY OFF PRECONCEPTIONS

- Consider doing the opposite of what someone expects. Often, it's remarkably effective.

•If I am presumed to be knowledgeable about a situation, I will often say something within the first minute or two of a meeting that might indicate otherwise. At the very least it is disarming, and generally the less knowledgeable one appears, the more forthcoming and revealing the other party will be.*



Conversely, if I am thought to be in the dark, I will drop one or two innocent comments that let the other person discover that I know more than he thinks I do.

•In international business dealings, I have seen the language barrier - or a perceived language barrier - used effectively in this manner. No comprende, and its hundreds of linguistic variations, is a very useful business tool.

LETTERS AS EMISSARIES

•Correspondence - both internal and external - is one of the most frequent opportunities you have for presenting yourself to the business community.



Correspondence forms a strong subliminal impression about how you run your business, and I don't want someone to think I run it almost right when I have such a simple, obvious opportunity to impress otherwise.



Try to take the time to personalize business correspondences - with anything from a couple of sentences to a couple of paragraphs - to refer to some personal interest of the recipient which has little or nothing to do with the subject of the letter. This can mean bringing up a recent business deal that I know has gone his way.



It is particularly impressive to personalise an initial solicitation letter. It will invariably raise the question "How did he know that" which will show, at the very least, that you've taken your time to do homework.

•Deception never makes a very good first impression. If u have to resort to calling it urgent to get someone to read your correspondence you are probably doing a number of other things wrong as well.

YOU ARE KNOWN BY THE OFFICE COMPANY YOU KEEP

- Your secretary is your official link with the outside world and how she deals with it is a mirror reflection of how the outside world sees you. I

DRESS AS THOUGH YOU MEAN BUSINESS

- The way you dress forms an immediate, strong impression about who you are. In general, it makes more sense to be dressed conservatively. If you accept that you can tell a lot about people by what they're wearing, it's safe to assume they can tell the same things about you.

- Obviously, the more conservative your business dress the harder you are to read.



Coco Chanel once said that if a woman is poorly dressed, you notice her dress, and if she's impeccably dressed, you notice the woman.

SPLIT SOME SECONDS

- Whenever I'm involved in a new business relationship, I create situations that allow for split-second efficiency on my part. I will set up a phone call for 10 a.m., and will call precisely at 10 a.m. Show up for an appointment exactly when you said you would.



You will find you will get the same on-time responses from your new business relationship that they have come to anticipate from you.

DON'T BECOME A TIME THIEF

- The quickest way to make a lasting negative impression is to waste someone's time. If you don't have something to say, don't set up a meeting just to make a contact. Don't make people waste their time in your office.

◦ There are three exceptions to telephone behaviour:

- when you are training a subordinate and you want him to hear your telephone technique or to learn first-hand about the facts of a particular situation
- when you decide that the call might be germane to the meeting at hand.
- when the person you are with might be favourably impressed by the person who is calling

YOUR OWN TURF

There are times when one of the best sales techniques in the world is simply to show up - to hop on a plane and go wherever you have to go to meet someone at his convenience, at his office.

But as a general rule you are far better off having meetings at your own office because:

- It is your theatre. You can exercise control over a meeting in your office that you simply don't have elsewhere.
- Territorial imperative, a meeting on your turf brings with it a sense of invasion by the other party. There is tension there, however sublimated it may be. Simply by being polite and making the other person feel comfortable you can diffuse that tension, and earn a certain amount of confidence and trust even before the meeting begins.

MEAN WHAT YOU SAY

- Business promises are made all the time, and almost as often they're broken - needlessly creating a horrible impression. If you say you're going to do something, do it.



Make up any excuse, but don't even say "I'll try" if you can't do it, think it's more trouble than it is worth or don't want to do it because it will look like you tried and failed.

- It is also unwise to put yourself in a position of speaking on behalf of your company if you know there's a possibility, however slight, that your company won't back you.



If you promise someone you'll deliver something in a week and it gets there a month later, it's worse than your not having promised it in the first place.

MAKING NOTABLE GESTURES

- Business gestures are acts made on behalf or at the request of someone for the purpose of obligating that person in some way.
- Subtlety is crucial, the more a favour is perceived as owing you one, the less effective it will be. For executives who seem to keep a running tab of favours owed and given, the trick is to do them favours but never ask for one.



This will make them go out of their way to create opportunities for you in order to "get even".

- One of the best long term favours you can do for someone is to act as someone else's middleman- putting together two parties in whom you have no immediate interest. Both parties will remember.
- It's easy to treat a commitment as a commitment and a deal as a deal. But find that by recognizing extenuating circumstances and letting someone off the hook, you can accomplish much more for yourself and your company in the long run.

- If you have a client or customer you want to impress, do something for his kids. It will mean far more to your customer than almost anything you could do for him.
- Expanding on an existing business relationship is almost always easier than starting a new one; By creating the right impression you make people want to deal with you over and over again.
- Legitimate flattery- appreciating and acknowledging someones genuine business skills from which you have benefited can be quite seductive.
- All things being equal, people will buy from a friend. All things being not quite so equal, people will still buy from a friend.

Make friends.



You don't have to become bosom buddies with everyone with whom you do business. But call them up occasionally, find out what they're doing, chew the fat - express interest.

- I don't think there is any way I can over-emphasize the importance of confidentiality in business. People may like what you're telling them, but on a deeper, more subliminal level - the level of trust - they don't like the act of your telling them.



Even if you think you know where someone's loyalties or self interests lie don't assume a request for confidentiality will be honoured and don't commit it to paper. Even when you have nothing to hide, discretion is still the better part of business valour.

MOST IMPORTANT PERSONAL ASSET IN BUSINESS

- Laughter is the most potent, constructive force for diffusing business tension: so is the one who controls it.



If you can point out what is humorous or absurd about a situation or confrontation, can diffuse the tension by getting the other party to share your feeling, you will be guaranteed the upper hand. There are very few absolutes in business. This is one of them, and I've never seen it fail.

- A sense of humour creates one of the most favourable long term impressions. Humour is what brings back perspective, which, next to profits, is the easiest thing to lose in business.

BEING YOURSELF

- Principle is too often a convenient cover up word for bruised ego. Don't call it "principle" if it isn't. That's a dangerous form of self deception.
- Obviously, a great deal of role-playing goes on in business. The key is to come across as your best self by playing a role that features your strongest business qualities and hides your worst.

EMOTION MANAGEMENT

- It important to force yourself to act rather than to react to Situations. For example barely take calls but always return them. You are much less likely to snap at someone on the phone if you are initiating the phone call than if you are being interrupted by it.

3. TAKING THE EDGE

- Taking the edge is the gamesmanship of business. It is taking everything you know about others and everything you have allowed them to know about you, and using this information to load the deck - to tilt a business situation slightly to your advantage. It's winning through intuition.
- Strongly believe that in any business situation there is an edge out there for the taking. Don't be greedy, don't be pushy, don't be impatient, but keep looking for the edge. Eventually it will show itself, and when it does be ready to do whatever you have to do to take it.

KNOW THE PARTICULARS

- Facts alone won't guarantee you an edge, but they can protect you from handing it over to someone else. Assume that the one fact you don't know - maybe because it's a little harder to find out - is the one that will make the difference.



There are many shortcuts in business, but this isn't one of them. Do the necessary spade work. Take the time and make the effort to learn everything you can about the companies and people you are dealing with.

KNOW THE PLAYERS

- The whole point in reading people, determining ego, finding soft pots, etc. is obviously to use this information to your advantage - by exposing what you know about someone to the right stimuli.

SIZE UP THE SITUATION

- Step back, take a moment to place any significant business event - good or bad - in a larger perspective.



One of the best rules I know is when a crisis occurs or is in the process of occurring, don't react. just say you'd like to think about It. Make any excuse, but don't respond. Once you have analysed the crisis in terms of its potential for opportunity as well as its potential for disaster, then you can respond.

LEARN TO WAIT

- Bad news is seldom as bad as it first sounds, and most business disasters are rarely as disastrous as they first seem. The importance of patience, and how destructive the lack of it can be.

4. GETTING AHEAD

- The overall answer lies in understanding the difference between capabilities and effectiveness, which is using those capabilities to achieve certain ends and results. People who merely work up to their capabilities don't become stars.



Those who are stars combine their capabilities with other things - know how, people sense, an understanding of how the game is played.

KNOW THE RULES

- If you're an employee you must figure out a way to let the true decision-makers know how good you really are, without making enemies of the people in between.



This can get complicated. You have got to be able to jump up several notches, to alert those several rungs above you to your talents. At the same time, you must make the middle guys think that, by supporting you and building you to the top guy, they will look better as managers.

- Your peers are your natural allies. If you alienate your peers you won't need any other corporate enemies.
- There is always a system. To get ahead you have to know your company system and understand how to use it. That's the only way you can work within it, through it, or around it.

LOVE - ME - FOR - MYSELF - SYNDROME

- Practitioners of this love-me-for-myself (what-you-see-is-what-you-get) syndrome seem to view it as a mark of security when in reality it is very much the opposite

GET SOME NEW TRICKS

- The point is that people working in a company tend to develop certain tricks, or patterns of performance, which they believe place them in a favourable light with their superiors or make them seem indispensable to the company.



Yet many of these patterns are so transparent, and, over the long term, so predictable, that they tend to have the opposite result.

- Step back and look at some of your own tricks. You might find that you think is promoting your best interest really isn't doing that at all.



Don't be predictable. You don't want to give someone above you the opportunity to say, So-and-so is up to his old tricks again.

3 HARD TO SAY PHRASES

- "I don't know"

What people fail to realize is that not admitting what you don't know can lead to suspicion about what you do know.

Even when you do have a definite opinion, it's often better to soften it by allowing for the possibility that you may not be omniscient: "I don't know but it appears to me that..."

- "I need help"

Not asking is such a short-sighted and narrow-minded view. Asking for help is the way you learn, expand your knowledge, your expertise and your value to the company. It also demonstrates a willingness to work with others.

Equally important is knowing, when someone is in need of your help.

- "I was wrong"

The business philosophy says that if you aren't making mistakes you aren't trying hard enough. Believe that to get ahead in business you have to be constantly testing the edge, which means you'll fail sometimes.

It is not the mistake itself but how a mistake is handled that forms the lasting impression.

TRUST

- Reading expense reports is another means of reading people. It is interesting to see which executives must always stay at the best hotels and eat at the best restaurants, even when dining alone. It tells you something about the ego trip they're on.



Don't always bring these expense accounts up right away but maybe deal with them subtly at salary review time.

LOYALTY

- Your threat of looking for another job only hurts you.



Obviously, if you believe another company is about to make an offer you can't refuse, you would be crazy not to pursue it. But if you do not intend to leave you have to be very careful about how to use other opportunities.

Find out how much more effective it is to use slightly different words:

"Obviously, this is where my loyalties, and what can the company do so I don't have to take the other job?"

C.A.D.I.F

Like it or not, your boss is judging you by these three criteria:

● COMMITMENT

If you feel anything less than total commitment to your job, don't let the boss in on your little secret.

● ATTENTION TO DETAIL

The big screw-ups get aired and thereby psychologically exorcized. It's the little ones, too minor to mention - a report that can't be found, a failure to perform a little chore - which build up irritation and resentment.

● IMMEDIATE FOLLOW UP

As insignificant as this may seem, there is nothing that impresses so significantly.

DON'T CHANGE THE SYSTEM: WORK THROUGH IT

- Companies never function according to their organizational charts. It is important to know the system so that you can work through it. Too many people spend too much time against the system. The best and brightest spend their time learning how to use it.



Every company has its secret organizational chart, and the system itself is the best clue to figuring out what it is. Understand how it's supposed to work, and you will begin to understand how it really works. Who are the decision makers? What are the short cuts and where are the back doors? How do things really get done?

- In order to be effective you have to develop lasting relationships inside the company as well as outside. The bigger the company, the more important this becomes.
- Again, see your peers as your allies, not as your competition. If you can hitch your wagon to a few of your company's brightest stars, you will climb right up the ladder with them.

PICK YOUR SHOTS / SPOTS

- The quickest way to lose credibility is to rage about minor offences because of a build-up over major ones. This is the corporate version of getting a divorce because your spouse squeezes toothpaste from the middle of the tube.
- Your effectiveness in a company is directly proportional to your ability to leverage yourself: "How and where can I make the most impact in the least amount of time?" Yet many people in business seem preoccupied by a fear of being left out.



While committees and meetings do contribute to corporate visibility, you have to pick your spots. Leverage your attendance at meetings and your appointments to committees.

WHAT ARE YOU DOING AND WHAT DO OTHERS THINK YOU ARE DOING HERE?

- The jobs most people have existed before they got there and will continue to exist after they have left. The job is the constant. What you do by going beyond it is what gets noticed.

- The simple truth is that the vast majority of people working in your company have absolutely no idea what you do there and the rest are labouring under misconceptions.



If you and your boss are labouring under different assumptions about your goals and priorities, is it any wonder that you are often mystified by some of the decisions that get made and the failure of others to see what may be perfectly clear to you?



Second, on the more direct subject of advancement, you are probably being judged by certain criteria that would be news to you. Maybe try and ask?

No - WINS

- Don't go one-on-one with the boss. If you win the battle you're probably going to lose the war. The more right you are, the more damage it will probably do in the long run
- A company is usually bought for one of two reasons: either because it is successful - which means the best you can do is make it slightly better - or because it is unsuccessful and the buyer feels he can turn it around.
- If you have taken on a management position in a business you know nothing about, you start with a strike against you. Your efforts are going to be resented by employees who do know the business even if they aren't very capable of running it.



Beware of any position with a long list of dead bodies attached to it. Its best to talk to a few of the dead bodies before jumping into an open grave.

BURN-OUT / BOREDOME

◦ If I reach some goal, either personally or corporately, that goal immediately becomes a step in the learning process towards another more ambitious goal.



This is how people grow in their jobs, and grow in importance to their company. If you're bored it's your fault. You just aren't working hard enough at making your job interesting. It is also probably the reason you haven't been offered anything better.

PART 2: SALES AND NEGOTIATIONS

SELLING DOESN'T SEEM IMPORTANT

- One of the biggest problems people have with selling is that it seems less important nowadays and people tend to believe the quickest way to the top is managerial training.
- To presume management skills obviate the need for sales skills is a dangerous form of self deception.



Business schools admit that their purpose is to train managers, thereby almost totally overlooking the fact that if there is no sales there is nothing to manage. Learn how to sell if you want to rise on the ladder.

SELLING IS AN INTRUSION

- A feeling that selling is intrusive is not a problem. It is an asset. The best salesmen all seem to have a sixth sense about this. They can tell by the tone in someone's voice or the atmosphere in the room when the mood or timing is wrong.



And either because they don't want to impose or because they know that it is not in their own best interest to do so, they will not antagonize their customer by attempting to make a sale.

- Effective selling is directly tied to timing, patience and persistence- and to sensitivity to the situation and the person whom you are dealing. An awareness of when you are imposing can be the most important personal asset a salesman can have. When you sell you should feel and believe you are doing him a favour

FEAR

- Fear is the single biggest problem people have with selling: fear of rejection, fear of failure. So much of selling a product, a service, anything, is selling yourself, putting your own ego on the line. And all of this for the simple fact that rejection is rarely personal.



But, what people fail to appreciate is that fear of failure is one of the greatest positive motivators in business. If you aren't afraid to fail, then you probably don't care enough about success.

6. TIMING

- Many ideas fail not because they are bad ideas, nor because they are poorly executed, but because the timing is not correct. If you believe in an idea, and if you believe that the idea should make sense for a particular customer, go back again.

THE SECRET LIFE OF A DEAL

- Listen to common sense

If the buyer is underwhelmed by your initial presentation, it's obvious you'd better take the time to exchange some ideas before presenting it again. If you know the buyers selling- in process will take several months, don't try to force a commitment out of him after several weeks.

A good general common sense rule of timing is: don't blurt out anything. Take a moment to consider whether the situation demands a certain timing strategy or if you can use timing to your advantage. If it doesn't, and if you can't, you can always call right back.

- Listen to the buyer

You can pick up a lot of timing clues just by asking the right questions. Many companies, for instance, are more receptive to buying at certain times of the year than at others. This kind of information is usually available for the asking.

INSTANT GRATIFICATION

- One of the surest signs of business maturity is an ability to postpone instant gratification, to adjust your own timetable to suit others. No aspect of timing is more important than patience.



If congenital bad timing is a disease, then patience is probably the cure. But, without the patience to wait and the persistence to go back again, any other insights into timing aren't worth very much.

TAKE ADVANTAGE OF TIMING OPPORTUNITIES

- Extend or renew a contract

Extend, renew or renegotiate the contract when the other party is the happiest, not when the contract is about to expire. Take mood checks, mood alone can't turn a "yes" into a "no" and vice versa.

- Take advantage of the bad timing of others

Sell one when the prospective buyer is unhappiest with your competition.

- **Coming in and going out**

The best to sell to is someone who has just arrived at a new company or is just leaving. A newly arrived executive is anxious to do something, to make his mark, and he is usually given enough rope. An executive who is about to leave - and knows he won't be around for the headaches - doesn't care.

- **When your timing is considerate, let the other party know**

"I knew about it last week, but I didn't want to bother you before the holidays" for example. As a general rule, avoid making any phone calls on Monday mornings or Friday afternoons.

- **Use (with extreme caution) inconsiderate timing**

A phone call in non-business hours, late at night or over weekend, always have greater impact. If you're smart about it, you will use it to your advantage. Always set it up first to make sure it is worth it.

- **Don't give deadlines**

This may be unavoidable sometimes but keep in mind a deadline is a threat, and people who feel they are being threatened will go out of their way to call you on it. The quickest way to lose credibility is to give an absolute deadline and then extend, amend or ignore it.

- **Take time to soften a threat**

Timing can be used to soften the demand for a decision. If you doubt the sincerity of a "maybe", give someone a plausible time conflict which demands resolution. By suggesting time conflicts you can force the issue without making it sound like a take-it-or-leave-it.

- **Shopping lists and gift of time**

If you have more than one subject to discuss, make sure you reserve enough time for the most important of them. Asking for extra minutes is a sign you did something wrong. One of the best ways to impress a buyer is to take half an hour of his time when he expected you to take an hour.

7.SILENCE

- There comes a point in any almost sales pitch where the other person should be talking, and there comes a point in almost any sales pitch where no one should be talking. It's pretty hard to get to either point if you don't know when to be silent.



The tactical use of silence serves one of two purposes. It either lets the other person talk, or forces the other person to talk

MAKE THE OTHER GUY TALK

- Often pretend not to know the specifics of a situation just to get the other guy talking. If you ask a question on a particular subject and the answer is unsatisfactory, the best response is none at all. If you are seeking more information, or a different kind of information, ask for it by remaining silent.

BITE YOUR TONGUE

- State the positives, omit extraneous negatives. Even if you feel ethically bound to bring it up, state it at the beginning of your presentation, before all of the positives. Be ethical, be moral - and be aware of the joys of silence.

THE PREGNANT PAUSE

Once you get to the point in a pitch where you ask for a commitment, don't speak again until the other person has replied in some fashion. Don't restate your case, don't lobby, don't tell him you know it's a tuff decision. If he asks a question, answer yes or no. Even if the silence is defeating, let it sit there.

ONCE YOU'VE SOLD, SHUT UP

- Once you've sold, anything else you say about it can only work against you. So change the subject. Talk about the buyers golf game, his kids - anything but how extraordinarily brilliant he is for buying your product.



Make sure to confirm your understanding later in writing. It allows the meeting to end on a positive up-beat note of good feelings, and it allows you to state in writing your version of these sometimes hazy details.

8. MARKETABILITY

- The essence of marketability is knowing what business you are really in and understanding the underlying perceptions that connect your product to the people it is being marketed to.



One of the most subtle forms of marketability is building the perceptions into the product itself, of doing everything one can to make the product "buyable".

KNOW YOUR PRODUCT ; SELL WITH ENTHUSIASM

- Nothing turns off a potential customer quicker than a salesman's lack of familiarity with his product. Knowing your product also means understanding the idea behind it- its purpose, how it is perceived- the relationship between it and what someone wants to buy.



Knowing your product also means understanding the image it is projecting. I believe all products project an image of some sort. It may be a positive one, which you want to promote, or a negative one, which you need to overcome

TWO REASONS I WOULDN'T BUY FROM MYSELF

- Part of knowing your product is knowing all the reasons someone wouldn't want to buy it. Anticipate them - have an answer ready for them.



Don't try to convince a buyer that his objections aren't valid. Concentrate instead on altering his frame of reference. By helping the buyer see a different frame of reference, by altering his perceptions, you increase your odds of selling as you allow him to see what you have to offer.

KNOW THE COMPANY

- The sales of most companies follow the 80/20 rule. 80% of your business is done with 20% of your customers. It makes sense to focus four-fifths of your time and effort getting to know the one fifth of your customers who are most important to your business.
- Companies should be "read" just as people can be read. Watching a company do business, its growth, its chosen position in the marketplace... This will help you sell to them.
- Getting to the right guy
The names of the decision makers are there - it is mostly a matter of doing your homework and asking the right questions to get to them.
- If you don't know, ask

Most people are only too happy to tell you everything you need to know about the company they work for, such as how it is structured and who reports to who. This is useful because a company's real decision making process is rarely the way it looks on a flow chart. Of course, consider the source and filter it through your reading of that person.

Another source is anyone who has been successful dealing with them in the past and has some insight into its bureaucratic secrets.

- **Don't be misled by titles**

Assume nothing from them. The reasons someone is a vice - president are as numerous as the vice - presidents. Do your research to find out who the real "manager" is.

- **Find a star**

Make him a friend. If you see potential in any small company, it might be worth a shot starting a relationship with them. Considering future connections is one of the most important things you can do.

- **The multi national rule**

Remember, no top executive is happy with his companies international operations. Do something for it and it will open doors for you in your country too.

POSITIONING

- Positioning is a matter of determining what someone is really buying when they buy your product or service, and then conveying those impressions and motivations to the buyer.



This requires in many cases converting human emotions into product characteristics: "Be a winner by going with a winner"

Positioning 1

While elitism can be a potent buyer motivation, it can also be dangerous. Companies go just as broke positioning themselves above their markets as below. If you want to up your market, use a figure which is associated to the upper markets.

Positioning 2

Weigh the facts! A good salesman can learn 10 facts about a product and by stressing some and de-emphasising others, create ten different impressions. That's what selling really is, positioning the facts to get the desired response.

Positioning 3

The most sophisticated positioning, which can go wrong as often as correctly, is starting with the perception and working backwards. You are going to be reflecting the facts to create the desired perception.

Positioning 4

This involves transcending facts. You associate your product or service with positive and desirable values which have little or nothing to do with the product itself. Use Fanta as an example, if you use Fanta you will get into a good mood.

How To DETERMINE VALUE

- It's not easy but it's helpful to ask yourself some of these questions:
 - How unique is it?
 - Is the competition cheaper?
 - Are there/how many qualitative advantages to my product?
 - How badly/quickly do they need it?
 - One time deal or is this the future?
 - Is there a "psychological factor"? Say you really want a lollipop but it's doubled in price, are you still going to buy it?

Now, when you have your price, don't be afraid to name it but have your back-up ready to fire back. If you have to generate a value from guesswork, be sure to at least think about percentages from generated profits, you never know how well this might work out.

9. STRATAGEMS

PLACING

- The worst place to sell is the buyers office. It can't compare to over lunch, after a tennis game or anywhere where his receptivity is likely to be up and his guard is likely to be down.

- Having met someone who is strictly a business associate at the beach or a sports club usually comes with awkwardness as you want to avoid "talking business". Bring it up anyway as it will help set a motion which can be followed up back at the office.

PRE-CONDITION OF A SALE

- There's at least these two pre-conditions of almost any successful sales effort:
 1. Find what they want to buy, asking them is just as valid. Find their problems and show them how you can work together to solve these problems.
 2. Find out who does the buying. Don't shoot out shots to the dark, every company has a system and order for decision making

GET SOME 'NO'S'

- People have a need to say no, so create a plan to include some no's. Collect some negative currency before you get to whatever it is you really want to sell.



If you are only selling one thing, make a suggestion or assumption and let them tell you you're wrong. People want to feel smart, so let them. A few well placed "no's" create the perfect environment for a "yes".

- Have in mind companies are always reacting strongly to their competition, so find out whom your would-be clients hate. The knowledge will help you push them towards taking the deal, and you always have their competition if not.

EXPOSE RATHER THAN SELL

- Sometimes the best selling approach is to merely expose a product to a prospective buyer and let the exposure speak for itself.

The effect is simple, the buyer starts imagining, and starts talking about the product, auto-convincing himself in the process that this is what he wants.

- If you're confident in your product and are certain the customer will ultimately be satisfied, an equally effective strategy is to expose him to it by giving it away. So give them a free trial, a free months use, or even a free service, knowing they will like it and come back for more.

GET THEM A LITTLE BIT PREGNANT

- If you're shown genuine interest, start getting them a bit pregnant. Collect (aggressively solicit if needed) their opinions on the deal and use them to shape your idea and presentation.



In order to solicit this information, any form of written interaction is best, as it will require more thought to answer. Alongside this, it is also better to avoid questions that can be answered with a "yes" or "no".



Ultimately, there is nothing better than selling someone his own idea.

USE 'THEM'

- Handling a crisis, the best first reaction is no reaction at all. Keep your options open until you have a chance to analyse other parties and how they are acting.
- It's normal other business executives consult other people before taking a decision, so if someone tells you that they are the decision maker and you have reason to believe it's true, you found your gold mine. He has also lost his first line of defence.

SHOW UP TO DIVIDE AND CONQUER

- One of the top sales is to ask when you can meet and how soon, and show up. The further you have to travel, the more impressive it is.
- Try suggesting the same idea to two different executives in the same company. If you can get them to agree separately, a sale is most likely going to be a result when they are put together.



X, Y really likes this. Y, X like this other thing... Each will be reassured by the others desire to do the deal and will be able to take credit, whilst feeling less at risk.

- But be sure to sell one to one, if you try to sell to more than one person at the same time you will be introducing dynamics of their inter-relationships, which can do nothing but detract from your purpose.

THE CHINESE MENU SYNDROME

- There is usually more than one way of solving a problem, and it's the sellers responsibility to find the best way and to emphasise it whilst de-emphasizing the others.



If you give the buyer a choice, you are going to be introducing a whole other layer into the decision making process. Instead of only asking for a commitment, you would also be asking "to which one?"

REMIND THEM OF YOUR GLORIOUS PAST

- People in business want to do business with winners. It helps to make your present customers aware of either your own or your company's big wins in the past. Of course, this has to be done subtly.



Bring in credits and achievements, not as direct statements, but as examples of what you have done for others that you would like to do for them now.

CORRESPONDENCE TOOLS

- **Open copies to a man's boss**

This is to be used as a last resource. It will virtually assure you of a response, and probably a quicker one than you would get otherwise. Even if you don't know them, implying that the superior would like to see the deal go through will help you a lot.

- **Blind copies to a man's boss**

In this case you would better know the superior and be sure he will discuss the content of the email with the recipient.



It's best use is in situations where your initial contact was with the superior and has since been delegated to the recipient. It is therefore legitimate to copy the recipients boss, and since it is a blind copy, the recipient will never know who else you might be copying, and is more likely to consider carefully the contents of your letter.