

Rainmaker

From OK to Awesome



“It’s not how good you are...
it’s how good you want to be”

PAUL ARDEN

How to be amazingly effective as a consultative
salesperson in the New World of Work

NICHOLAS BATE



If you are going to be successful,
you've got to be good, really good.
And one aspect of that is to be
different, to be distinct.

You don't need to put a shark in your
roof, but that kind of thinking really
helps. (PS real roof in real house in
real Oxford UK. But not a real shark.)

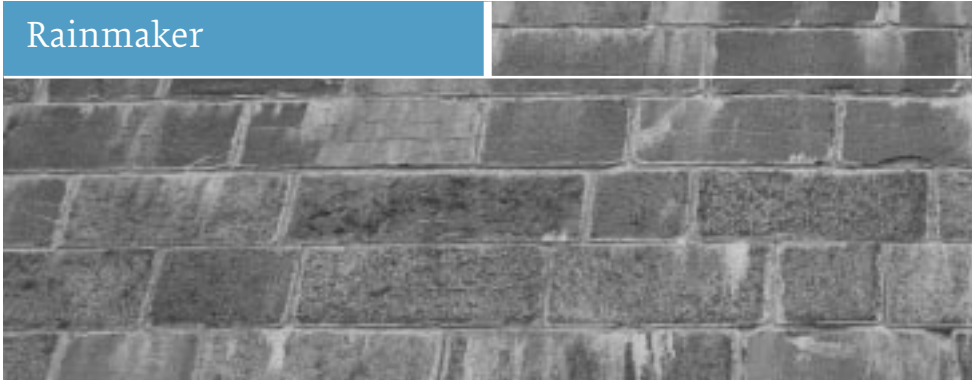


Because you are good at the moment. And you know that. It's just that you are not as good as you want to be, could be or the markets need you to be. And consequently you are not earning what you would like to earn, your boss is a bit moody with you at times, you don't always sleep that well at night and your friends are saying you are increasingly distracted.

Here's how to become

AWESOME

at selling.



When you hit the wall, go back to basics and get brilliant at them.

Brilliant@Basics 1:

RAISE your standards

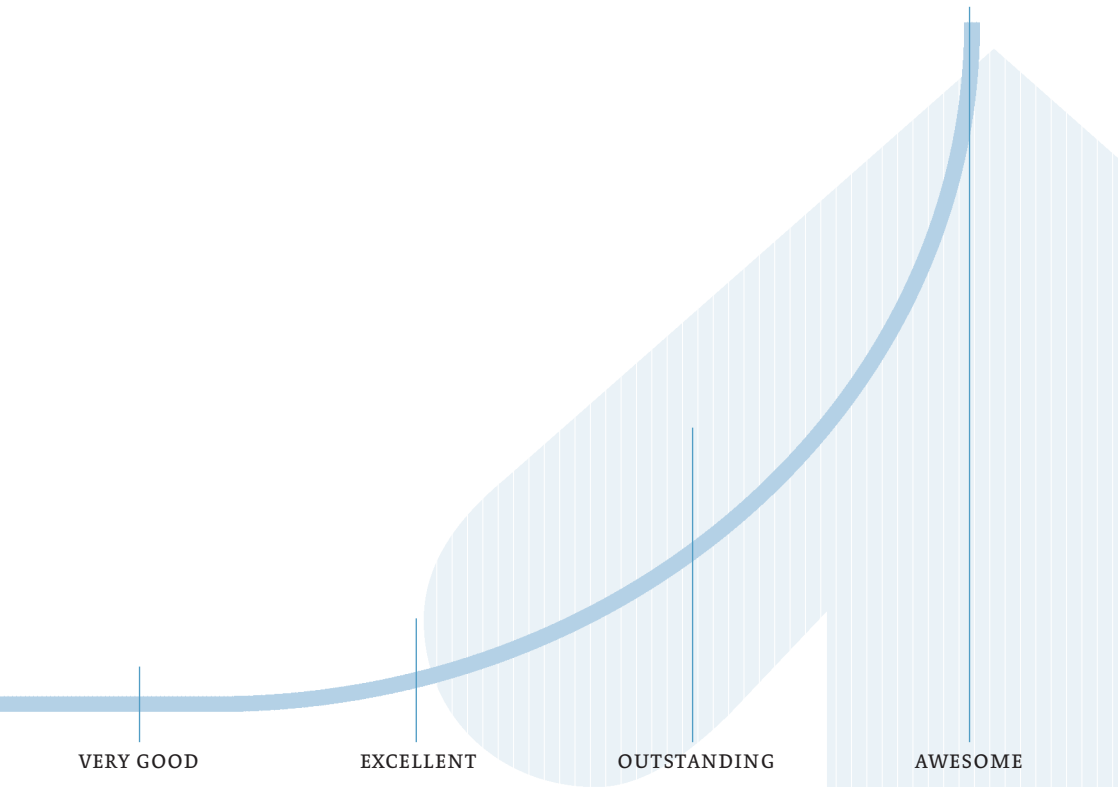
You have a certain competence, talent, ability, call it what you will. That's a gift: use it, squeeze it to the max, whatever it might be.

But you can multiply its effectiveness many times by your decisions. And one decision is to raise your standards. Here's my standards scale:





“...and one decision to make is to raise your standards”



Imagine a salesperson working at each of those standards. What will happen

to him or her? Short-term? Long-term? Go on, think it through before you turn the page.



Here's what happens:

If you are dire, you'll be out, fired, no more. And that will happen pretty well immediately. There is no long term if dire is your chosen standard.

If you are poor, it may take a little longer for people to catch up with you, but you'll be out once they realise and once again there is no long term for you. Not if your chosen standard is poor.

If you choose to be OK, then you're in for the short-term and if you are willing to raise your standards then you have a long-term future. But bear in mind, you simply can't stay at OK! Who wants to buy from someone who is OK? They will wish to choose from someone who is good, someone who is very good. They'll promote someone who is excellent. And who for that matter, who personally simply wants

to be just OK? There is no future long-term as just OK.

If you are good, then people will be interested in you both short-term and long-term. You should be able to hang onto jobs, but will they be the jobs you want? And will you be given you the promotion, the challenge, the career, the money you seek? No-that's right: probably not. You see, good is no longer good enough. Certainly not in the short-term. But hopefully if you are good you are good enough to recognise the need to raise your standards.

How about if you are very good? Ahh... now we are talking. People are much more interested in you. There are more possibilities open to you. You should have more choice over your career. You should get regular consideration for some of the best opportunities.



“And in the Rising Sun you can feel your Life begin”

GEORGE HARRISON / Rising Sun

What about if you are excellent? Cool. There are never, ever enough excellent people about the place. You'll be in demand, you'll always be employable. You're going to be able to enjoy the package you seek. You'll have fun.

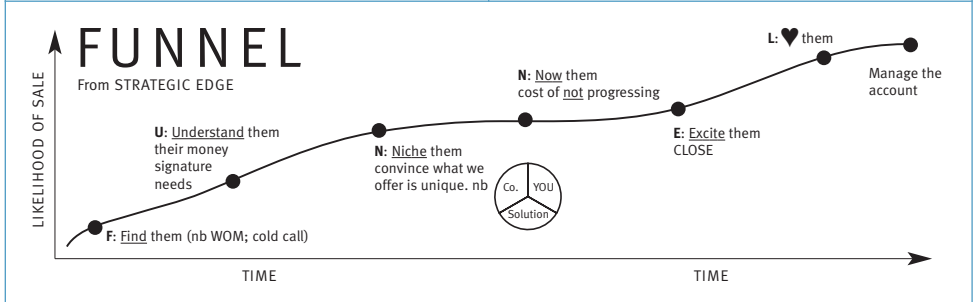
Could you step up to outstanding? Of course you could. Because you've got the message, haven't you? Every one of these steps is a choice. Your talent is genetic, but your standards are choice. And if you were outstanding... think of what would be open to you.

And if you were awesome there would be absolutely no stopping you. How about it? Make that decision today. Simply decide to be awesome. They'll be after you. You can name your price.

“This is scary. It's really scary to turn down most (the average) of what comes your way and hold out for the remarkable opportunities. Scary to quit your job at an average company doing average work just because you know that if you stay, you'll end up just like them. Scary to go way out on an edge and intentionally make what you do unattractive to some.

Which is why it's such a great opportunity.”

SETH GODIN



Brilliant@Basics 2:

Set Goals

You know this don't you? It's just that you haven't got around to it yet. Well, make a decision to do it: set some goals. Goals for your standards, your earnings, your career, your energy levels... Because the difficulty with knowing something, we begin to think that we have done it. You can't get to where you want to get to without a goal. Try archery without a target. Try achieving financial independence without setting a specific goal. Set three crucial goals now: your planned earnings for the next FY, your career path for the next 3y and your health level in terms of how your energy feels in the middle of a typical busy work-day afternoon.

Brilliant@Basics 3:

Get a structure to your selling

Awesome selling is both a science and an art. Let's layout the science: let's get that sorted and then we can overlay the art of selling. Here are the 'sciences' that you will need:

Science 1:

That there is a cycle to the process of selling. To win business, there are certain process you need to go through. Leave them out and at best you'll have a lot of anguish, at worst you'll have major problems. Example: diagnose, then prescribe. ALWAYS. That's science.

Science 2:

The account analysis. The bigger the value of the sale, the more important it is to sit down and analyse that account. Who's making decisions? On what? What are the risks? Who can/can't



“success leaves footprints”

TONY ROBBINS.

we trust? Example: identify the strategic+financial+user decision makers at the very least. ALWAYS. That’s science.

Science 3:

The closing presentation. There come’s a time when you need to tell your story and they need to give you some feedback. You need to do this brilliantly and avoid some of the many common traps. Example. Take questions before you close. ALWAYS. That’s science.

Science 4:

Getting focus and hitting priorities. You’ll have too much to do: how do you stay on top of the big opportunities and not get bogged down? Example: manage your time by pay-off, not urgency, ease nor who is shouting loudest. ALWAYS. That’s science.

There is no magic to this stuff. There are tried and tested ways which work incredibly well. And there are some myths which we need to dispel.

AWESOME SELLING
is both a science and an art.



Brilliant@Basics 4:

The FUNNEL:

Loads of potential business

N Niche them
what we offer is
unique

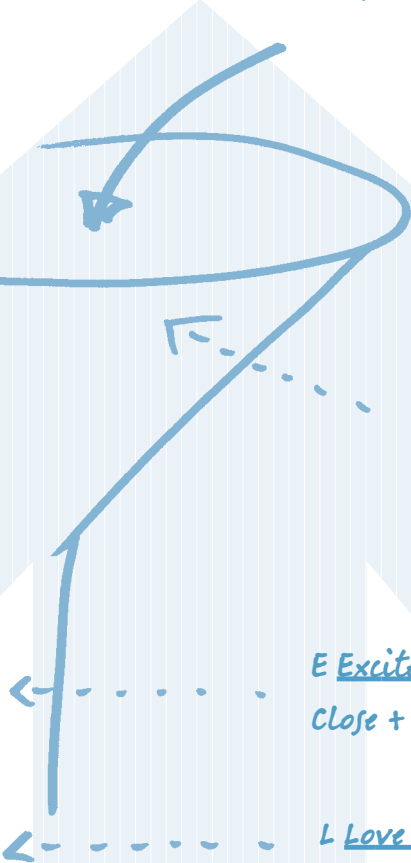
N Now them
Convince them
to act now





“Whatever your sales problem,
the answer is: MANAGE THE
FUNNEL. BETTER.”

Loads of potential business



F Find them

We are continuously searching and
continuously refining our search
for prospects

U Understand them

What are their needs?
What signs of budget do they have?
Who can make the decisions?

E Excite them

Close + build business

L Love them

So they buy more and tell their friends



Brilliant@Basics 5:

Find them

You need a constant flow of suspects (people you could possibly do business with) who you will qualify (you'll ask: do you have money? Can you sign? And do you have a genuine need?) into being a prospect. With good selling, you believe a large percentage of those prospects will become a customer (someone who has spent money with you), and some of those will become clients (who have made significant multiple purchases). And some of those clients will become accounts (multiple purchases over several quarters and years). And some of those accounts will become advocates (and they will tell the world how brilliant you are).

We are assuming there is good marketing activity going on, which we will not address here. But as a salesperson you can ensure you are

working closely with the marketing teams by (1) maximising the opportunities they create for you and (2) giving positive helpful feed-back on what is working and what is not.

In addition to that, make sure that you:

Ask

Ask everyone you know, regularly, for leads. When did you last do that? Ask all the key decision makers and users in all of your accounts. When did you last do that? Pick up your phone, ask and thank.

Network

Stay in touch with all of your decision makers, even when they are not actively buying. Spot opportunities for them and introduce them. Encourage them to network.



“Getting brilliant at cold calling”

Cold calling

And, get brilliant at cold calling. This will take you to organisations and parts of organisations which other sales people are not able to get to, simply because you have overcome your fear with this skill. How do you do a cold call? Like this:

STEP 1 RESEARCH:

Name and number. From a website/article/from someone in your network/by asking in the sales department. Get a name, title and direct number.

STEP 2 PLAN THE CALL:

What will you say? How are they likely to respond?

STEP 3 MAKE THE CALL:

1. Introduce yourself: name + company.
2. Move quickly to ask an open exploratory question linked specifically to their business.
3. Shut up and handle the flack; see later.
4. Close on meeting: time and date.

STEP 4 DO THE NECESSARY:

Follow-up actions e.g. writing a confirmatory e-mail.

STEP 5 LEARN:

what could you do better next time?

Remember the essential science with a cold call is politeness+persistence.

And some of those accounts will become advocates
**(AND THEY WILL TELL THE WORLD
HOW BRILLIANT YOU ARE).**



Brilliant@Basics 6:

Understand them

It has been said that it is perhaps the most basic human desire to be understood. A major benefit and differentiator you can offer your prospect is being willing to invest time to understand what they want to do. Here we begin to move into art. The science is asking the questions. The art is showing that you are genuinely interested in them and their business, not simply getting your pitch across.

Here are the principles:

- Start before the meeting: confirm everything in writing. Leave nothing to memory nor to possible doubt nor accountability.
- If they are visiting you, make it easy for them to do so: map and directions which make sense, are up-to-date and make parking easy.

A major benefit and differentiator

you can offer your prospect is being willing to

**INVEST TIME TO UNDERSTAND
WHAT THEY WANT TO DO.**



“do you know how they
make their money?”

- Ensure they are welcomed fully in reception and not kept waiting. Does reception look as you would wish it to look?
- Meeting room layout: clean, tidy. Space. Light. Cables in place.
- Your body language. Open, friendly. Not anxious.
- Ask, not tell. Get them talking. Use questions to guide the conversation.
- They do 80% of the talking.
- Be interested in their business.
- Balance the questions: open, closed and pain
 - Open: encourage someone to talk. Tend to begin what/why/how/where/when/who?
 - Closed; encourage a Yes or No or 1-word answer.
 - Pain: Explore an issue to emphasise the current problems it is causing.

Topics:

- What is their business?
- How do they make money?
- How do they make profit?
- What are their goals?
- What is their strategy this year/next year?
- What is their no 1 business concern?



Brilliant@Basics 7:

Niche them

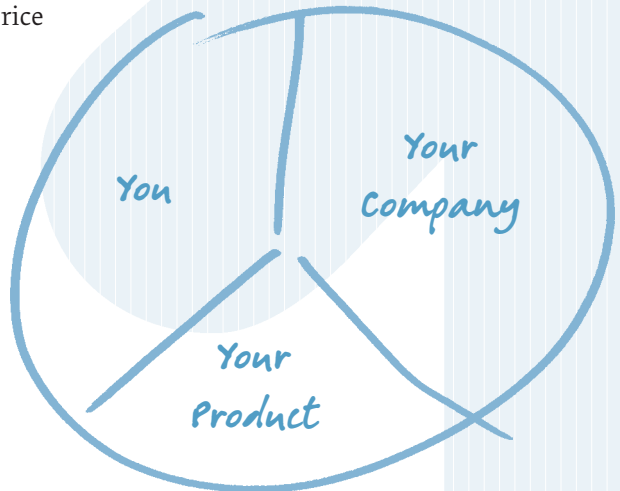
What do we mean?

As the understanding process unfolds, as we begin to explore their business, we must look for opportunities to reveal where we are special, where are we distinct, where are we unique. Why? Because, bottom line, if we don't have any uniqueness, then (1) why should they buy from us? (2) why should they buy from us at the price we want them to pay?

How do we do it?

Firstly we must be aware what is special about us.

Secondly we must be clear on how we can build these points naturally and effectively and professionally into the flow of the conversation. In an ask not tell way.





“What do you offer which is
UNIQUE?”

Stage 1:

what are your distinctions, your specials? Get a brainstorm going at the next team session. Get as long a list as possible. Distinctions fall essentially into three categories: (1) Company e.g. Your global coverage compare to your main competitor (2) Product/s e.g. a particular ease of set-up feature (3) You e.g. your sheer professionalism. Within that list you can further sub-divide into distinction which are (1) ‘hard’ i.e. they are quantitative and measurable e.g. a warranty arrangement (2) soft which exist but not measurable e.g. your enthusiasm.

Stage 2:

how do you position these points: ask, not tell. Steer the conversation. Listen and spot areas which you are strong and expand those.

Do not underestimate the amazing power of
THE YOU/SOFT COMBINATION!



Brilliant@Basics 8:

Now them

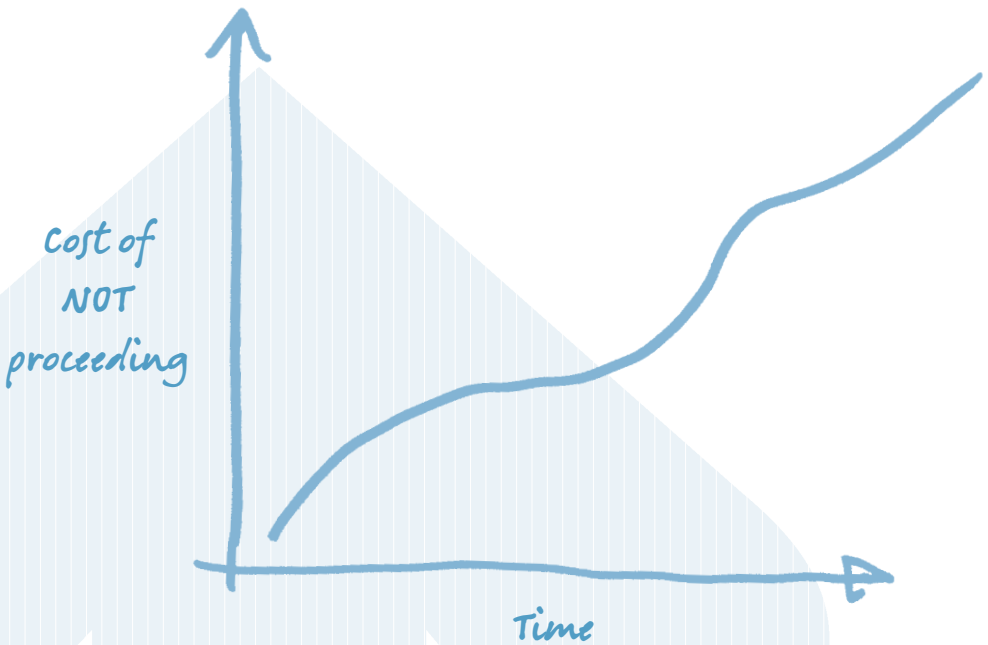
After your good work of getting the client to want to proceed with you, ensure they have a reason for going ahead now. You have not sold if they buy into you but feel they can delay the decision, because during that delay, criteria may change... Why would anyone want to go ahead now? They will go ahead now if you can show them that there are four very good reasons:

1. They'll start getting the benefits now.
2. Even better you can quantify the benefits now.
3. You can show them the cost of not going ahead
4. And even better you can quantify the costs of not going ahead.

Clearly your benefits will be stronger if they can be expressed in terms of proceeding. But they can also be very effective in term of the cost of not going ahead.



“Why must they proceed now?”



This graph needs to be clear in their head!

PURGATORY OR PARADISE

Brilliant@Basics 9:

Excite them!

This is the big one. Will the experience be sheer purgatory for them? Or paradise? Ensure the experience is the latter.

The word-excite- is deliberately chosen. In a world where we are in overload, we need to get momentum through passion, through energy. So once again, ensure the science is correct but then really work on the art. Remember Logic convinces, but excitement gets them to take action. Here are the stages:

Pre-presentation: pre-close. Ask questions such as if we show you what you are looking for, will we get the business? It is not likely to be as easy as that i.e. a simple 'yes', but it does begin to flush out any issues.

Pre-agreements: There are some things which are necessary to do a real and complete job. E.g. you need all the decision makers there.

On the day: Get there early, think Disney. Is the experience going to be total, perfect, memorable, professional? Ensure everything will represent you well. Fight hard to get an up-lifting room.

The word-excite - is deliberately chosen.

IN A WORLD WHERE WE ARE IN OVERLOAD,
we need to get momentum through passion, through energy.



“You must get all the decision makers there”

Room layout. Conducive to questions, not us/them.

At the presentation

Wow. This is your powerful opening statement to grab attention. 'I would like to show you today how we get you the cost reduction you are looking for and at the same time increase market size by 10%. Then briefly introduce you. Agenda. Briefly.

Needs/solution. Summarise what are the needs. Mention names and pointers to give credibility to all the hard work you have done. Then present the solution. Give particular emphasis to the aspects of your solution which are unique. Do not use sales language such as benefit, USPs. Use their language.

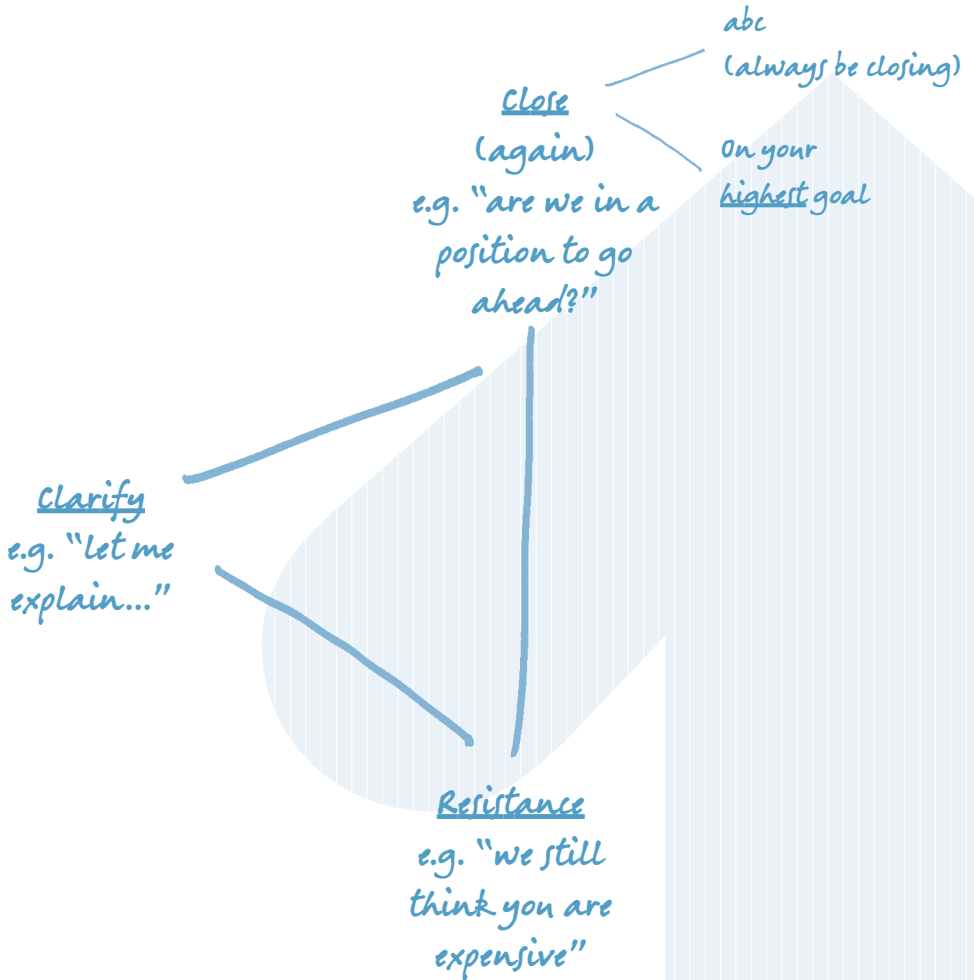
Q+A. This is not the negotiation. Simple an opportunity for questions of clarity.

Summary. Strong: VFM (value for money arguments. RoI (return on investment pointers)

Close: Ask for the business.

USE THEIR LANGUAGE

Rainmaker





”It is natural to get concerns”

Brilliant@Basics 10:

Love the account

Treat it as if it were your most vital brand new account.

Do not rely on one DM: he/she may leave!

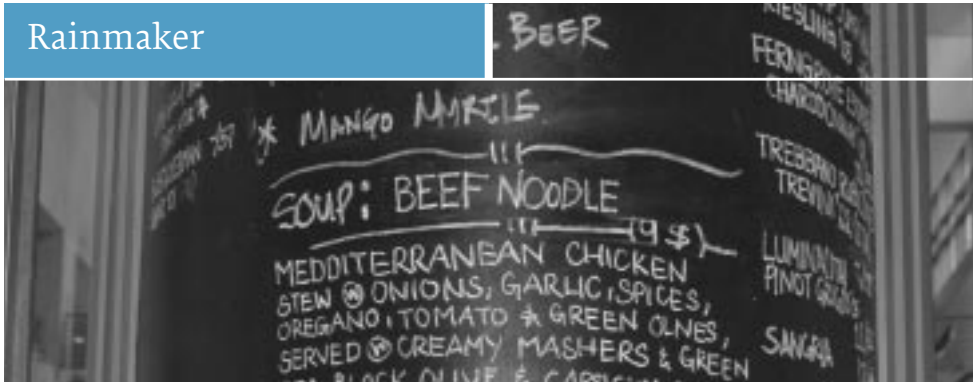
Spread the word.

Always remind/show VfM.

Keep improving the offer, not by discount but by expertise/advice.

Maintain/improve profitability.

Do not treat them as a cash cow.

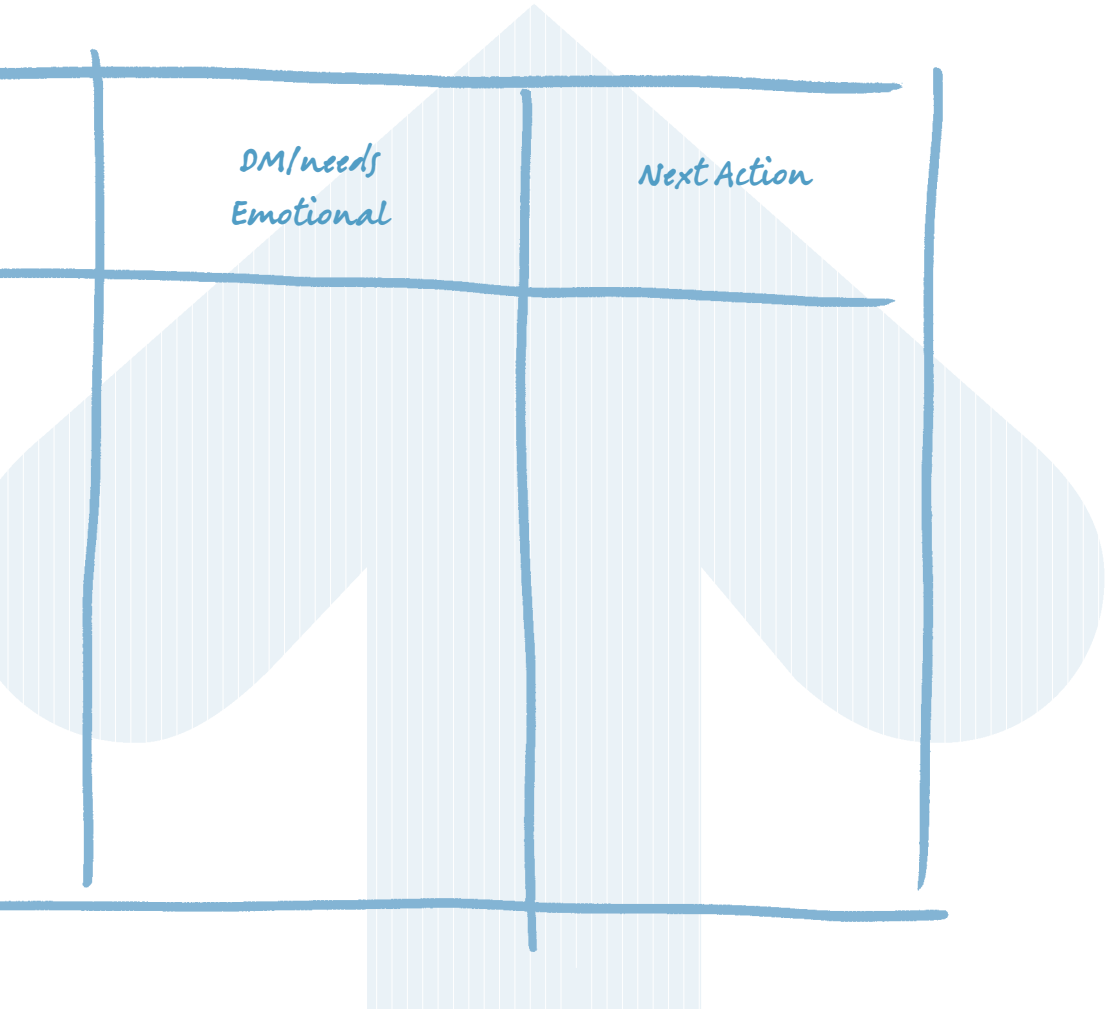


The Account analysis

<i>DM/name</i>	<i>DM/role</i>	<i>DM/needs</i> <i>Logical</i>



“Analyse. Act. Analyse. Act”



*DM/needs
Emotional*

Next Action



It's never about time: it's all about focus

As a salesperson, you will never have enough time. There is always another proposal which could be written, another cold call to be made, a sales presentation to be made even better. So don't try and seek more time: simply seek better focus.

And how do you get better focus?

Four concepts

CONCEPT 1:

accept that you will never have enough time: your quest is simply to get the right level of focus.

CONCEPT 2:

balance two kinds of time. Time 1 is in time. This is important +urgent: you are working in your business, Time 2 is on time. This is when you are working on your business. It is important and non-urgent, but investing.



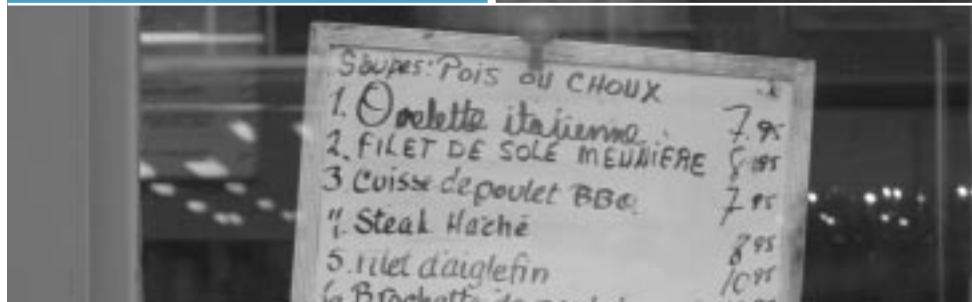
“Accept that you will never
have enough time”

CONCEPT 3:

don't run your business (your Life!)
from your in-box, nor from a 'to do'
list. Run it from your Master list.
This does include you 'have to do's
'but also your want to do's.

CONCEPT 4:

data deprivation. Take breaks, take
proper week-ends. Allow down time.



THE ONLY BLOCKER
TO YOUR SUCCESS
IS YOU



“Simply be the best version of you”

That’s all you need to remember. Every blocker to your success which you identify, you can manage, you can address, you can do something about. Or not. Your choice. Choose to run your Life as you would wish. Choose to manage your destiny. Choose to be your version of successful.



Nicholas Bate is passionate about supporting people to ensure they realise and release their true and full potential.

After a career in sales and marketing in the IT industry, culminating in leading sector marketing for Research Machines, Oxford, Nicholas launched Strategic Edge. A small, premium consultancy, Strategic Edge specialises in creating long-term competitive advantage for its clients through work with on individual performance. His clients include Avanade, Barclays, BG Group, GSK, Marks & Spencer, Microsoft MSN, Orange, PC World, Saatchi & Saatchi, TNT amongst others.

He is author, designer and facilitator for the ground-breaking 'Personal Excellence' seminar, a programme used as the basis for cultural change in many organisations, in addition to many pioneering development concepts in leadership, team-building and sales training.

A pioneering 'thought leader', Nicholas has introduced and worked with his clients on concepts such as:

- The New World of Work and the 7 Drivers of Radical Change.
- Work-Life balance.
- Excellence is a Mindset.
- This is Real Selling.
- Boost your True Productivity.

Consistently rated as an inspirational yet highly pragmatic speaker, Nicholas teaches around the world and is particularly skilled at working with large audiences in an experiential and engaging manner.



“Just do it!”

He is the author of four acclaimed books:

Being The Best isbn: 1841125210; how to realise and release your true potential

Get A Life isbn: 1841126489: how to achieve the work-life balance you are seeking

JfDI: Just Do It isbn:1845280210: the definitive guide to enabling your vision

Unplugged: the time for personal re-invention is now (launched 2006)

All are most easily available via www.amazon.co.uk/com/de/fr by searching on ‘Nicholas Bate’.

As well as numerous articles and two audio programmes (available on CD).

He is visiting lecturer on the Warwick MBA Programme and a personal coach to many senior people in the industry. He works in all environments from 45 minute key-notes to 2-day workshops and in all cultures. He is particularly skilled at working with international audiences which include participants whose mother tongue is not English.

Nicholas carried out research in the field of Molecular Biophysics at Magdalen College, Oxford University and is an NLP Master Practitioner, MBTI (levels 1 and 2) accredited and a qualified (PGCE) teacher. As well as instigating the Strategic Edge research programme, he has spent time studying with many of the recognised practitioners in the fields of business and personal development.

Rainmaker

From OK to Awesome



To contact Nicholas:
Nicholas.bate@strategicedge.co.uk

[Strategic Edge Ltd](#)
Oxford
+44 1865 764953
www.strategicedge.co.uk

July 2006
A feeling edgy? production