

JEFFREY GITOMER'S **LITTLE E-BOOK** *of*

WINNERS



and **WHINERS**

**HOW TO STOP THE
29.5 MOST COMMON
SALES WHINES AND BE
PREPARED TO WIN**

Thank you for being my customer!
I appreciate your business and support.
This e-book is your bonus
and my gift to you.

My Little Books
are making history
thanks to YOU!



Make sure everyone you know
has all of these books
(except your competition)!

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Do all winners finish first in a road race?

No. But they finish.

It was a hot, sticky Saturday morning in Charlotte, North Carolina. 400 men and women were about to run the Dilworth Jubilee, an 8K road race. I was among them. Paid my fee, got my number pinned to my gear, got my free t-shirt. I was ready. It was 30 minutes prior to race time, so I did what any red-blooded salesperson would do – began networking. I talked to a few friends and three customers, and I met one hot prospect. I made my way to the starting line, still wagging my tongue.

The gun went off and everyone lurched into the race at once. Crowded. People were passing me faster than cars at rush hour. And that's when the rules of the road hit me.

RULE ONE: Set your own pace. Run your own race.

Don't worry about the competition. *Hey, wait a minute, I thought. This can apply to sales! Where's my pen and paper? Why didn't I bring my recorder with me?*

RULE TWO: Be prepared with the little things.

I passed the one-mile marker. 8:07. An 8-minute mile is faster than I had run since college. Great! One mile into a 5-mile race, and I'm wasted.

About a half mile later, someone in front of me started to walk. Did that give me permission to walk? Or was it an opportunity to pass him? You tell me. I passed his butt!

RULE THREE: Don't be influenced by others. They may be setting a losing example.

At mile 2.5, I became thirsty and hungry. I saw an orange peel on the road, and for that brief moment wondered if it was all eaten. Nah. But I made a mental note to pack nourishment next time. **RULE FOUR: If you run out of gas, whose fault is that? Have a plan "B."**

I'm beat. Out of gas. Then the ultimate insult. I get passed by a guy pushing a stroller. Sick. What could be worse than that? I discovered the answer in another 300 yards. I was passed by a guy pushing twins — crap! **RULE FIVE: Don't get discouraged if someone passes you.**

At mile 3.5, I started to walk. A few more people passed me — then a guy ran up behind me and said, "If I can do it, you can do it." So I began to run with him. We talked for a while. Then he pulled ahead — but not out of sight. Mentally, he became an "I can do it" for me. I kept running. **RULE SIX: Others will encourage you when you falter.**

Around mile 4.5, as I was about to give in and walk again — out of nowhere appeared an angel who walked up behind me and said, "Lets run it in together!" Cool. I began to pick up the pace. **MAJOR CLUE: When you're exhausted and about to quit, minor encouragement can actually get you to run faster. RULE SIX POINT FIVE: There are angels, no matter what anyone says.**

Here are a few more running rules (and selling similarities):

- **Set your watch.** Pick a time you want to finish the race, and set your watch in descending time. (Pick a day you want to close the sale.)
- **Set your mind.** Decide you'll finish before you start. Know where the finish line is, and think past it. Imagine you have finished and you will. (Assume the sale. Tell yourself it's made before you start.)
- **Don't look back – it does no good.** It doesn't matter who's behind you. Concentrate on who you need to pass.
- **No prep, no prize.** The amount of preparation and training you did shows up about halfway through the race. (In sales, lack of preparation shows up much sooner.)
- **Physical and mental stamina are equal.** To finish the race, both must be utilized to their full capacity. (You must have a balance of both to be a sales winner.)
- **Tell your mind what it needs to hear.** Invent games, phrases, self-praises, and goals to get yourself to the next milepost. (Self-talk equals self-performance.)
- **Finishing is exhilarating.** Great to get that "I did it" feeling. (Making a sale or achieving a goal will give you that exhilaration.)

I finished the race in about 53 minutes. I was woozy – but I did the traditional post-race push-ups. Where does tradition come from, anyway? I think from a bunch of masochists.

Where did I finish? Ahead of about 50 people who ran – and all the quitters. You don't have to beat everyone every time, but if you hang in there, you can make a successful career out of just beating people who quit.
Same in sales.

Did I win anything? No. A road race is not just about winning. It's about competing. It's about being and doing your best. It's about *personal* best – not *world* best. Ask any runner. It's about victory and pride. Same in sales.

READY, get set, sell... Oh, wait – you ain't ready!

Most salespeople are half prepared. They know everything about their company and their product. They know nothing about their prospect.

The secret to sales is to be “triple” prepared with:

- 1. Stuff about you (a given).**
- 2. Answers about the prospect's business as relates to you.**
- 3. Ideas to help the prospect and ideas to complete the sale.**

HERE'S A SCENARIO: Let's say I sell voicemail systems.

Here's the in-person sales-call dialog:

“Hi Mr. Johnson. I'm Jeffrey,” I say with a smile. “I called your office today five minutes before your ‘opened for business’ to try to place and order for \$100,000. I was hoping to discover three things. First, to hear how innovative your voicemail message is. Second, to see how easy it is to get through or get around the system. And third, to see if you were interested in my business or your circumstance.”

NOTE: This was my *opening* line.

“Know what I found?” I ask as a test. (Most bosses have NO IDEA what their own method of conducting business after hours is.)

“No idea,” responds Mr. Johnson. (Surprise!)

“You refused to take ‘Yes’ for an answer,” I say with a grin. “You lost the order. Almost.”

“What do you mean, almost?” he says. (Now I have him interested.)

“I decided to call three of your competitors to see if I could give them my money,” I say.

“Who did you call?” he snaps.

“Just one second, sir. Let me make a list on a piece of paper of who I called. Name your three biggest competitors and see how close I came,” I challenge. (Now he’s *really* interested.) Two out of three matches. “Not bad for a first timer,” I kid. He smiles.

“By the way, Mr. Johnson, I also called you yesterday *during* business hours, and it’s just as bad,” I say with a look of exasperation. “I asked for someone in sales and was immediately transferred to a voicemail message. I tried to press ‘0’ and got a message that ‘This is not a valid extension.’ Then I got stuck trying to get back to where I was and ended up with a recording that said ‘This call is being terminated. Goodbye.’”

“Here’s the good news, sir.” I lean forward. “Today, I brought with me an answer as to how that scenario can never happen again. It’s a simple program you can add to your existing phone system. And the bonus is all customers who call you from now on will *like you better, respect you more, and be able to place orders when you’re closed but they’re still open*. My solution has three facets. I will be responsible for all three — the delivery, installation, and training of the entire package. All you have to do is say okay.”

“Okay,” he says!

NOTE: I’m sharing this selling scenario with you and its a scenario that is far different from the one you were taught to use. It’s also far more effective in getting what you came for. The order.

LET’S REVIEW: I engaged the prospect immediately. I challenged the prospect. I was prepared with answers. I made the prospect smile. I gave the prospect a buy-able solution. And I made the solution easy to own (not risk free, but close).

How many of those attributes are present in your sales presentation? I can give you a two-word answer: *Not enough*. How prepared are you with questions, ideas, and answers when you walk in to the prospect’s office. Two-word answer: *Not enough*. How much research have you done on the customer before you enter the sales presentation (I think you know the answer by now)? AND, how little information can you give about yourself and still affect the sale (that one really hurts)?

The secret formula is: The less you say about you, the more you have to prepare about the prospect. And the more you prepare about the prospect, the more likely he is to be interested in you.

Here are the 8.5 preparation elements as relates to THEM:

- 1. Understand their company.**
- 2. Understand their competition.**
- 3. Understand the person you're meeting with.**
- 4. Understand how you can attract them to your business.**
- 5. Prepare questions to engage.**
- 6. Prepare questions to attract them to you.**
- 7. Prepare ideas.**
- 8. Prepare closes.**
- 8.5 Make your prepared scenario "easy to own" and at "low risk."**

Come on, Jeffrey. That's A LOT of work, you moan with the TV remote glued to your hand.

Yes and no. It's a lot of prep work – but it's a 10-minute sale.

Most salespeople won't do the hard (preparation) work it takes to make selling easy.

For the sales record...

HERE'S WHAT I DIDN'T DO ON THIS SALES CALL:

Didn't say my company name.

Didn't say my last name.

Didn't show any literature.

Didn't make a formal product sales pitch.


Didn't give a proposal.

Didn't say what the product was.

HERE'S WHAT I DID DO:

Made the sale.

Get ready, baby. Or get ready to lose to someone who is.

Free GitBit...  **Want the three biggest lost opportunities to differentiate and distinguish yourself from your competition?** Go to www.gitomer.com, register if you're a first-time visitor, and enter the word DIFFERENT in the GitBit box.

The 29.5 Biggest Sales Whines (and how to stop drinking from the wrong cup!)

Sometimes salespeople whine. And like all wines (whines), some are fine, but most are common. Below are *the finest* sales whines. You can call them common complaints by common salespeople (not you, of course). Most of them are vintage. And they're all worth a fortune if you can get rid of them.

Pick out your favorites. Pick the ones that apply to you. Then slap yourself in the face as you realize you had the answer all along.

Here they are — the 29.5 biggest sales whines:

- 1. I got beat on price (again).** That would be your fault. The customer perceived no difference between you and the competition and no value beyond the product. Therefore, *price* was all that mattered.
- 2. The prospect went with someone else at a higher price.** Proof that lowest price doesn't matter. Value and relationship will win the order AND the profit.

- 3. I had to bid through a purchasing agent.** You were too chicken, or unprepared, to meet with the boss (who, by the way, tells the purchasing agent what to do).
- 4. The buyer won't decide.** You have not created enough of a value proposition to interest the customer enough to *act today*.
- 5. I can't create a sense of urgency.** Whose fault is that? Talk to the customer about lost profit and greater productivity *instead* of offering to cut your price (like a fool).
- 6. My product is becoming a commodity.** What are you selling? Pigs? Oil? Corn? *Those are commodities, Sparky.* Your product has value, and it's up to you to prove it. Besides, your customer didn't tell you that your product was a commodity. You told yourself so many times you actually believe it.
- 7. The competition is beating us by lowering their price.** Whenever you get beat on price, it means you were perceived as the same, and price was all that mattered.
- 8. The competition stole one of our big accounts.** That's because they can. Whenever you lose a customer to a lower price, it means you were vulnerable to lose them. Find the REAL REASON before you start losing more of them.
- 9. The prospect won't give me an appointment.** No, you haven't established enough rapport OR interest to earn one. You're begging or selling. Try engaging and gaining interest with questions about them.

- 10. The customer lied to me.** Usually the lie is about money or it's pitting you against a competitor, or both. If you are CERTAIN you know it to be true, confront them with a question, NOT an accusation.
- 11. I can't get to the decision maker.** That's because you started your encounter too low. If you find out the decision maker is NOT the person you're talking to, immediately request a meeting with all three parties and learn the lesson for the next prospect you want to sell.
- 12. The customer or prospect wouldn't return my call.** Why? Because you gave them no reason to, that's why. You were just calling to see if the money was ready and disguised it as a courtesy call. Give them a solid reason, and they'll call you.
- 13. Our sales cycle is too long.** That's because you're dealing with influencers, not decision makers. CEOs decide in two minutes. There's a clue.
- 14. My company doesn't support my sales effort.** Meet with your CEO and ask for his or her assistance. If you don't get the meeting or the assistance, find another job.
- 15. Company policies fight the sales effort.** Just make more sales, and don't worry about policies or politics. If the situation is unbearable or untenable, find another job.
- 16. My company cut my earnings or cut my commissions.** Find another job. They'll keep cutting.

- 17. My company cut my territory.** Find another job. They'll keep cutting it.
- 18. My company made my biggest account a house account.** Find another job. They'll keep doing it.
- 19. My company can't deliver on time.** Meet with the CEO, not production or shipping, and resolve it.
- 20. My company won't buy me the tools I need.** You have your own money now. Buy them yourself.
- 21. Our training sucks.** Meet with the training department. They really want to help but are sometimes unaware of your day-to-day needs. Make sure they have customized sales training, not generic. And make sure that there are courses on presentation skills, positive attitude, and customer loyalty.
- 22. Our service sucks.** Work in the service department for a few days, and write down all the reasons customers call – then, and only then, can you get to best practices.
- 23. I hate my job.** Find out why. Become the BEST salesperson in the company. And *then* quit. Leave on TOP. If you quit too soon, you'll go to the next place blaming instead of bragging.
- 24. I hate my boss.** Previous answer applies.
- 25. No one in the company likes the sales team.** Switch jobs for a day or two. Walk in each other's shoes, sit in each other's chairs. Mutual respect will follow.

26. My sales plan (quota, goal) is not realistic. Goals and quotas are set for the “mediocre” level of salesperson.

27. I don't have time to... Yes you do. You're just not prioritizing it. Substitute pre-call planning for television.

28. They don't pay me enough to... Yes they do. You just didn't understand that YOU have to do things to better yourself.

29. I need balance. If you're not working out of balance, your checkbook will be. Take a weekend and relax. Then get back to (hard) work.

29.5 Quit your whining. I just gave you the real-world answers to 29 whines. They basically boil down to this strategy: *if you spent as much time selling as you do whining, you'd be a millionaire.*

What's wrong with this sale? *It's you, Bubba!*

In 25 years (has it been that long?) of sales training, I've never had a salesperson come up to me and say, “Jeffrey, I didn't make the sale and it was all my fault.”

Salespeople make the fatal mistake of blaming other things, circumstances, and people for their own inability to create a buying atmosphere. And that mistake has double jeopardy: one – you're blaming the wrong party, and two – because you issue blame instead of taking responsibility, you fail to see the urgent need for more self-improvement training.

I have identified 12.5 fatal flaws of selling. Real reasons why salespeople fail to make the sale. Painful as this exercise may be, why don't you rate yourself instead of just reading them?

And for your maximum enjoyment and benefit, a one-sentence "flawless" remedy or suggestion follows each flaw. PLEASE... save this article and re-read it several times – until you admit that it's you, not them.

Here are the fatal flaws. How many of them are fatal to you? Go get a red pen and, as you read, put an "F" by the flaws you want to improve.

1. Being a puppy, puppet, or pawn. "Send me a brochure!" "OK! I'll do it." or, "Send me a proposal!" "OK! I'll do it." Salespeople are too happy to oblige without getting a commitment or adding an idea or thought. *Flawless:* when you send a brochure, make an appointment at the same time. When you get a request for proposal, try to change some of the terms to favor your selection.

2. Speaking before asking. Does a doctor tell you where he went to medical school? No. How many years he's been practicing? No. He asks, "Where does it hurt?" *Flawless:* Ask compelling questions. Ask questions that reveal pain or emotion. Ask questions your competition doesn't ask.

3. Making a verbal agreement for services to be provided. Nothing more fatal than a prospect thinking there is more to the deal than you do. When the prospect says,

“I thought you said...” whatever follows is a problem.
Flawless: Write down and repeat back ALL promises and terms.

4. Negatively referring to the competition. OK, they’re a bunch of dirty rotten creeps. What’s your point? When you put them down, you degrade yourself. *Flawless:* Always refer to the competition as “industry standard” and “my worthy competition.”

5. Following up to see if you “got my literature” and to see if you “have any questions.” The salesman thinks he is being seen as helpful and professional – actually he is a pest and looks dumb. *Flawless:* Call with ideas and smart questions.

6. Asking “What will it take to get your business?” The *worst* question in sales that will always lead to lies, lower price points, and a loss of respect from buyer to salesman. *Flawless:* I’d like a brief opportunity to share with you why some of our customers bought from us because we were NOT the lowest price.

7. Assuming the prospect hasn’t heard this crap. It is likely that the prospect has a preconceived notion about your company, your product, or both. You may want to change this before you start. *Flawless:* make them ask for a demo or a sales pitch. *Flawless:* Ask “What’s been your experience with _____ so far?” or “How would you describe my product to me?”

8. Assuming the prospect hasn't made up his or her mind. Your reputation may have preceded you, or your prospect may have already decided to buy from someone else OR your prospect may have already decided to buy from you and is using your sales presentation to “conform” rather than “decide.” *Flawless:* Make friends as fast as you can before you start. Ask a few questions about where they are on the decision-making scale.

9. Adding nothing of interest or value to the prospect when making a follow-up call. Follow-up calls are loosely defined as “checking on your money.” “Did you make a decision yet?” “Yeah pal – we picked you, but we weren't gonna tell you.” Hello! *Flawless:* After the proposal or presentation is the best time to create, shine, and be memorable. Think of information of value to the prospect, not just questions about how to fill your wallet.

And here are THE BIG THREE:

10. Trying to overcome objections with your words rather than customer testimonials. An objection is a statement that says “You haven't sold me yet but I'm interested.” *Flawless:* Use testimonials to overcome objections. This is a complex process, but the most (only) powerful way to put the doubt of the prospect to rest. NOTE: If you are forced to use your words, ask compelling (not sharp-angle, old-world-sales-type) questions rather than make statements.

11. Making a verbal agreement for the next step of the sales cycle. The most fallen-into sales trap is agreeing to let the prospect “get back to your with an answer.” Letting the prospect call you back is giving away control of the selling process. “I’ll get back to you tomorrow” is the biggest lie told to you by a prospect besides “I can get it someplace else cheaper.” *Flawless:* Make a firm appointment for a follow-up call. Make your prospect write it in his or her day planner. Fax a reminder of the call with something of value (an article about employee productivity or something that relates to the business).

12. And the worst of them all: **Giving the price before someone asks for it.** The biggest buying signal in the world is “How much is it?” Most salespeople go right past it or never allow it to occur. Wanting the price is an indication of interest to buy. *Flawless:* Don’t give a price until someone asks for it, and ask for the sale at the same time.

12.5 There is one flaw that I have found to be the most damaging to both the prospect and the salesperson – but it’s not an outside flaw – it’s an inside flaw. **Thinking you are smarter than the prospect.** Condescending, interrupting, assumptive, crass, and impatient salespeople are the ones who lose sales and blame others. *Flawless:* Polite humility. Employ the Gitomer Diamond Rule of Sales and Service: *Do unto customers as you would like to be done unto when you’re a customer.*

Decide to make every day the first of year.

It's about to be a new year again. More resolutions, more goals, more plans. If the new year only ran until February, we would be fine. Most people can only keep their resolutions and goals going for about a month. Don't take my word for it – ask any fitness center. Crammed in January, empty in February.

Hey, wait a minute. Didn't someone say it only takes 30 days to make a habit? So how come if I can keep it up through January, I can't keep it going for the rest of the year? Easy answer – whoever said the 30 day crap lied. It takes about 1,000 days to make and keep a habit, (unless it's to break an addictive habit like drinking or smoking. Then you must be inactive for as long as you were active – repay a day-for-a-day.)

Okay, so what's the secret of achievement? Ray Pelletier, known as "America's Business Attitude Coach," has been speaking internationally on the subject of winning for more than 20 years. He has just authored a book entitled "Permission to Win." Presented on the next page are some of his principles and philosophies.

To Pelletier, winning is as easy as 1-2-3:

- 1. Implement a winning way of thinking.**
- 2. Follow a winning positive principle.**
- 3. Execute a winning success action.**

The winning way of thinking is: *You become what you think about.* **Think win.**

The winning positive principle is: *Self-talk equals self-performance.* **Talk win.**

The winning success action is: *Give yourself permission to win.* **Take winning actions.**

Hey, wait a minute, you say. That sounds too easy. No, it's *simple* – there's a big difference between *simple to understand* and *easy to do*. Positive thinking ain't easy. Success ain't easy. Winning ain't easy, but it CAN be learned.

Pelletier says, “The key (and least executed principle) is *giving yourself permission to win*. I'm talking about a college degree in positive thinking with an attitude... and a post-graduate degree in *permission to win* attached to it. You don't THINK you're going to win. You don't HOPE you're going to win. You DECIDE you're going to win.”

“The most incredible aspect of this process is that people block their own success by telling themselves they can’t succeed. Sounds incredible, but it’s true.” says Pelletier.

“They tell themselves *It’s OK to settle for less than what I want*. They give themselves excuses like, *It’s not my job*, or worse – *They don’t pay me enough to...* or worst – *They tell themselves that it’s OK to quit*. Winning must be an active permission before it becomes a living reality.”

“Napoleon Hill studied 157 of the world’s most successful entrepreneurs, and that every one of them had one trait in common: they KNEW they would succeed,” says Pelletier with passion. “It was a flat-out decision. Most of them had little money or support, and several of them had almost no formal education. But one thing they all understood: *winning is a decision*.”

“Not to decide is to decide,” He adds. “It’s a permit to win, and you have to give it to yourself. Others can support it – but you give it to yourself.”

“You want the secret. That’s the secret.”

Permission to win is an active process made up of winning thought components. Here are the winning components and actions that will encompass your decision to win:

- **Develop the desire to win.** Most people want to win, but lack the desire to accomplish it. *Permission opens desire.*
- **Visualize winning every time you play.** See the win before it occurs. *Permission lets the mind’s eye focus.*

- **Remember past wins.** Thinking about previous wins makes present wins seem more achievable. *Permission re-lives memorable wins.*
- **Talk win to yourself.** You tell yourself you're a winner. *Permission is granted to yourself from yourself.*
- **Read about winners.** Learn how others won. *Permission is stronger when understanding is present.*
- **Listen to winning stuff.** The more you hear sounds of winning, the easier it is to understand winning ways. *Permission is easier when you repeat the message.*
- **Hang around winners.** The best place to learn winning ways is from a winner. *Permission comes from winning thoughts and ideas.*
- **Take winning actions.** There's no such thing as a passive winner. You don't wait to win – you take action. *Permission is a winning action. Act like a winner.*

“Permission to win is the most powerful decision a person can make,” says Pelletier. “As it evolves in your psyche, your thinking will begin to automatically adjust to disappointments and setbacks, and find a way to get around them or overcome them. Winning will gradually become instinctive.

“Your mindset will be different than anything you’ve ever experienced before. Your approaches will be exclusively winner-oriented.”

“If you start out every day like it was the first of January, you begin to develop the attitude and intensity needed to become a winner. A daily winner,” says Pelletier. “Real winners make every day New Years Day.”

Ray Pelletier understands winning like few people in the world. Not only has he taught it in the corporate boardroom, but one of his most notable successes is in the college locker room. Ray delivered the pre-game “Permission to Win” talk to Notre Dame before the Orange Bowl when they beat Colorado in 1989. Ray was given the game ball.

“Permission to win is a lifestyle,” says Pelletier. “It’s more than a choice; it’s a decision. Decision is something you make *after* you choose. And the cool part is that you decide between an excuse about losing or permission to win.”

What’s your decision?

In the right club... Or getting clubbed?

Can't get the appointment?

Cold calls failing?

Getting excuses you have a hard time getting past?

Getting rejected?

Frustrated?

Welcome to the club. The “Rejected and It’s Your Own Damn Fault Club.” In sales, it’s a bigger club than “Made the Sale Club.” Reason? You’re following the by-laws of the wrong club. All clubs have by-laws. Follow them and stay in the club. Violate them and get expelled (or join another club).

The “rejected” club is full of a bunch of ordinary salespeople selling the same old way, following by-laws established in the '50s, '60s, and '70s. They still work, but not very often. Their motto is, “Sales is a numbers game.”

The sales club sells in a daring manner, with creativity. Their motto is “Sales is a *smart* numbers game.” Relationships and referrals abound.

Which club are you in?

Okay, so what are the by-laws of the Sales Club? What are the *foundation of rules* by which an INITIAL call must be made (assuming it isn't a referral)? Here they are – and there's some great news attached. Hot, cold, or lukewarm, the same by-laws (rules) apply.

Because these rules are so critical, I've taken a bit more space and time to elaborate and example them.

And whatever you do, please DON'T JUST READ THEM. Self-assess each one by the "How good am I at that?" standard. Run your sales meetings around them – one rule at a time.

The by-laws are not answers in-and-of themselves. They are realizations for which you must create your own answers and adapt your product, service, and selling style. If you do that, you can get in The Sales Club. And if you don't, don't worry. You'll never know the difference. But there's a clue – you'll be whining about your prices being too high, of getting put off by prospects, or getting a high percentage of "satisfied with present supplier, no reason to switch."

If that's you, you're in trouble. Here's the way out...

Jeffrey Gitomer's

7.5 Sales Club By-laws

☐ **1. Get interesting.** “Jeffrey, too many prospects tell me they’re not interested.” Boo. Hoo. Real easy remedy – get interesting. Stop the same old drivel about who you are, and what you do, and that you want a few minutes of their time to...CLICK. Instead of getting “hung-uped” or “door-slammed” or “not-interested-ed,” why not take a more creative approach? Walk in or call up with a question, a survey, or something to test their present use or value.

EXAMPLE: If a copier salesman walks in with 10 sheets of paper, spreads them out, and tells the receptionist that if she can guess which ones are the copies and which are the originals she gets a miniature bottle of perfume – you’ll have the whole office playing. Then give them the five originals and tell them to copy the same five originals and see if they can tell the difference. Then have them take the entire package to the boss and offer \$100 if the boss can tell the difference – then show him his own copies. Ask the boss how much his image is worth. The result will be interested (and involved) people.

☐ **2. Say it in terms of them.** So often the start of a sales presentation, sales call, or cold call is: “We do this. We offer that. We’ve been in business since. We are the greatest. We... We...” This is what’s known as a we-we (spoken very quickly) presentation.

SALES TRUTH:

No one wants to hear about,
much less care about, you.

❑ **3. Prospects want to know all about how they can succeed, not a bunch of crap about you.** Which do you think your prospect wants – a copy of your brochure, or things and ideas to help build their business? If the answer is obvious, why are you still giving out your brochure? Answer: No homework done by you before the sales call.

EXAMPLE: Tell the prospect things about use of product or service. Tell them about the three things others overlook that can boost productivity or reduce costs. Bring in a new idea or something you saw working elsewhere in a similar business. One thing about THEM will be 1,000 times more interesting than 100 things about you.

❑ **4. Take a risk.** All of life is a risk. Sales is just part of life. You've heard the old saying, "No risk, no reward." That statement is wrong. I say, "No risk, no nothing." If you're getting rejected, it's probably because you're so bland, no one can perceive a difference. If that's true, the customer will stay with their present supplier, outright reject you, fight your price, or, worse, jerk you around without an answer.

A RISK IS: A daring or humorous voicemail to someone who won't return your phone call. A high powered question to begin your talk. A try for a higher authority on the first call. (It's where the decision is made anyway. You may as well start there.)

❑ **5. Study creativity.** If creativity is important to the sale, why have you never read a book on it? Run to the bookstore or Amazon.com and order *Thinkertoys*, by Michael Michalko – a landmark book on creativity that’s easily transferable to sales.

CREATIVE ACTION must permeate every sales action you take. Cold calls, information delivery, presentations, proposals, voicemails, follow-ups, closing strategies, how customers order, what is customer service, and staying in front of your existing customers with value messages instead of sales calls are at the heart of your loyalty factor and your referral quotient. And, oh yes – your ability to differentiate yourself from the competition with something OTHER than price. Creativity is a learned science. Read, learn, and apply.

❑ **6. Just because they are important to you does not mean that you are important to them.** Prospects and customers are busy with THEIR agendas, not yours. Many salespeople prepare weekly “hot prospect” lists. Hot to who? Want to take a cold shower? Put a check mark by each customer on your list who is hot for you. Uh, oh. Different list.

Your cold call is an interruption to them. And for the most part, it’s a negative one. Your 9 AM follow-up may be in the middle of their staff meeting. You can’t just be hot to sell them (quotas, sales goals, and commissions). They gotta be hot to buy (need, value established, resource, trust). And you have to be timely in your approaches.

HUGE MISTAKE: Only looking at the “hot prospect” list from your point of view. The dimmest one.

☐ **7. Sell one thing at a time.** Most basketball games are won with lay-ups. Two-foot shots or dunks. Just go through the fundamental steps of the sales cycle. No behind-the-back passes. No full-court passes. When you’re in the first call, stick to your objective. Get to the next step. When you’re on a cold appointment telemarket call, just sell the appointment. Save your trump (best information) for the last trick. Complete the cycle one step (one two-foot shot) at a time.

WHAT IS IT? Do you even know your sales cycle? Most salespeople don’t have it defined. Define it.

☐ **7.5 You gotta believe.** The first sale that’s made is the salesperson. If the prospect does not buy you, they’ll NEVER buy your stuff.

TO MAKE A SALE: You gotta believe you work for the greatest company in the world. You gotta believe you have the greatest products and services in the world. And you gotta believe you’re the greatest person in the world. Three key words: *You gotta believe.*

Okay. There are the sales club by-laws to make initial sales by. How did you stack up? In the club? Probably not. But take heart – very few are. They’re easy to find however. They’re always the ones who sell the most and win the sales trips. They may be the ones you hate. Real-world update: It’s not hate. It’s envy.

**IDEA FOR THIS YEAR:
Form a group inside
your company,
and another group
outside your company
and see if you can
update your by-laws
and make the sales
club this year.
I hope you do.**

– Jeffrey Gitomer

How determined are you to be a winner?

I don't know how many of you watched the Masters golf tournament in 2006. I watched it sporadically on each of the days, hoping, like many others, that Tiger Woods would win one for his dad. He didn't.

He put on a hard charge at the end. He certainly didn't embarrass himself. And I am certain he gave it everything he had. But on that day, he was not his best or THE best.

THE best was Phil Mickelson. And I should begin by saying that I am *not* a Phil Mickelson fan. The early tag on Phil Mickelson was that "he was a choker." It took him twelve years to win his first Masters title – actually to win his first major title.

Every year, I would listen to announcers introduce Mickelson's play by saying, "No one has ever come in second more than Phil Mickelson." What I *heard* them say is that, "No one's ever choked more than Phil Mickelson." But finally, in 2004, he won the Masters. And then in 2005 he won the PGA Championship.

Throughout the tournament, if you watched Phil Mickelson play, he *looked* like a champion. He had the look of "winner" – on his face, in his walk, and in the self-confidence that he displayed – both making shots and scrambling.

The lesson here is that success doesn't just breed success. Success breeds self-confidence. And success gives you a feeling once you achieve it, that you can achieve it again and again. Even if you falter along the way, once you've succeeded, you say to yourself, "I've been there. I know what it feels like. I can repeat it. I can do it again."

What are the successes you've been trying for? How long have you been trying to reach them? How determined are you? How much are you studying and practicing to get there?

THE SUCCESS SECRET IS: You have to visualize it, feel it, and study it. You have to do everything you can to experience it before you can make it happen for yourself and ultimately, make it into a habit. It may take you 46 attempts to get your first big victory, but once you get it, you can get it again.

I wonder if any of you have the tenacity to lose 46 times and still emerge victorious. That, after 10 or 12 years of wearing the banner of "loser," you can emerge as a winner. A world champion.


Which of Mickelson's qualities finally helped him get that first big win after more than a decade of losing (or should I say a decade of trying)?

Here are a few to ponder and measure yourself against:

- 1. He kept his eye on the prize**
- 2. His determination was unyielding**
- 3. He practiced every day**
- 4. He had a coach.**
- 5. His self-belief kept him going**
- 5.5 And, in the end, he proved he could win under pressure**

He didn't just win a championship. He won what would be considered by many THE championship. I think if you ask any golfer which of the big four championships he would rather win, the Masters would come out of every mouth.

Winning it once was proof to the world. Winning it twice was proof to himself.

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Jeffrey Gitomer

**Chief Executive
Salesman**



AUTHOR. Jeffrey Gitomer is the author of *The New York Times* best sellers *The Sales Bible*, *The Little Red Book of Selling*, *The Little Black Book of Connections*, and *The Little Gold Book of YES! Attitude*. All of his books have been number one best sellers on Amazon.com, including *Customer Satisfaction is Worthless*, *Customer Loyalty is Priceless*, *The Patterson Principles of Selling*, *The Little Red Book of Sales Answers*, and his latest best selling book *The Little Green Book of Getting Your Way*. Jeffrey's books have sold millions of copies worldwide.

OVER 100 PRESENTATIONS A YEAR. Jeffrey gives public and corporate seminars, runs annual sales meetings, and conducts live and Internet training programs on selling, customer loyalty, and personal development.

BIG CORPORATE CUSTOMERS. Jeffrey's customers include Coca-Cola, D.R. Horton, Caterpillar, BMW, Cingular Wireless, MacGregor Golf, Ferguson Enterprises, Kimpton Hotels, Hilton, Enterprise Rent-A-Car, AmeriPride, Stewart Title, Comcast Cable, Time Warner Cable, Wells Fargo Bank, Liberty Mutual Insurance, Principal Financial Group, IBM, Baptist Health Care, BlueCross BlueShield, Carlsberg, NCR, Wausau Insurance, Northwestern Mutual, Sports Authority, MetLife, GlaxoSmithKline, AC Nielsen, The New York Post, and hundreds of others.

IN FRONT OF MILLIONS OF READERS EVERY WEEK. Jeffrey's syndicated column, *Sales Moves*, appears in scores of business journals and newspapers in the United States and Europe, and is read by more than four million people every week.

SELLING POWER LIVE. Jeffrey is the host and commentator of *Selling Power Live*, a monthly, subscription-based sales resource bringing together the insights of the world's foremost authorities on selling and personal development.

ON THE INTERNET. Jeffrey's WOW! websites, *www.gitomer.com* and *www.trainone.com*, get more than 100,000 hits per week from readers and seminar attendees. His state-of-the-art presence on the web and e-commerce ability has set the standard among peers, and has won huge praise and acceptance from his customers.

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SALES ASSESSMENT ONLINE. The world's first customized sales assessment, renamed a "successment," will not only judge your selling skill level in 12 critical areas of sales knowledge, it will give you a diagnostic report that includes 50 mini sales lessons. This amazing sales tool will rate your sales abilities and explain your customized opportunities for sales knowledge growth. This program is aptly named KnowSuccess because *you can't know success until you know yourself*.

AWARD FOR PRESENTATION EXCELLENCE. In 1997, Jeffrey was awarded the designation of Certified Speaking Professional (CSP) by the National Speakers Association. The CSP award has been given fewer than 500 times in the past 25 years and is the association's highest earned award.

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