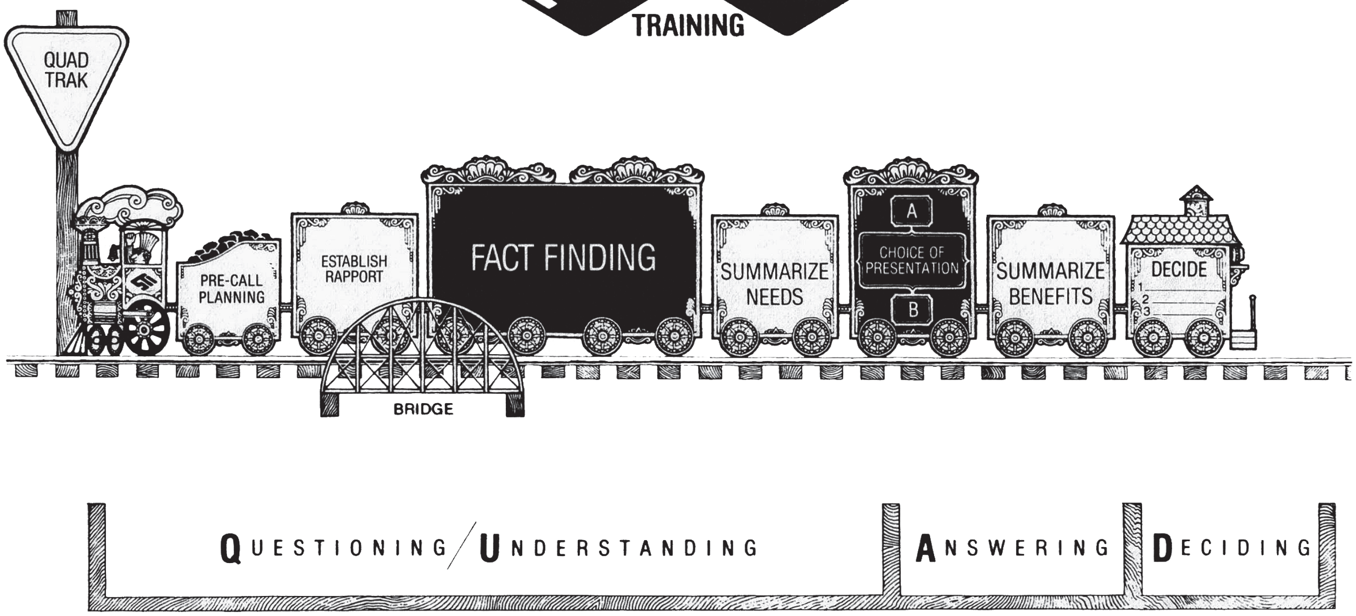
QUAD TRAK™ TRAINING




Archer Travel Service Inc.

ARCHER TRAVEL SERVICE INC

SALES PROFESSIONAL

*Introduction*

# Evolve Your Selling Skills

The purpose of this series of lessons is to teach you some specific skills to help when talking with clients. This is not a set pattern of going through Step 1, Step 2, Step 3, etc. Rather, you will learn skills that are much like arrows in a quiver, where you will learn how to use a specific arrow for a specific target. The nice thing about targeting this way is that we get to discover what arrows we will need for different targets, knowing with assurance that we have a better chance of hitting the target, no matter the situation.

Establish The Relationship (*Loading Your Quiver)*
This makes you a better archer by helping you to understand the decision making processes people go through. Decision making is one of the most stressful things a person can do, and the stress can pop up anywhere before, during, or after the decision. This section is broken down into three parts:

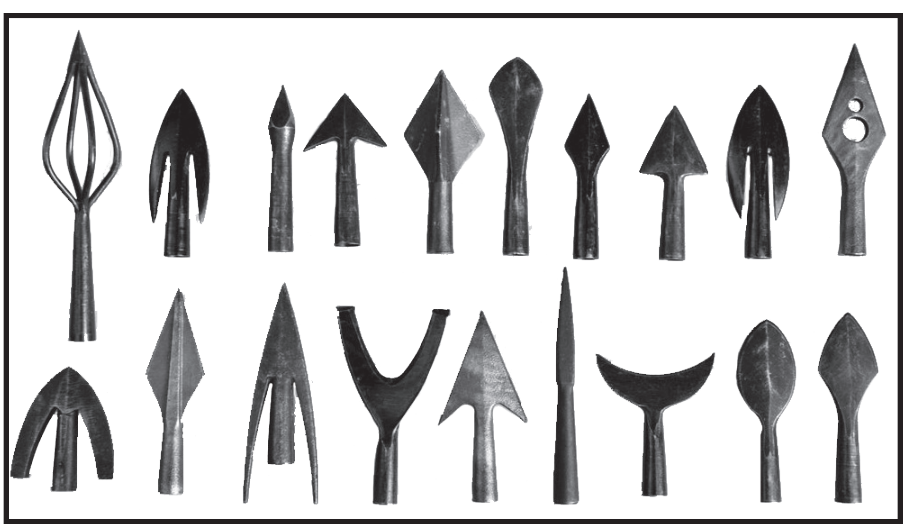
Lesson 2: Behavior Styles
Lesson 3: Managing the Relationship
Lesson 4: Communication Skills

Lesson 5: Asking Questions (*Choosing Your Arrows)*
This is designed to help you understand the dynamics of how to gain the trust of your client, and why this phase is even more important than the loading process. You can't hit your target until you know exactly what kind of arrow you're going to need. We do this by using the Conversational Circle to move the process along, using appropriate feedback and followup.

Lesson 6: Organizing Your Program (*Nocking Specific Arrows)*
Now that we've chosen the right arrow, it's time to shoot. This section will help you understand HOW to apply WHAT you know, in terms of shooting at the specific target the client has placed in front of us. You will learn how to match specific needs with UNIQUE Features and Benefits.

Lesson 7: Presenting Your Program *(Shooting Your Arrows)*
This lesson will guarantee that you hit the target your clients have put up by showing them what they told you they want to buy.

Lesson 8: Making The Decision (*Hitting The Target)*
Now that you have hit the target they have selected for you, it's simply a matter of asking them to buy from you. This lesson will walk you through the process of asking for a commitment, and resolving any conflicts or unresolved issues.



*The Process*

# *SALES TIME MANAGEMENT*

## Establish The Relationship

Their first decision is not whether they will buy from you,
but will they continue to listen to what you have to say?

## Ask Questions

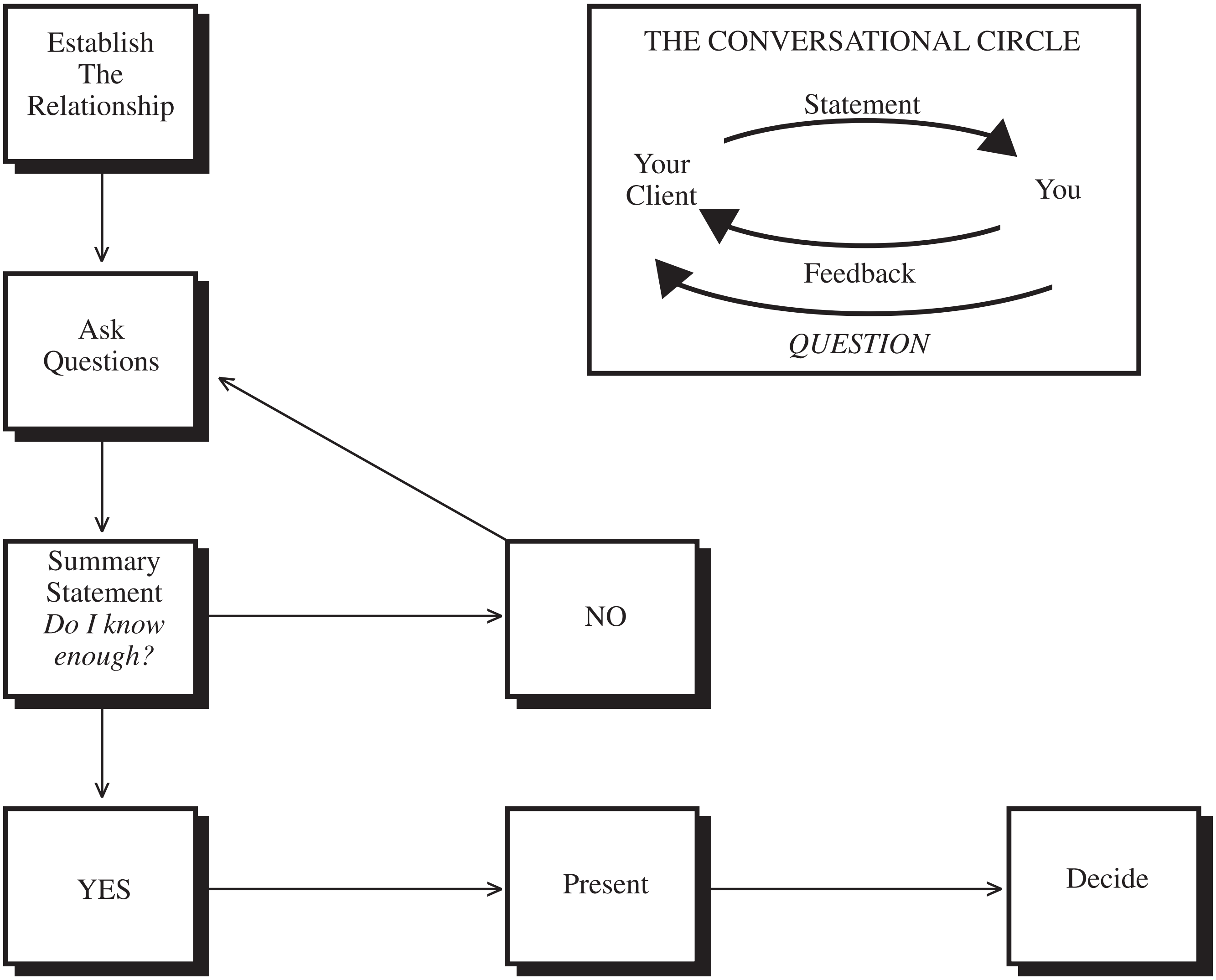
Find out what they want.

## Present Your Program

Show them what they asked for.

## Make The Decision

Buying what they asked for from you.




**Five Golden Minutes**

*the most underrated aspect of sales*

What did I do right?
What did I do wrong?
What could I have done better?
What did I miss?
Did I get a referral?
DID I SEND A THANK YOU NOTE?

**NEVER, EVER leave the timing of ANY decision up to the client.**

# Establish The Relationship

The most common mistake we make make when talking with people is that we think their only decision is whether or not they will buy something from us. In fact, the FIRST decision they make is whether or not they choose to continue to listen to what we have to say. In order to earn the right to move on to the more important decisions, we have to learn how to build trust. Building trust is a multi-step process that takes time to develop, and involves some very specific arrows to load into your quiver. Your arrows are:

1. Behavior Styles *(Lesson 2)*
   *Similarities and differences*
   *Understanding each one*

2. Managing the Relationship *(Lesson 3)*
   *Versatility*
   *Backup Behavior*

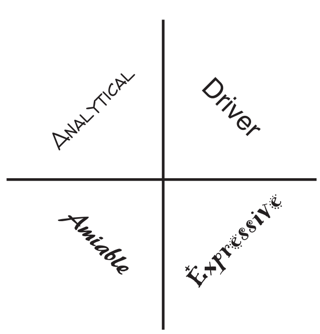
3. Communication Skills *(Lesson 4)*
   *Creating positive interpersonal climates*
   *Telling Tension*
   *Verbal & non-verbal feedback*
   *Neuro-linguistics*
   *The Conversational Circle*

## Lesson 2

**BEHAVIOR STYLES**

Each of us has a unique and distinct personality that sets each of us apart from all other people, our *Style*. Our minds, intellects, abilities, and wills form our *nature*. Our surroundings form our morals, values, ideas, ideals, and attitudes, our *nurture*. All of this together constitutes our personalities, and is manifested through our *BEHAVIORS.*

Using Styles correctly means interpreting behavior in others as the result of objective observation of very subjective things, and involves some very strict rules.




1. Style is based upon behaviors we can observe using verbal and non-verbal clues. and encompasses only two things:
   *what people SAY, and what people DO.*

2. Style is non-judgmental. There is no good, there is no bad, there just IS.

3. Style is non-limiting, and does not put people in boxes.

4. Your Style is perfect for you and is not subject to change.

5. Each Style has strengths, which are the seeds of its weakness.

6. We all have a few behaviors which are more typical of people who are in the other three quadrants.

***THIS IS A LIFE SKILL,***
***AS WELL AS A SALES SKILL.***

Please keep in mind that the proper way to use Styles is to isolate your feelings, and not to mix your feelings with your observations. Remember, Styles is first and foremost OBJECTIVE. Your goal is not to discover if you like this person, or if this person likes you; your goal is to find out what clues this person gives you so that you can relate more effectively, in effect getting on their wavelength.

In this section, we're going to address the four fundamental behavior styles, how they work, where each of us fits in the diagram, and most importantly, how to relate to people who are from different quadrants.

**Using the samples on the next page, please pause the session here to complete the forms on the next two blank pages. The other pages are for you to make copies to figure out the styles of other people. Do at least three as homework.**

# Behavior Profile

Imagine you are in the kitchen at a party, listening to five of your clients, business acquaintances, and family members talk about you. They are in the other room, and do not know you are listening, and are using words and phrases below to describe you. Please pick the words and phrases you think they would use to describe you, MOST OF THE TIME, comparing Column I with II, and III with IV.

| Column I | Column II | Column III | Column IV |
|---|---|---|---|
| __Cool | X Warm | X Competitive | __Cooperative |
| X Reserved | __Approachable | __Fast actions | X Slower paced |
| __Uncommunicative | X Communicative | __Risk taker | X Risk avoider |
| X Guarded | __Open | __Aggressive | X Laid back |
| __Desire to be right | X Fluid attitudes | X Strong opinions | __Moderate opinions |
| X Cautious | __Impulsive | X Take charge attitude | __Supportive Attitude |
| X Time disciplined | __Less time disciplined | X Clear idea of needs | __Unclear about needs |
| __Uses facts | X Uses opinions | __Uses power | X Avoids using power |
| __Formal dress and speech | X Informal dress and speech | __Takes social iniative | X Lets others take social initiative |
| X Measured opinions and actions | __Dramatic opinions and actions | __Makes statements | X Asks questions |
| X Strict | __Permissive | X Louder voice | __Quieter voice |
| __Rational decision making | X Emotional decision making | X Quick paced | __Deliberate actions |
| __Difficult to know | X Easy to know | X Firm handshake | __Loose handshake |
| X Demanding of self and others | __Relaxed with self and others | __Unmannerly | X Respectful |
| __Businesslike | X Personal and friendly | __Reluctant to help | X Willing to help |
| __Monotone voice | X Expressive Voice | | |
| TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS |
| I 7 | II 9 | III 7 | IV 8 |

To complete the profile, enter the total checks from each column in the blanks below, then subtract Column II from I, and IV from III. You will get either a negative or positive number. If you get -0- in either column, please review your descriptions for those two columns and see if you can add or subtract check marks. Place your totals below.

| | | | |
|---|---|---|---|
| Total checks from Column I | 7 | Total checks from Column III | 7 |
| Total checks from Column II | 9 | Total checks from Column IV | 8 |
| Subtract II from I | -2 | Subtract IV from III | -1 |

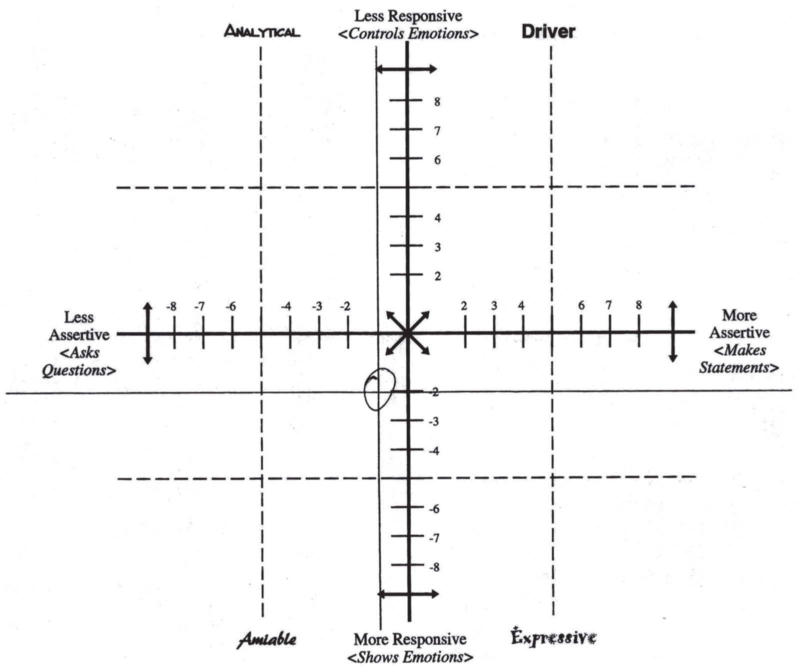
# Personal Style Chart

Name MIKE ARCHER Date 6/9/21

Take the total from columns I & II, find your number on the VERTICAL scale, and draw a horizontal straight line through the number.

Take the total from columns III & IV, find your number on the HORIZONTAL scale, and draw a vertical straight line through the number.

Where the two lines intersect is your personal style.



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|---|---|---|---|
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| __Reserved | __Approachable | __Fast actions | __Slower paced |
| __Uncommunicative | __Communicative | __Risk taker | __Risk avoider |
| __Guarded | __Open | __Aggressive | __Laid back |
| __Desire to be right | __Fluid attitudes | __Strong opinions | __Moderate opinions |
| __Cautious | __Impulsive | __Take charge attitude | __Supportive Attitude |
| __Time disciplined | __Less time disciplined | __Clear idea of needs | __Unclear about needs |
| __Uses facts | __Uses opinions | __Uses power | __Avoids using power |
| __Formal dress and speech | __Informal dress and speech | __Takes social iniative | __Lets others take social initiative |
| __Measured opinions and actions | __Dramatic opinions and actions | __Makes statements | __Asks questions |
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| __Rational decision making | __Emotional decision making | __Quick paced | __Deliberate actions |
| __Difficult to know | __Easy to know | __Firm handshake | __Loose handshake |
| __Standoffish | __Personal and friendly | __Unmannerly | __Respectful |
| __Monotone voice | __Expressive voice | __Reluctant to help | __Willing to help |
| TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS |
| I________________ | II________________ | III________________ | IV________________ |

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Total checks from Column I _______

Total checks from Column II _______

Subtract II from I _______

Total checks from Column III _______

Total checks from Column IV _______

Subtract IV from III _______

# Personal Style Chart

Name ______________________________ Date ________

Take the total from columns I & II, find your number on the VERTICAL scale, and draw a horizontal straight line through the number.

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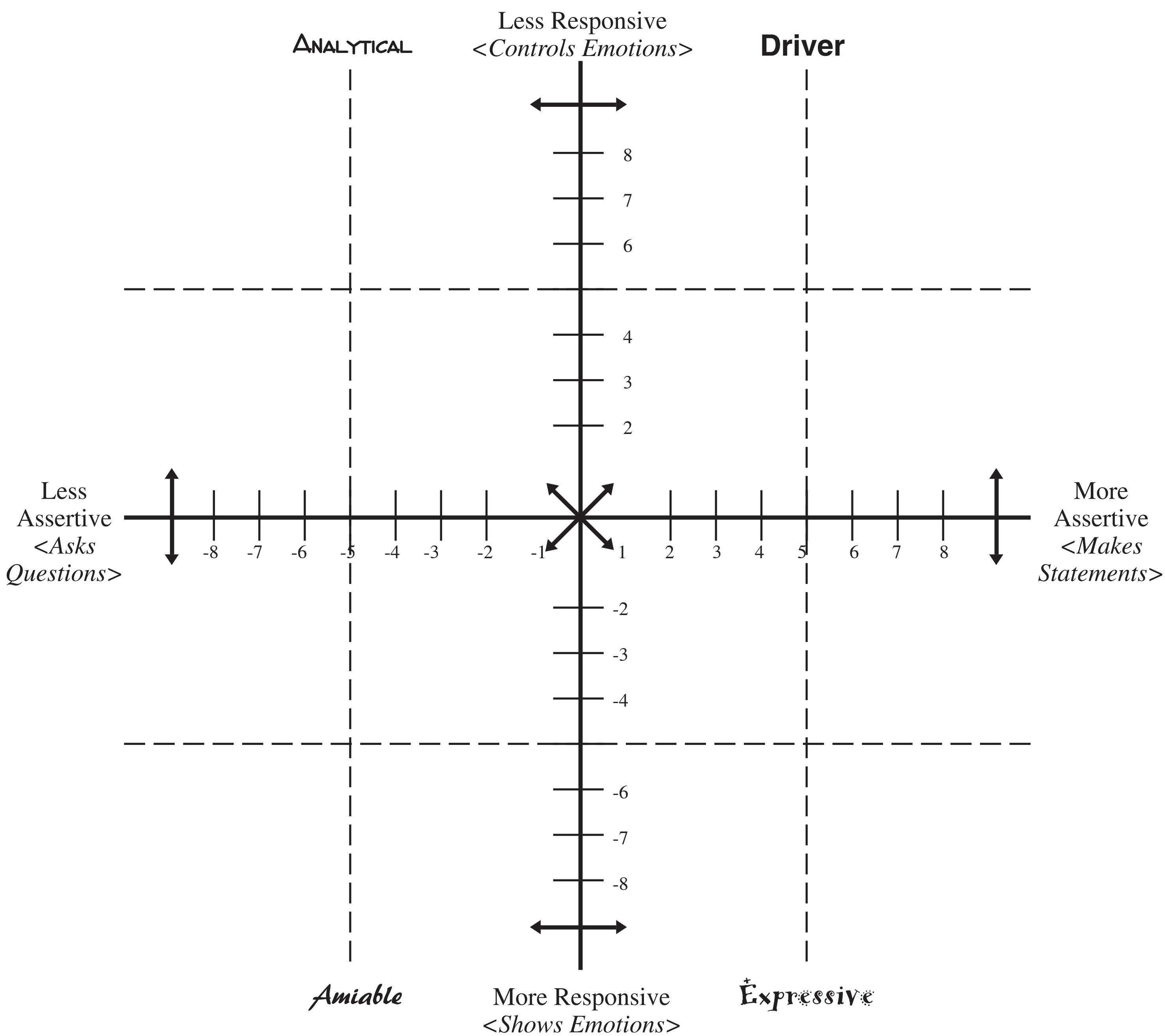

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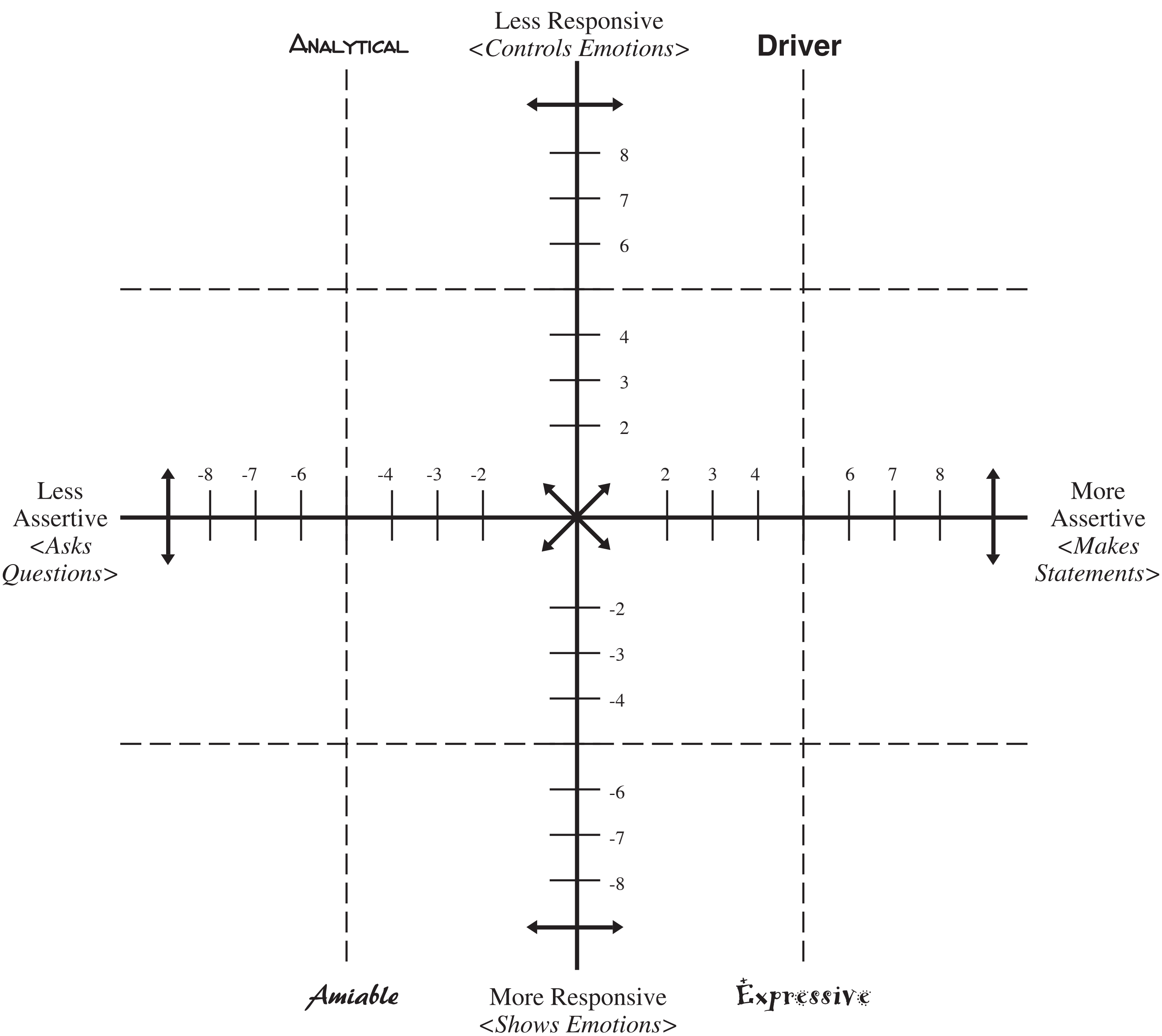


### Amiable
Amiables are very patient and well-balanced. They're quiet but witty. They're very sympathetic, kind, and inoffensive. Amiables do not like to offend people, and are easy going. They don't like conflict. They're diplomatic and calm. But on the weak side, amiables can be stubborn and selfish. Their aversion to offence and conflict can also manifest as a weakness.

### Analytical
They're serious and purposeful, orderly and organized. Their strengths are that they are perfectionists. They want things done right the first time. They're neat and tidy, economical, and self-disciplined. Analyticals can be indecisive and they over-analyze everything. Their perfectionism can also manifest as a weakness at times, as they can be guilty of making their pursuit of perfection stall completion.

### Driver
Drivers are dynamic and active. They move very quickly to action, but they are not detail oriented. They are great with the big picture. They're visionaries and they see how to get to where they need to go, but they're not always great at taking the interim steps needed to get there. Drivers' strengths are that they are very determined. They are independent and productive. Drivers get a lot of things done. Drivers would rather make a bad decision than no decision. They just want that decision to be made. Drivers do not like to admit when they are wrong. They can also rush to a decision without thoroughly thinking through or understanding the results or consequences of their decisions.

### Expressive
On the strong side, expressives are very outgoing. They are ambitious, charismatic, and persuasive. On the weak side, they can be disorganized, undisciplined, loud, and incredibly talkative.

For a more complete review of personality styles, please visit:
*https://blog.bretthard.in/the-four-different-personality-types-9366bfefde16*
*-or-*
*https://worldofwork.io/2019/06/merrill-reid-social-personality-styles/*

# Behavioral Style Clues
## *What To Look For In Each Style*
## *General Guidelines (Not Absolutes)*

## VERBAL

| Characteristics | Amiable | Analytical | Driver | Expressive |
|---|---|---|---|---|
| Voice | Softer<br>Slower<br>Some Animation<br>Some Inflection | Softer<br>Slower<br>Little Animation<br>Little Inflection | Louder<br>Faster<br>Some Animation<br>Good Inflection | Louder<br>Faster<br>Good Animation<br>Good Inflection |
| Diction | More Formal | Formal | Formal | Less Formal |

## NON-VERBAL

| | | | | |
|---|---|---|---|---|
| Handshake | Firm<br>Under | Less Firm<br>Close To Body | Strong<br>Over | Firm<br>Extended |
| Clothing | Relaxed<br>Casual | Businesslike<br>Understated | Businesslike<br>Power | Casual<br>Loud |
| Facial Expression | Some Animation | Little Animation | Some Animation | Animated |
| Smile | Easy<br>Often | Tight<br>Rare | Some<br>Earned | Broad<br>Often |
| Eye Contact | Good<br>Interested | Little<br>Questioning | Strong<br>Piercing | Moderate<br>Joyful |
| Gestures | Moderate<br>Shoulder Length<br>Fluid | Little<br>Inside Shoulders<br>Restricted | Some<br>Shoulder Length<br>Intentional | Big<br>Outside Shoulders<br>Broad |
| Posture | Relaxed<br>Upright | Stiff<br>Lean Back | Straight<br>Lean In | Relaxed<br>Lean In |

# Lesson 3

*Versatility*

*"Am I willing to TEMPORARILY change my behavior to accommodate the other person?"*

This behavior change is called Versatility. Remember, you are building a relationship. It is your job to manage the emotions of your client. You are involved in a PROCESS of moving your client closer to a sale. You BOTH need to get your stories out, and there is a proper way in which to do that.

Versatility is the ability and the desire to manage interpersonal tension, by making TEMPORARY changes in your own behavior to meet the style needs of another, without sacrificing your own integrity. Versatility starts with YOU. It is something you do to yourself. You must care about the relationship in order to be motivated to use your versatility. *Do unto others the way they would have you do unto them.*


Look at the see-saw. Versatility is the fulcrum of that see-saw, and provides the balance necessary for us to maintain lower tension levels in our client, in order to more productively engage them.

**HOW To Be Versatile**

Some of the elements of Versatility are:

• Appealing physical appearance, well groomed, properly dressed, as appropriate to the viewer.

• Ability to communicate well verbally, and with good grammar, diction, and *pacing*, as appropriate to your contact.

• A competence that shows you are well versed in your subject matter in order that others may use and draw from your competency to attain mutually desired outcomes. This goes along with the aspect of compatibility, so that your client will want to continue to listen to what you have to say.

• Giving verbal and nonverbal feedback as appropriate to manage the relationship's tension, and increase mutual understanding.

• Facial Expression/Eye Contact.

## Analytical

• Easy Eye Contact
• Be Prepared
• Be Accurate
• Give Evidence
• Be Precise
• SLOW Decision making
• THE DECISION IS RIGHT

## Amiable

• Easy Eye Contact
• Slower Paced
• Minimize Risk
• Be Patient
• Provide Assurance
• SLOW Decision making
• DEVELOP THE RELATIONSHIP

## Expressive

• Reinforce Their Opinions
• Avoid Arguments
• Motivate With Stories
• Cite Prominant People
• Settle All Final Details
• FAST Decision making
• FOCUS ON THE BIG PICTURE

## Driver

• Strong Eye Contact
• Simple And Direct
• Don't Waste Time
• Use Facts and Data
• Stay On Task
• FAST Decision making
• SHOW OPTIONS

# Versatility

## *making <u>temporary</u> changes in your own behavior (WHERE To Be Versatile)*

| | Analytical | Amiable | Expressive | Driver |
|---|---|---|---|---|
| *What to Support* | ***The decision is right***<br>Support need for organization<br>Be specific<br>Be persistent<br>Support need for credibility<br>***Don't touch*** | Show personal interest early<br>Support relationship with others<br>Look for early dissatisfaction<br>Be patient | Reinforce their opinions<br>Avoid arguments<br>Work out specifics<br>Discuss stimulating ideas | Show quick results<br>***Show options***<br>Take issue with facts, not the person<br>***Don't touch*** |
| *Use of Time* | Time-disciplined<br>Slower paced<br>Be prepared<br>Be accurate | Less time-disciplined<br>Slower paced<br>Spend casual time<br>Be personal and informal | Move quickly, but be less time-disciplined<br>Develop clear pictures<br>Settle final details | Don't waste time<br>Stay on target<br>Be simple & direct<br>Time-disciplined and fast paced. |
| *Decision Making* | Minimize risk<br>The decision is right, now and in the future<br>Demonstrate solid, tangible, and practical results<br>Give evidence<br>Be precise | Let them use personal opinions<br>***Develop the relationship***<br>Minimize risk<br>Provide personal guarantee and assurance | Motivate using stories<br>Let them risk their personal opinions<br>Cite prominent people<br>Provide endorsement<br>***Focus on the "big picture"***<br>Give recognition and incentives | Show options with probabilities<br>Back with facts<br>Allow them to risk<br>***Let them make the decision*** |

*Backup Behavior*

We've all heard the expression "the fight or flight syndrome". Amiables and Analyticals are likely to flee a tense situation, while Drivers and Expressives are likely to stand their ground and challenge. However, these two conditions take on different characteristics, based on Styles.

Backup Behavior is our stress management tool, and exaggerates our home base style's normal behaviors.

Backup Behavior happens when we or our clients are unable to manage our stress levels, and our stress levels rise. We need to understand and learn how this increased stress manifests itself, especially when we are asking for major decisions from them.

Getting Backup Behavior under control involves:
1. **non-judgmentally** recognizing the behavior;
2. seeking the cause of the higher tension;
3. reducing the tension to tolerable levels.

Amiables care about relationships, so under a tense situation, they will flee by internalizing everything because they don't want to hurt your feelings. They are the hardest to read, because they are the most passive in stressful situations. We often mistake their passiveness for agreement. The biggest thing to watch for in an Amiable is lack of facial expression, a monotone voice, a more passive role in the conversation.

Analyticals don't care about relationships, so they will be more active, to the point of getting up and leaving. If that is not acceptable, then they will physically turn away from you, exposing the broad areas of the body: shoulders, sides of the arms and legs, etc. They will push the chair farther away from you; anything to mentally remove themselves from the cause of the stress.

**Drivers** are the "my way or the highway" people. They will challenge you by taking control of the situation, and letting you know in no uncertain terms who's the boss.

Expressives attack, usually verbally, but sometimes physically. These are the "in your face" people, and are by far the easiest to read.

Now, if our tension doesn't get under control by employing our home base coping mechanism, then we take more drastic steps to get it under control. This behavior is called a *"Z-Out"*. The chart on the next page goes into more detail about this phenomenon.

# Backup Behavior
## (behavior under stress or tension)

Styles Rule: Backup Behavior confirms a person's home base style, and is an exaggeration of their normal behaviors.

Resolving Backup Behavior:
- Recognize the behavior non-judgmentally
- Seek the cause of the tension
- Reduce the tension to tolerable levels

If Backup Behavior cannot be managed in one's home base style, the person will migrate to another style in a Z pattern, and continue until the tension is reduced to a manageable level. *(Example: Analytical to Driver to Amiable to Expressive)*

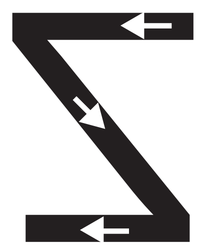
Less Responsive
*<Controls Emotions>*

**Analytical**

- Withdrawal, physically/emotionally
- Exit
- Break eye contact
- Posture change backward/sideways

**Driver**

- Take charge attitude
- Louder voice
- Stronger eye contact
- Posture change forward/up

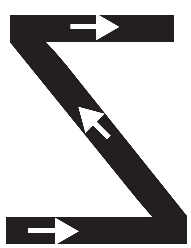


Less Assertive
*<Asks Questions>*

More Assertive
*<Makes Statements>*

**Amiable**

- Withdrawal, internally
- Flat toned face, voice
- Break eye contact
- Posture change backward/compacted



**Expressive**

- Confrontational, physically/verbally
- More animated face, voice
- Stronger eye contact
- Posture change forward/expanded

More Responsive
*<Shows Emotions>*

## COMMUNICATION SKILLS

It isn't enough to know a person's behavior style if we don't know how to put what we know into practical application. This section will deal with some specific ways to let you get on the same wave length as the person with whom you're talking.

*Interpersonal Climate (IPC)*

This is where you use your Versatility and Backup Behavior skills to Create the right environment while trying to sell your client. Productive environments involve *approval* (I'm great, you're great), or at the very least, *acceptance* (you're great, even if we disagree). The communication here is solid, and you're both on the same wave length.

Non-productive environments are either *indifference* or *disapproval*. Indifference occurs when you can't seem to get a response, or the responses you do get are either shallow, trite, or "canned". Disapproval happens when the conversation starts to deteriorate, eye contact is broken, and evidence of the first stage of Backup Behavior is present.

Finally, destructive IPC's are when there is either outright *hostility*, meaning a raging argument, or there is total *rupture*, when the relationship ends by one or both people simply walking away. The symptoms are there, if we learn to recognize them, and watch out for second and third stage Backup Behavior.

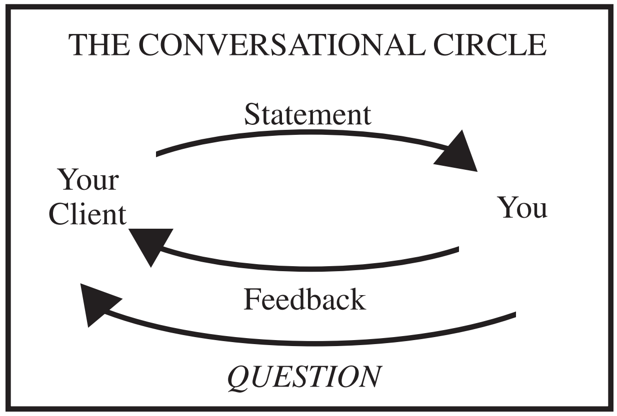
Obviously, our goal is to maintain positive IPC's, AND to recognize when that environment starts to deteriorate. There are several tools we can use to help us maintain positive climates.

*Initial Benefit Statement (IBS)*

When you walk through your client's door, an IBS is the key to getting your client's approval to move forward in the process. There are three key components to this statement: It must be CRISP, CLEAR, and CONCISE. An example could be as follows for a cold call: *"Hi, I'm XXX XXX from Evolution Travel, one of the key leaders in vacation travel. Would you have a few moments to talk to me about how we can serve your upcoming group travel needs by showing you how we can save you time, energy, and money?"*

OR if it's an appointment, simply change the wording to *"Hi, I'm XXX XXX from Evolution Travel. As we discussed, I'm here to talk to you about how we can serve your upcoming group travel needs by showing you how we can save you time, energy, and money."*

**Pause here to write out two IBS statements.**




*The Conversational Circle*

In the course of our exchanges, we know where we want to end up, and this one interactive skill allows you to build a support package, both verbally and non-verbally, to help move the conversation in the desired direction toward the ultimate goal of a sale. AND, it will also save relationships from deteriorating into Lock On/Lock Out, Backup Behavior, and worse.

Verbal support involves:

- words
- inflection
- using their names

Non-verbal support involves:

- positive facial expression (smile)
- gestures and posture
- eye contact

Part of this support package draws a little from a concept called *Neuro-Linguistics.* Essentially, the brain processes information three ways: through the eyes (*visual learners*), through the ears (*auditory learners*) and through the rest of the senses (taste, smell, touch, or *kinesthetic learners*). In most people, one dominates the other two. The trick is trying to figure out which way other people process that information. If you know two key signs to look for, one non-verbal, one verbal, it can be rather simple.

Non-verbally, watch what the eyes do when you have provoked them into thinking, and they are formulating their responses back to you. Visual thinkers will usually look straight up when thinking. Auditory learners will usually look either left or right in a straight line parallel to their ears. Kinesthetics will typically look down, and

*Non-verbally, watch what the eyes do.*

to the left or right.
Verbally, pay attention to specific words people use, such as: "I *see* what you're saying", or "I *hear* that", or "That doesn't *feel* right to me." Like everything else in Styles, this will be a pattern you can objectively observe and act upon. Once you recognize the pattern, you can match your words to theirs, to paint a more vivid image, principle, or thought in their minds. For visual people, use words that paint pictures, or describe images, with lots of flowery adjectives. For auditory people, use words that convey or invoke sounds. For kinesthetics, use words that put them right in the middle of the action; make them feel what's going on in the conversation.

*Telling Tension*

Telling Tension is the desire to talk before we are ready to listen. We all have it to one degree or another. Managing not only your Telling Tension, but that of the person you're with, is the SINGLE MOST IMPORTANT THING YOU CAN DO in your conversations. In the course of your exchanges, Telling Tensions will rise and fall, exactly like a see-saw. It's no fun if one person is always on the top, and one on the bottom. It's


more fun when the see-saw goes up and down.

Telling Tension is like walking around with a rock in your shoe. It's hard to think of anything else until you get rid of the rock. Let's explore how to get rid of our rock.

Telling Tension kicks in under a variety of circumstances. Strongly felt emotions, like defensiveness, enthusiasm, or anger, are the most common. The stronger these emotions, the higher degree of Telling Tension. Two others are questions, and strangely enough, silence.

*Anger* generates Telling Tension because when someone says something we disagree with, or know to be wrong, we can't wait to set them straight. We have all been in situations where we later regretted something said in anger.

*Defensiveness* arises for a variety of reasons. We are making our person uncomfortable for some reason. Or, we are misreading the situation or any signals they may be giving off.

*Enthusiasm* sometimes gets in the way because our passion for our work compels us to speak long after we have convinced the client of what we have to offer. THEIR enthusiasm has not been given a chance to come out.

When your client asks you a *question*, Telling Tension arises quickly not only because we have the answer, but because we think we are getting closer to a sale. This is not necessarily the case. Sometimes the questions are loaded, and are setting you up for a trap. Carefully consider the question before you answer.

Finally, *silence* is one of the strongest motivators of Telling Tension there is. People abhor silence in conversations, and they feel compelled to rush in and fill the void. The axiom in sales is that when a salesperson asks someone to buy a product, the next person to speak LOSES. If the salesperson speaks, they lose the sale, and get no reward. If the buyer speaks, they lose their money (but get a good product in return). Silence is awkward for most of us, but is necessary in certain circumstances. You must give your client time to think and reflect.

Managing Telling Tension is not difficult if you know what signs to look for, both verbal and non-verbal.

*Lock-On/Lock-Out*

Lock-On/Lock-Out (LOLO) is a very nasty result of unmanaged Telling Tension. Remember the rock in our shoe? The higher the Telling Tension, the less likely the person is going to listen. The brain cannot think two thoughts simultaneously. When we get a thought we feel is crucial, and needs to be shared with another person, we don't want to lose that thought, so we "lock on" to it, effectively "locking out" any other thought until we get this one out of our heads. High Telling Tension causes low receptivity. Our see-saw is stuck in one position because there is not the free interplay of ideas, emotions, feelings, attitudes,

*Meta-Talk*

Meta-Talk (literally, Behind the Talk) is a blip in the conversation in which the speaker conveys a meaning other than what they are actually saying, and it can occur in either party. There are over 500 types, but we'll concentrate on the ones we're likely to run into most often.

The most common one is the *Verbal Eraser*. This blip occurs usually with the word "but" somewhere in the sentence, such as... "You're the expert, but I feel...", or "I don't mean to brag, but...". The word "however" can also be used here.

Other forms of Meta-Talk are *Feigned Casualness, False Modesty, Cliches, Pleaders, Confidence Builders,* and *Reciprocators.*

*Feigned Casualness* blips are phrases such as "Oh, by the way", "Before I forget", "Incidentally", and convey a sense of casualness to you, but are, in fact, very important to the speaker. Pay attention, because it usually is an indication of where your client would like the conversation to go.

*False Modesty* usually occurs if someone wants you to feel that their opinion's importance should be minimized. The opposite is true, and conveys to you that they feel their opinion is to be highly valued. "In my humble opinion...", "Far be it for me to brag...", etc., are examples of this.

*Cliches* are simply trite phrases to politely move the conversation along, and convey a negative sense, rather than a positive one. "Let's get together sometime...", or "Don't hesitate to let me know...", are examples of this. Avoid these at all costs. Instead, if you mean to have one or the other of you take some action in the future, state it emphatically, or set a time to initiate the action.

*Pleaders* indicate uncertainty that we can pull off a request or question, especially when our client makes a request of us. "I'll try", or "I'll do my best", are examples of this, and portray a sense to our client that we may or may not be able to pull it off. Instead, if you can do what is asked of you, TELL them you can. If you're not sure, or you can't, explain why in a non-defensive manner.

*Confidence Builders* are usually overused phrases such as *"Trust me", "To be honest...", or "To be perfectly frank..."*, and convey exactly the opposite meaning. When someone says "to be honest..." does that mean some other part of the conversation wasn't? That's what is conveyed here. Avoid these like the plague.

*Reciprocators* are nothing more than polite conversation, and the true message here is that the person wants to talk about THEIR subject. When someone asks you how your family is, they are really wanting you to ask them about theirs. The important thing to remember here is that a reciprocator indicates a high degree of *Telling Tension*, and should be acted upon accordingly. Answer the question quickly, and then respond using the *Conversational Circle* by returning the question back to them.

Paying attention to Meta-Talk often will give you clues as to what direction the conversation should go, and how important particular topics are to your client.

Always ask yourself two questions:

*"What impact do I have on others?"*

*"How does my behavior affect them?"*

Then constantly monitor your awareness, sensitiveness, and appropriateness of your responses to manage Telling Tension, LOLO, and Backup Behavior. Now we're going to explore how to put our newfound knowledge to the test by employing our own verbal and non-verbal feedback through the use of the what is probably the single most important tool in this series.

*Feedback*

During conversations, our clients make statements giving us information and feelings. We reward them and help to establish positive IPC's when we recognize that they are opening up to us, sometimes positively, sometimes negatively. It is up to us to understand and appropriately respond to those statements, to let them know that we are listening, AND that we are understanding.

People constantly give each other feedback, both verbally and non-verbally. Some of the signs people feed back to you when their Telling Tensions are getting too high are:

- clearing the throat;
- a shift in body posture;
- a change in facial expression;
- a question that is really a statement;
- more or less animation in the voice than usual;
- interrupting the conversation.

Most of us give verbal feedback so naturally that we don't stop to consider that what we may be saying might not be appropriate for that situation, or that it's impact is diluted because we don't coordinate it with our non-verbal feedback of eye contact and facial expression.

In addition, we may give inappropriate feedback caused by our own high Telling Tensions. For example, agreeing with a statement that you know to be untrue, just so you can start talking. Another one would be interrupting your client at an inappropriate time. Here are five types of feedback that will give you a nice balance of responses, and will help you to recognize when to use each type.

*Support* is used whenever your client says something you agree with. Non-verbally, smile, nod, and make good eye contact. Statements you could make include "I agree...", "That's terrific...", etc. You can never give enough support to your client.

*Assurance* is used whenever you want to reinforce approval, and tells your client that you can do what they wish, or can provide what they are seeking. Support and Assurance often go hand in hand, and help establish the IPC of Approval. An example might be: "I know what you're saying. I've been there myself. I know where to help you look for the answers."

*Acknowledgement* is used whenever you want to let your client know you heard them, but do not necessarily agree with what they are saying. It can also be used whenever you feel the conversation is moving away from a positive IPC. Acknowledgement is probably the most important form of feedback in these types of conversations, because there will be many competing ideas flowing throughout the conversation, not all of which you will agree with. While it indicates that you heard them, which is critical, it also indicates that you don't agree with them, but are respectful of their opinion, attitude, feelings, etc. This is crucial in keeping down the defensiveness of your client, and maintaining a positive IPC; if not approval, at least acceptance.

Examples of this type of feedback might be: "I understand that you have lots of questions (concerns, ideas, feelings, emotions, etc.) about this subject." Or, "I can certainly appreciate your opinion regarding..."; "I realize you feel...", I respect your opinion about...", I recognize the importance of...", etc.

*Empathy* is used when strong emotions are involved, and usually take the form of complaints or negative personal experiences. Examples of this type are: "I'm sorry that happened...", "That truly is an unfortunate situation...", "You must be in a truly difficult situation..." etc.

This type of feedback MUST be used in conjunction with strong non-verbal support with appropriate eye contact and facial expression.

Lastly, there is *Restatement*, which goes a long way toward clarifying that you are understanding what your client is saying. Example: "If I'm hearing you correctly, you are saying...".

When you restate, and then ask a confirming question, you then know that you are on the same page, and answers your own question of "Do I know enough regarding this issue?" You can also use restatement in question form to clarify the point: "Do I understand your position to be...?"

A second benefit of restatement is that if what your client is saying causes you to go blank for a moment, it allows you to buy some time to formulate a proper response to the statement or question.

*Feedback Summary*

*Support* (show approvals) when your client
- makes a positive statement
- moves toward your position
- says anything you agree with

*Assure* (shows approval) when your client
- makes a request
- agrees that he has a need
- moves toward your position

*Acknowledge* (shows acceptance) when your client
- moves away from your position
- says something you don't agree with
- objects to your opinion/position
- postpones making a decision

*(note: a returning question is crucial here)*

*Empathize* (shows acceptance) when your client
- complains
- shows strong negative emotion
- relates a sad or unfortunate experience

*Restate* when you need
- to buy time
- to clarify a point or position
- to prevent *Backup Behavior*

# Lesson 5

*Choosing Your Arrows*

# Asking Questions

Now that we have a firm understanding of what makes our clients tick, let's move forward, and put our new found skills to work by actually talking with someone. In order to do that, there are some new skills that come into play. The most important of these skills is asking questions, or probing. Look back at the chart on the Conversational Circuit, and you'll see the bottom arrow. We are now going to move into phase two of our process, which is finding out what your client needs, examining the depth of that need, and helping that person make a decision. Again, keep in mind that the first decision people make is whether or not they are going to continue to listen to what you have to say. You need to earn the right to continue the conversation. What better way than to let them start the talking cycle. Remember, you control the conversation by the questions you ask, NOT by the statements you make.

*Pre-call Planning*

This is nothing more than putting down on paper or in your head what it is you want to accomplish in this meeting. Not doing this can be fatal to the process because you have no clear idea of where you want to go, or what you want to accomplish.

*Setting An Agenda*

Now that you are in front of your client, it's important to let them know what you want to accomplish while you are there. An agenda statement consists of four things:

*What you need to know in order to be of help.*

*Is there anything else I need to know?*

*How we will proceed going forward.*

*How much time you have alloted. <u>Is that OK?</u>*

*The Bridge*

Once you have agreement to move forward, it's a smooth transition into your Questioning phase by using the Bridge, which is nothing more than starting your first question with:

*"Before we begin, let me ask you about..."*

*Hypothetical Questions*

Hypotheticals are great conversation starters. But remember, they are generally philosophical and/or conceptual in nature. Therefore, you will need to follow up with some more detailed questions to get to the root causes of the feelings. It's kind of like peeling an artichoke. You have to get through all the layers of leaves to get to the best part, the heart. Probing is your peeler.

The very nature of Hypothetical questions creates safety for your client, because they realize that they can't get boxed in by their answers, and so are much more apt to reveal more of themselves than they otherwise might. This is your best place to start establishing positive interpersonal climates of approval and acceptance, by utilizing good feedback skills, watching for Backup Behavior, and keeping their Telling Tension down by your use of questions. Examples could be:

*"If you could go anywhere you wanted, where would you go?*

*"If you could do anything you want in the world, what would that be?"*

*"If you had an unlimited budget, what would you like to do?*

**Pause here and write out a couple of agendas based on upcoming sales calls, and using a bridge statement.**

*Open Questions*

Open ended questions generally elicit a lot of information, and are the most useful in reducing Telling Tension. Here are the different types:

*Non Directive (Global) Questions*

The best place to start the process is with Non-Directive, or Global, questions. These are the all inclusive probes that get the conversation going. These questions draw out your client's philosophical views, dreams, attitudes, needs, concerns, and desires. These are the tried and true journalism probes: ***Who, What, Where, Why, and How.*** These are especially helpful if you have already established a relationship, and they have engaged you in conversation about some part of their lives.

Examples:
*"How do you feel about your current income, as it relates to your travel plans?"*

*"Where do you like to travel?"*

*"What are your favorite things to do?"*

These questions require more than a yes/no answer. In the process of getting to know your client, and understanding their mindset, you need to get as much information as possible. Questions that start with "Do you...", "Can you...", etc., that make it easy for your client to give just a one word response will not get you the kind of information you need to properly present your program later on.

Ask questions that invite complete answers:
*"What are your travel plans for the next year?"*

*"How often do you travel?"*

*"How much of the world have you seen?"*

Remember, you're trying to get as complete a picture in your mind about this person as you can. Starting questions with Who, What, Where, When, Why, or How, are much more effective in getting the information you need. *How* questions are particularly effective when you vary them: How much, How often, How many, How come, etc.

Our Telling Tensions are going up, because the longer they talk, the more they reveal how you can best sell to them, and we want to jump right in and tell them. Keep your Telling Tension in check, your chance comes later. You need to be careful here of your own Lock On/Lock Out tendencies.

*Elaboration* questions give you a different type of verbal feedback. These are the Paul Harvey questions, telling you "the rest of the story." They are simple and easy to use. Elaboration questions are particularly effective when combined with eye contact and verbal feedback. For example, when your client pauses or stops, and you have been able to determine that they process information visually, you can probe simply by maintaining good eye contact and responding "I see, tell me more." This encourages your client to continue so that you can get as complete a picture as possible of their state of mind.

It is important to remember to use the Conversational Circle with both of these types of probes. However, the next two types of questions demand that you do NOT use the feedback part of the Conversational Circle, because they are generally used when responding to more emotional parts of the conversation. Because people get worked up when talking about travel, especially bad experiences, sometimes it's best just to stay out of their way, and help them continue. Their Telling Tensions are so high, they wouldn't listen to what you have to say at that point anyway, so these next two types of questions help to reduce their Telling Tension.

*Reflective* questions simply restate part of what your client has been talking about, but in the form of a question. For example, they may make a statement such as: *"I don't believe in the MLM process."* Now since we have no idea where that came from, or what's behind it, we can simply throw it back to her in the form of a reflective question: *"...the MLM process?"* Or, *"This price seems too high."*, can be followed up with *"...too high?"*

Reflective questions help us fight the urge to immediately try to explain, refute, clarify, or just simply talk about a statement. Since we don't know WHY they made that statement, we need clarification, and the reflective probe is one way to do that. Remember, we are still gathering as much information as we can to provide a complete picture of our program when we present.

*WIT (Why is that?)* is another way to stay out of your client's way when the conversation turns highly emotional, or takes on a sense of urgency. A question such as *"I've never liked Princess Cruises."* can be answered simply by replying: *"Oh...why is that?"*.

Again, we're trying to get a COMPLETE picture of our client's personal and emotional makeup. It is important here NOT to give feedback, as you want to stay focused on your clients emotional/urgent state. Their Telling Tensions are going to be extremely high.

If it seems that these questions are interchangeable, in a lot of cases, they are. They are tools to help you get as much information as possible in a varied format, so your questions don't seem redundant, tired, overused, and boring.

*Closed Questions*

Remember our original intent: "Do I have enough information to present my program in a way that this person will understand and accept?" If your answer to that question finally is "Yes", then you can start asking *Direct* questions.

Direct questions simply verify that you have understood a statement, and are verifying it's accuracy. It is VERY important to use Feedback at this point, because the answers to these types of questions determine where YOU go next in your process.

When you think your client has finished making their point, your feedback can be as simple as: "Let me see...If I heard you correctly...If I understand you properly, you (respond back to what you were just discussing). Is that correct?"

Another way of using Direct questions is to get further clarification of a point. For example, when your client says that they can't understand why they might need travel insurance, listen for the answer, then give feedback and follow up with a non-directive question to get a more complete picture of your client's situation.

*Summary Statements*

When you have finally gotten all of the information you require to present in a way that will be understood and accepted by your client, it's important to make sure that you're both on the same page in your understanding. Before you can do that however, you need to verify in your own mind that you have, indeed, gotten everything you require by simply asking *"Is there anything else before we go on?"* or *"Have I missed anything?"*If the answer is no, you are ready to go on to the next phase. If not, then go back to more of your asking questions. The graph walks you through the steps to successful selling. There are many variations within each step, but the steps themselves are cast in concrete.

*The Three Most Important Questions*

In order for you to have a qualified lead to get into the Presenting phase, there MUST BE three things in place. It's called ***PTM***:

*People/Time/Money*

You must be talking to the right person who has the money to make the decision now. It doesn't matter where in the Asking Questions phase you ask them, but they must be asked. You can frame the questions any way that suits your style, but here are some easy ways to ask them:

**People:** *"In addition to yourself, who else will take an interest in this decision?"* What is crucial here is that if there is someone else involved, they need to be present before you continue. This question should be asked early in the conversation.

**Time:** *"When are you looking to do this vacation?"* or *"How long do you anticipate thinking about this?"* If they are hesitant at all, they are not qualified yet, and you need to ask more questions.

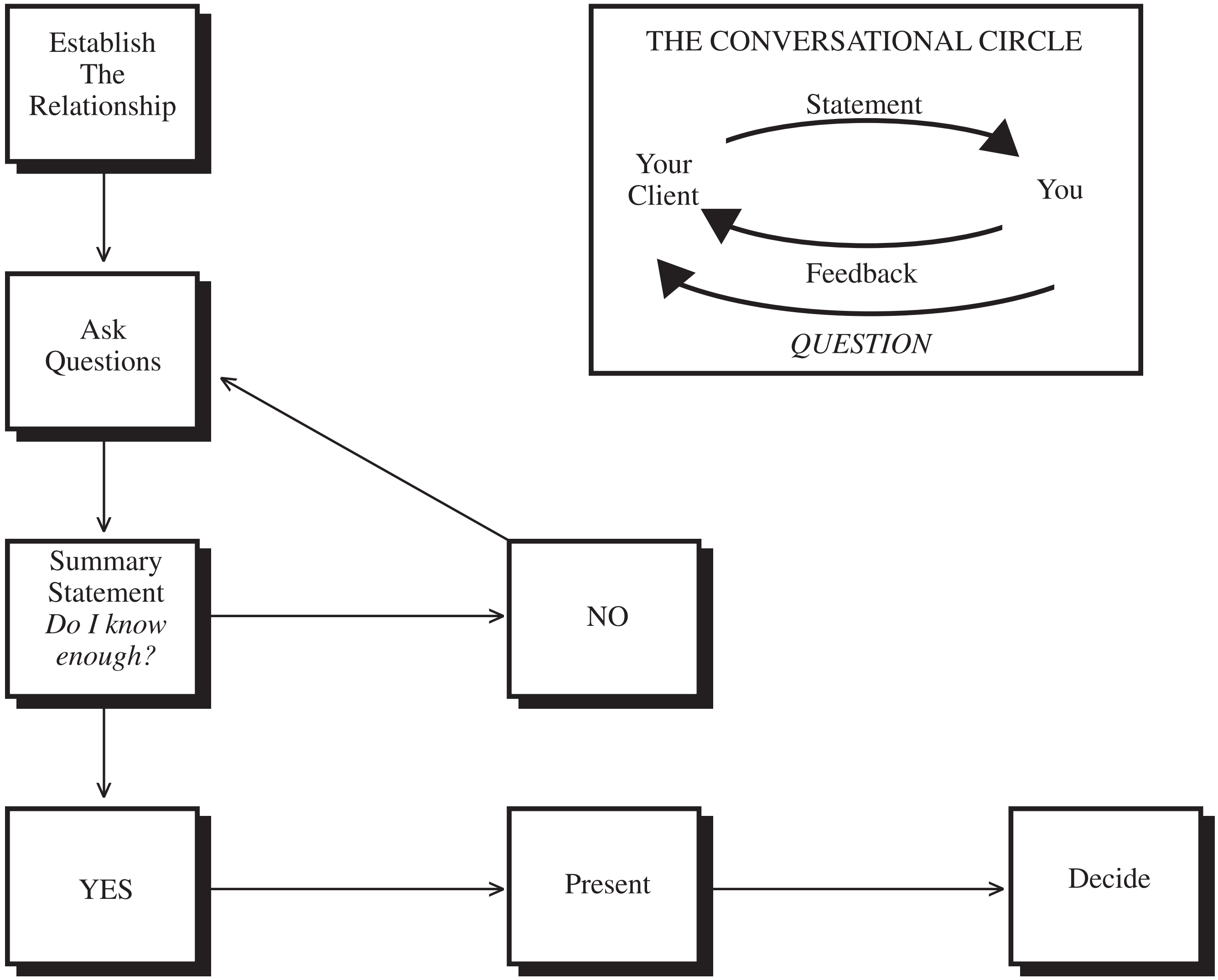
**Money:** *"How would you characterize your budget?"* or *"How much have you set aside for this vacation?"* This will let you know if their expectations are realistic. Cadillac dreams with a Volkswagen budget will need a lot of educating and gently bringing down of expecations. On the other hand, you might have just hit the jackpot.

***If you don't ask these three questions, you become just a story teller, and not a salesperson.***

**Stop here and practice using the Conversational Circle with a partner to find three things about them that you didn't know before.**

**Please do a Five Golden Minutes review of your last sales call.**

# Sales Summary Basics




**Five Golden Minutes**
*the most underrated aspect of sales*

What did I do right?
What did I do wrong?
What could I have done better?
What did I miss?
Did I get a referral?
DID I SEND A THANK YOU NOTE?

**NEVER, EVER leave the timing of ANY decision up to the client.**

## Lesson 6

*Nocking Specific Arrows*

# Organizing Your Program

*Features, Benefits, Proofs*

*A Feature* is what the solution IS, and A *Benefit* is what the solution DOES. It's easy to confuse the two, which is why we're going to spend a lot of time on the following 4 column sheets, exploring how to match up EXACTLY a person's need with what you have to offer.

The proofs can be a testimonials, demonstrations, photos, or anything else that demonstrates that what you are presenting is true.

**Stop here to do at least one complete sheet based on your favorite target market, and recruiting a downline prospect. See examples.**

## Lesson 7

*Shooting Your Arrows*

# Presenting Your Program

*Setting The Agenda (again)*

If you have a break between fact finding and presenting, then you're going to set a new agenda, this time taking the form of: *"Tell'em what you're gonna tell'em, tell'em, tell'em what you told'em"*.

Then the easiest way to proceed is simply to restate a need, concern, or desire your client demonstrated, and then present the solution of how you can make it work for them.

*The Three Step Model*

*Step 1*: Recall one of the needs.

*Step 2*: Talk about how you can fulfill that need, offering a specific feature with a specific benefit. with an accompanying proof, if needed.

*Step 3*: Ask a confirming question to clarify understanding and/or acceptance.

Repeat this process until you have exhausted all of the points brought up by your client.

A special note needs to be addressed here. When you are confirming acceptance or rejection of any particular point, avoid phrases such as *"Don't you feel...", "Wouldn't you agree...", "Isn't that correct...",* etc.

These are not interpreted as questions, but rather as statements that strongly urge agreement, and therefore are not likely to elicit an honest response. Amiables might agree, just to to keep the peace, and Drivers and Expressives are likely to argue the point, deteriorating your IPC. Analyticals would simply disagree, saying that they don't feel the point is correct, driving the tension levels up.

Once you get to this phase, you will still have to manage both of your Telling Tensions, and maintain a positive interpersonal climate in order to continue on in the process. Just as YOUR Telling Tension was high during the questioning phase, so too will your client's Telling Tension start to go up once you start responding to what you have uncovered. They are going to want to talk. You need to manage both of your Telling Tensions by employing the Conversational Circle. You especially want to avoid Lock On/ Lock Out at this point.

*Consistent Monitoring*

In this phase, it is crucial to employ the Conversational Circle. Just as your Telling Tensions were going up in the fact-finding phase, so too will your client's Telling Tension be rising as they listen to what you have to say. This Telling Tension usually takes either one of two forms: 1) they are going to want to challenge some of what you say; or 2) they are going to get interested and excited, and will have lots of questions. Continually monitor your client's Telling Tension to find out whether they are rejecting or accepting what you have to say.

If the former, it is crucial to remember to keep calm, recall that person's Personality Style, and try to keep Backup Behavior from setting in.

This part of the process is at once the most frustrating, and the most exhilirating. This process is simple, and can be very non-threating, but it is something that needs to be done. And that is simply asking them to make a decision. In sales, we call it the "close", and is where 67% of all sales people fail to act.

**Please stop here to practice the three step model.**

Kind of target: Extended Family

Specific Arrow: Reunion/Get Together

*Must match exactly*

*"So What?"*
*How this helps you is...*
*What this means is...*

| Current Condition (Need/Concern/Desire/ Belief/Problem) | Feature/Attribute (What It IS) | Benefit (What It DOES) | Proof (Prove It) |
|---|---|---|---|
| Family get together | Carnival Cruise Line | Get rooms close together, all in one spot, for great memories | Testimonials from other families, photos. |
| Multi-generational (Age Gap Issues) | Onboard Activities | Let's everybody spread out | Ship photos, and activities book |
| Everybody spread out | ME | Book & co-ordinate all travel so everybody arrives & leaves together | Past booking trips |
| Don't know where to go | Carnival Website Zoom with ME | Get together on line to discuss options | Website |
| Co-ordinate shore activities | ME | Talk to everybody to find out who wants to do what, co-ordinate with cruise company. | Activities Booklet for cruise. |
| COVID/Illness | Travel Insurance | Protection for cancellations | Policy |
| Cost Concerns | Block/Group rates | Lowers overall cost for rooms | Comparison charts |

**Homework**
**Parents Getaway-Romantic Weekend**
**Bachelor/Bachlorette Party**
**Girls Weekend-Spa-Play**
**Millenials-single bookings opening up**
**Recruiting for Downline**

Kind of target: Downline Recruiting

Specific Arrow: Evolution Travel

*"So What?"*
*How this helps you is...*
*Must match exactly* *What this means is...*

| Current Condition (Need/Concern/Desire/ Belief/Problem) | Feature/Attribute (What It IS) | Benefit (What It DOES) | Proof (Prove It) |
|---|---|---|---|
| Make more money | Commission Structure | Generates more income | Comp Plan |
| Don't know how to sell | Sales Training | Step by step process for learning how to sell | Sales Training Manual |
| | | How to sell videos | Back Office Training Videos |
| Don't know much about travel/destinations, etc | Marketing Videos | Teaches you in small doses what's out there | Jose/Ron/Reggie videos<br>Vendor Marketing videos |
| Reputable Company | Evolution Travel | Has all the resources you need to grow your downline business | Testimonials<br>Web Site |
| Reputable Company | Archer Travel 70 years | 3rd Generation family ownership guarantees solid, stable base to grow your travel business | Testimonials<br>Awards Received |
| Support | ATS Staff/Uplines | You are never left hanging out to dry. Help is always there. | Testimonials<br>ATS Website<br>Evolution Website<br>Training Videos |
| Putting travel packages together | Travel Cafe | All-in-one source for researching, booking, managing, trouble shooting, & invoicing | Travel Cafe Site |
| Being more professional | Jose's Wednesday Training | Shows Package Examples | Jose's Power Points and Package example downloads |

Kind of target: ______________________________

Specific Arrow: ______________________________

*“So What?”*

*How this helps you is...*

*Must match exactly*

*What this means is...*

| Current Condition (Need/Concern/Desire/ Belief/Problem) | Feature/Attribute (What It IS) | Benefit (What It DOES) | Proof (Prove It) |
|---|---|---|---|
| | | | |

# Lesson 8

*Hitting The Target*

# Making The Decision

*Summary Statement (again)*

Before you can move to the final phase of your sales call, it's essential that you once again summarize what you have talked about, then gained their agreement so you are both on the same page. At that point, you are then prepared to ask for their business.

"Closing" questions are as normal a part of your conversation as anything else you will do. You are simply asking your client to make a decision. The questions can come at ANY point in the conversation, are a NATURAL consequence of your conversation, and can be anywhere from very low key to semi-high pressure.

For example, after you have presented your points, and using the Conversational Circle, your conversation might go like this:
*"I can see that you are nodding your head about a lot of this. Are you ready to move forward?"*

*"I hear by your questions and our conversations that you're giving serious thought to all of this. How do you feel about it?"*

*"I feel that you are getting really excited about doing this. What do you say?"*

Now, if you feel that things are slowing down, or if you feel that your client is no closer to making a decision for whatever reason, it's OK to step up the pressure of your "close" a little bit:
*"You know, we've gone round and round about a lot of these issues. What's holding you back?"*

*"We've been talking about this for a long time now, and pretty much covered all the issues at hand. You need to make a decision, one way or the other."*

In doing so, you're likely to encounter some resistance, in the form of stalling or giving you an objection. The next section talks about how to react when either of these situations arise. Objections will arise at almost any point during the conversation, while stalls are usually made when it comes time to make a decision.

**Please pause the session here to write out some low key, low pressure closes.**

*Resolving Stalls & Objections*

If your client objects to some or all of your discussions, or puts off making a decision (stalls) for some reason, both the Telling Tension, and the overall tension, will increase. It is crucial to employ the Conversational Circle to keep the tensions of BOTH of you at a manageable level.

An *objection* is a specific reason someone gives you for not wanting to move forward. Objections are specific areas where your client has a problem, and needs to be addressed, non-confrontationally and non-defensively.

A *stall* is used when your client simply doesn't want to deal with the issue, or wants to postpone the decision. It's easier NOT to do something than it is to take action. Some of the more common stalls are: *"I want to think about it",* or *"I need more time to decide",* etc.

The difference between stalls and objections is that an objection is something concrete that you can get your hands on, and a stall is some vague excuse for not making a decision. Both are handled in the same way, except that the responding question for a stall can take the form of:
*"When you are considering this decision, can you share some of the things you will be thinking about?"*

*"I know this is a big step in your life, can you tell me a little bit about where your hesitations might be?"*

What you are attempting to do in a nice way is to force the issue of getting your clients to talk about what's going on and how you might be able to help them in their decision making processes.

It is crucial at this point to pay very close attention to Telling Tension, because it will be especially high in BOTH of you: your clients because they want to explain their position, and you because you want to counter it with more reasons to buy. There is a four step approach to resolving objections that will go a long way toward furthering the relationship in a positive way.

*The 4-Step Model*

*1. REDUCE THE TENSION*

a. acknowledge your client's point of view;
b. use the Conversational Circle to clarify and understand the issue at hand;

*2. GAIN A COMMITMENT TO ACT*

Use a hypothetical probe here to confirm this is the only issue. Example: *"If we can resolve this one issue, are there other concerns or questions preventing you from moving forward?"*

*3.RESOLVE THE ISSUE CREATIVELY*

The key issue here is to go as deeply as you can into what the real issues are, and to maintain your poise. It is crucial that you remain non-defensive, open, aware, and honest in your answers.

Continually monitor your usage of the Conversational Circle to keep Telling Tension down, and to stay focused on your client at this point. *Reflective Probes and WIT* are likely to be your best friends in this stage of your discussions.

*4. ASK FOR A DECISION*

If you have truly isolated the concern, then this should be the next logical step in the process. Your job is to maintain the relationship through consistent use of the Conversational Circle.

**Please practice this skill with a partner, if at all possible.**

*Three Key Points*

1. Always keep this question in the back of your mind: *"Do I have enough information to make an intelligent presentation?"* If the answer is yes, move to the next part of the conversation. If the answer is no, review and ask more questions to get everything you need before proceeding.

2.When you obtain limited information, you have limited success.

3. They are choosing to let you be part of their lives for a reason.

That's it! This is not rocket science or brain surgery. It's a simple and effective way to get your clients to open up about what they want. You are getting permission to ask about their needs, wants, and desires in a non-threatening and non-defensive way.

*Final Thoughts*

1. Once you have gained a commitment, STOP SELLING. A lot of sales get lost when the rep continues to talk, sometimes bringing up red flags in the client's mind.

2. POST SELLING is where you can address issues and things you may have missed in the original presentation.

3. LISTENING is the single biggest asset of the selling process. Remember, you control the conversation by the questions you ask, not with the statements you make.

4. Continually SUMMARIZE what you know.

5. Gain AGREEMENT on what you have summarized.

6. HAVE FUN! MAKE MONEY!


*This was the first business card for Archer Travel, established in 1952 in the Glendale,CA. Greyhound Bus Depot.*


*Cliff (right) & Lola Archer, with their United Airlines rep, at the opening of their new Glendale office in June, 1966.*

# Behavior Profile

Imagine you are in the kitchen at a party, listening to five of your clients, business acquaintances, and family members talk about you. They are in the other room, and do not know you are listening, and are using words and phrases below to describe you. Please pick the words and phrases you think they would use to describe you, MOST OF THE TIME, comparing Column I with II, and III with IV.

| Column I | Column II | Column III | Column IV |
|---|---|---|---|
| __Cool | __Warm | __Competitive | __Cooperative |
| __Reserved | __Approachable | __Fast actions | __Slower paced |
| __Uncommunicative | __Communicative | __Risk taker | __Risk avoider |
| __Guarded | __Open | __Aggressive | __Laid back |
| __Desire to be right | __Fluid attitudes | __Strong opinions | __Moderate opinions |
| __Cautious | __Impulsive | __Take charge attitude | __Supportive Attitude |
| __Time disciplined | __Less time disciplined | __Clear idea of needs | __Unclear about needs |
| __Uses facts | __Uses opinions | __Uses power | __Avoids using power |
| __Formal dress and speech | __Informal dress and speech | __Takes social iniative | __Lets others take social initiative |
| __Measured opinions and actions | __Dramatic opinions and actions | __Makes statements | __Asks questions |
| __Strict | __Permissive | __Louder voice | __Quieter voice |
| __Rational decision making | __Emotional decision making | __Quick paced | __Deliberate actions |
| __Difficult to know | __Easy to know | __Firm handshake | __Loose handshake |
| __Standoffish | __Personal and friendly | __Unmannerly | __Respectful |
| __Monotone voice | __Expressive voice | __Reluctant to help | __Willing to help |
| TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS | TOTAL CHECKS |
| I________________ | II________________ | III________________ | IV________________ |

To complete the profile, enter the total checks from each column in the blanks below, then subtract Column II from I, and IV from III. You will get either a negative or positive number. If you get -0- in either column, please review your descriptions for those two columns and see if you can add or subtract check marks. Place your totals below.

Total checks from Column I _______

Total checks from Column II _______

Subtract II from I _______

Total checks from Column III _______

Total checks from Column IV _______

Subtract IV from III _______

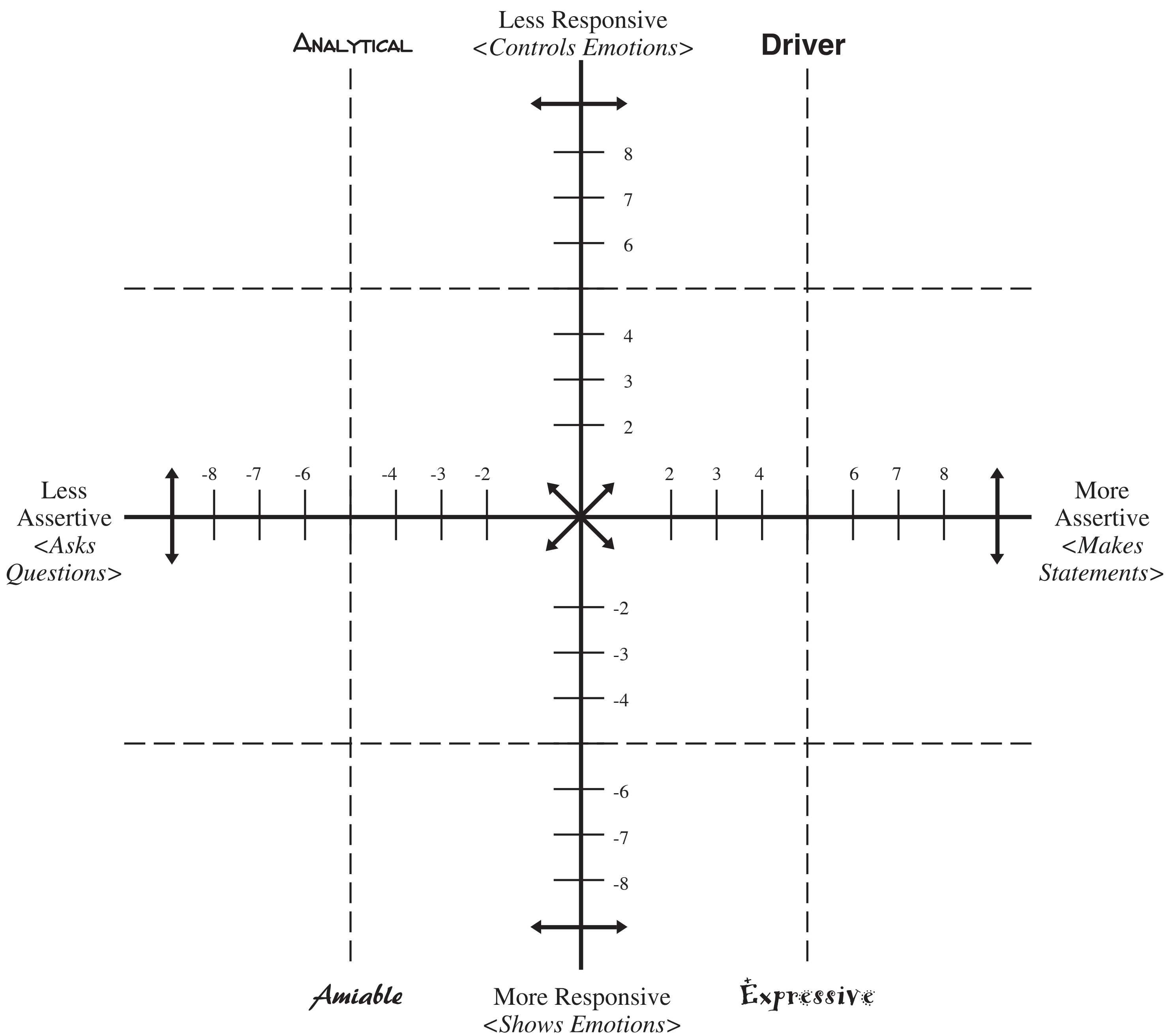
# Personal Style Chart

Name ________________________________ Date __________

Take the total from columns I & II, find your number on the VERTICAL scale, and draw a horizontal straight line through the number.

Take the total from columns III & IV, find your number on the HORIZONTAL scale, and draw a vertical straight line through the number.

Where the two lines intersect is your personal style.



Kind of target: ______________________________

Specific Arrow: ______________________________

*"So What?"*
*How this helps you is...*
*Must match exactly* *What this means is...*

| Current Condition (Need/Concern/Desire/Belief/Problem) | Feature/Attribute (What It IS) | Benefit (What It DOES) | Proof (Prove It) |
|---|---|---|---|
| | | | |

Kind of target: ______________________________

Specific Arrow: ______________________________

*"So What?"*
*How this helps you is...*

*Must match exactly*    *What this means is...*

| Current Condition (Need/Concern/Desire/Belief/Problem) | Feature/Attribute (What It IS) | Benefit (What It DOES) | Proof (Prove It) |
|---|---|---|---|
| | | | |

*Your New Selling Skills*

# The Arrows In Your Quiver

## *Establishing The Relationship*

- Behavior Styles
- Versatility
- Backup Behavior

CONVERSATIONAL CIRCLE

- Telling Tension
- Lock On/Lock Out
- Feedback

## *General*

- FIVE GOLDEN MINUTES
- YOU make all timing decisions

## *Asking Questions*

- Pre-Call Planning/Setting The Agenda
- Initial Benefit Statements
- Types Of Questions & People-Time-Money
- Summary Statements

## *Organizing Your Program*

- Features/Benefits/Proofs

## *Presenting Your Program*

- Setting The Agenda (again)
- Three Step Presenting Model
- Summary Statements

## *Making The Decision*

- Closing Questions
- Resolving Stalls/Objections Model