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**"THIS IS SWEET! ONE OF THE MOST UNIQUE AND PRACTICAL  
BOOKS EVER WRITTEN ON SALES COMMUNICATION!"**

**-D.G. WILD**



# **SWEET SALES**

**SUCCESSFUL SALES WITH SYNERGY  
DAVID K. SWEET, PH.D.**

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**DAVID K. SWEET, PH.D.**

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*“Does a struggling salesman start turning up on a bicycle? No, he turns up in a newer car—perception, yeah? They got to trust me—I’m taking these guys into battle, yeah? And I’m doing my own stapling.”*

—DAVID BRENT, *The Office*

*“A good idea is a good idea forever.”*

—DAVID BRENT, *The Office*

Adrian: *“Einstein flunked out of school, twice”.*

Paulie: *“Is that so”?*

Adrian: *“Yeah. Beethoven was deaf. Helen Keller was blind. I think Rocky’s got a good chance”.*

—Rocky

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## FOREWORD

**A** lot has changed since SweetSales was first released in 2007. We have gone through a global recession, companies have restructured and cut costs in a way that we haven't seen since the Great Depression and companies are in survival mode. Spending in some industries totally disappeared and if you were in sales and lacked the skills to close a deal, then you disappeared the way of the dinosaur.

I watched many companies slip away. Actually, it was more terrible and painful than I feared. They scrambled to cut costs, sacked non-performers with a vengeance, took out loans, scratched and clawed like men being attacked by zombies. Then, the aftermath. It reminded me of some Russian story where there is an old farmer in a barren, snow-covered field shoveling frozen earth trying to dig out a half-rotten, brown turnip. He holds it in the palms of his hands wanders into the house and makes the soup for a shivering family. Over the last few years, salespeople were searching for that rotting turnip just to win a bit of commission to feed their own families.

On the other hand, many sales professionals survived and some even thrived. They were diligent, smart, worked harder

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and longer than everyone else. They targeted the companies making money where there *were* still sales opportunities. As Jeffrey Fox says, “they fished where the fish were”. It’s good to remember that even in a recession, someone is making money and certain salespeople went into work with this philosophy and pounded the phone, doubled the number of RFPs they delivered and stayed as cool and calm as they could, while others dropped-out around them. Depending on the industry they were in they may not have flourished with the fantastic commissions they had before, but they made sales, kept the company afloat and made it through the hard times.

Through this time many of my own ideas were challenged about sales, for me and the teams I coached. Negotiations became tougher, prospects rarer and sales volumes fewer. Like any animal in a drought, the sales animal used what worked. Fancy sales systems and processes that slick trainers had handed out either worked or they didn’t. If they did, they were used, if not, they were trashed. In fact some of my thoughts of what made a good salesperson shifted, while other beliefs were confirmed.

On the whole, “sales systems” tended to fail. In contrast, companies that had solid processes that were followed tended to flourish. Processes were documented, refined, practiced and refined some more. Those that tried to wing-it in a meeting with a business owner or procurement person were more often than not shown the door! Whereas those who succeeded still planned and also tried to understand the customer’s needs. Those who forgot how to prospect, died a quick death. Those who worked extra hours and pushed a bit harder to find and close a prospect, survived. Those who were satisfied with their skills and felt sure about what they knew, they found the

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ground evaporate below their feet. By contrast those who continued to read, studied their products or services, learn soft-skills, conducted role-plays and built upon their knowledge – they survived and sometimes even flourished.

This led me to go back and look at my own sales, to review what I had written and taught salespeople in the U.S. and Asia and then assess how it held up over time. To my surprise I found the principles outlined in most of the pages still held true. The main reason I believe is that I refrain from having a system. Each company is different, every sales person has strengths and weaknesses. There isn't one medicine that cures every ailing patient. In sales, like life, there are no "rules" that need to be followed, or magical step-by-step ways to work a funnel and close a deal, or "musts" that come from empirical research. I believe a more organic approach as used by a farmer: plant, nurture, reap. There are no shortcuts. Mine, is the "keep the pragmatic and rid myself of the rest" sort of philosophy. Sure, I borrow like crazy from solid and practiced systems, but I never feel that one system fits all situations. These are tools in my toolbox. Also, many of the ideas are communication skills and the best practices used in sales situations.

At the core I believe that sales and good communications can be reduced to this: (1) Ask good questions (2) Listen (3) Ask follow-up questions and probe deeper for understanding (4) empathize and in that magic sales moment (5) solve a problem and make a sale through your product or service.

Over the years I've interviewed countless people for my teams. I ask them, what makes a good salesperson? Undoubtedly, they answer, "Good communication skills."

"Okay," I reply, "communication is a wide field. What exactly do you mean?"



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I guide them to narrow in on their definition and in the end they reply that good communication is what I mentioned above: questions, listening, follow-up questions, empathy and problem solving.

Then I use the now old, worn trick of asking them to sell me a pen, any pen that they want. The conversation usually goes like this:

Interviewee: Um, Hi, I would like to sell you this pen.

Me: Great.

Interviewee: This is a super pen! It comes in different colors and writes so smoothly, try it out. It matches your eyes and makes your suit look great.

Me: Thanks, but I use pencils.

Interviewee: Oh.

I point out that they have just told me what makes a good salesperson, they defined it in great communication and knew all the parts. But when it came to the actual implementation, they fall back on the clichéd ideas that a salesperson talks and talks and talks.

Every once in awhile, maybe 1 out of 50 people, will ask questions.

Interviewee: Thank you for taking time out to see me. Do you use pens?

Me: Yes. (Always learn from your mistakes!)

Interviewee: Great! What kind of pens do you use?

Me: Well, Bic, usually. Just plain pens. I'm always losing them.

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Interviewee: What do you like about your pens?

Me: I like them because they're inexpensive and if I lose them, I don't really care.

Interviewee: I know what you mean. What's your preference for colors? (Nice open ended question.)

Me: I use purple pens at home to write in my journal!

Interviewee: Purple? What a great color! What other colors? (Positive response, followed by a follow-up question. Never just accept the first answer given!)

Me: I use green to correct my writing and red for notes and black for formal. I'm kind of selective and really like specific colors for specific times.

Interviewee: Great reason. I love it! What do you dislike about your pens?

Me: Because I love different colors, I always need to buy my pens separately. I would really love to buy them all together.

You can see the difference. The interviewee takes their time and communicates. She asks questions, listens to the answer, asks follow-up questions, empathizes and then when she knows the issues at hand, finally starts to work together with the customer to solve the problem. Clear as vodka.

Not quite. Over the years, I've also noticed another element, one which I've tried to capture in this edition of *SweetSales*. It's an intangible quality rarely shared with others except after a couple of glasses of Merlot and a philosophical conversation late at night. All Sales Directors know the quality. They can

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smell it. It's a quality that is in the person's DNA, their being. It's a quality that has the person hard-wired into selling. There is a mindset that is needed for success, a competitive edge.

Another skill Sales Directors would rather neglect is luck. General Napoleon, when interviewing officers for leadership roles, would ask one question: "How lucky are you?" I still find this a relevant question to ask salespeople. I also believe that you create your own luck. If you look at some of the Nobel Prizes in science, for example, you will find that the breakthrough discoveries were based on luck. But notice that the luck was in the scientist's field of expertise, not in a random area of life. If you sell real estate, your chances of getting lucky selling a computer system are very remote, though you can do a great many things to increase your luck in selling real estate.

Another part that I still maintain in sales is the idea of synergy. I first came into contact with it in my graduate studies when I fell into the writings of R. Buckminster Fuller. The word "synergy" comes from the Greek of "syn-" meaning to combine, where we derive words such as synthesis and synthetic and "ergos" meaning energy or work. To me, the term means to combine in such a way where the whole is greater than the constituent parts. This is fairly consistent with Fuller's idea. I tend to shy away from the more management and corporate ideas of synergy, though the word has gained popularity over the last decade.

Synergy, I believe, is something that a person can make and it will improve a person's life. I believe that great sales, great sales people, the ones with that "plus alpha" factor, are the ones that create the most synergy. They combine their energy and the people around them in such a way that their value is increased. This book will go through the elements that these

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people, who create synergy around their sales, bring to their sales activity and in doing so make them a success.

Because this book is based on elements, rather than a system, it tends to remain pertinent throughout time. Of course, salespeople need to have in-depth knowledge about their product and/or service, plus time management, territory management and the like and all that is covered here, but communication is at the heart of any sale.

Also, as this book focuses on elements, the information here works for B2B and B2C sales, a service sale and a product sale, a simple sale and a complex sale, consulting and account managing, selling direct, partner sales and retail sales.

This book is also short. Not much theory hides within the pages. Sales people like straight-forward, easy-to-implement ideas. Generally, a sales person does not want *War and Peace* when going through sales guidance. I label most salespeople, myself included, as ADHD. Reading long books with dry passages of theory, scholarly research, facts, figures and tables tends to bore us. You'll not find those here. This is a quick read and some may criticize me for it, but I'd rather leave it simple and easy to read. What I have here is what works. My proof is in the sales, not in class-room studies.

Thank you for going down this path with me. This book is just words from my mind and printed pages. They don't become a reality until they reach your mind and you take action. I hope that you find inspiration and new ideas here that you can put into action. Happy sales to you all! I hope this best of all professions brings you much joy, happiness and prosperity.

DAVID SWEET  
Tokyo

# INTRODUCTION

**M**any have said it and I think it is a good thing to remind ourselves that in all actuality, sales is the oldest of all professions. As we explore this profession, we will go through the mental and physical portions of sales, the psychology and communication, as well as some of the tricks of learning how to sell better.

First, we will explore your mindset and how you go into a sales job. If you haven't the right mindset from the start, the rest of what you do will fail. After looking at 14 elements that make up a winning mindset, you'll be asked to rate and work on your own thoughts.

Next, we will investigate what I call "invisible selling" or communication skills. Whenever I speak to sales people, they tell me that communication is the most important skill that they can learn. The reason it is invisible is that it is neither your product nor your service, but the part you bring to the process that can win or hinder the customer from purchasing what you have to sell. You will learn all aspects of communication, verbal and nonverbal communication, spoken and written communication and how each affects your sales.

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First, we will consider how you dress, how you act and how the customer experiences you. To better understand how we persuade, we'll explore Aristotle's ideas on persuasion that still guides sales and marketing across the planet.

Next, we will learn to listen—the most important skill in communication.

And then we will explore the fascinating world of nonverbal communication and how we can use our bodies to mirror our sales message. We think that sales people are fast talkers. In truth, sales people are the best questioners: they ask deep, probing questions. We will discuss a variety of questioning styles for your sales tool box. Finishing our section on communication, you'll learn how the senses play a part in how you create a message for your customer.

Behavior plays a key attribute in sales. You can match your customer's behavior if you are able to understand and identify their approach. By being able to identify, you can change your approach on a case-by-case basis. This in turn builds rapport and more sales, making a bigger “ka-ching” of the cash register. The simple and learnable DISC profile will be explained to help better understand the concepts.

Next, we will look at how you start to build up a client base through networking. You'll look at how to call clients and build a strong base to work through.

Lastly, we will discuss time management, which is more closely related to self-management. Once you can manage yourself, you are able to manage the sales and your business.

Now let's get started in putting together a new set of skills that will help you build more sweet sales and find sweet success!

## 14 ELEMENTS OF A WINNING SALES MENTALITY

**M**ore than most other business professions, you win or lose with your mindset. In sales you plan and then execute, not mindlessly flapping in the wind, waiting for the sales prospect to show up. You need to hustle, move quick, think on your feet and act. You need a sales mentality.

In sports the game plan is laid out, the opponent analyzed, players have their roles and run their plays. Then the game begins. As the game progresses, individual performance may dictate the plan. A player may sprain an ankle and sit-out and the back-up player comes in. The game continues with alterations to the plan. There is no ideal world.

Sales plays out the same. The players need to know the basics, like prospecting and creating proposals. When the sales funnel starts to fill, though, be it a simple-sale or a complex-sale, your mindset will determine your performance.

Dr. Jim Loehr scientifically observed in his book *Mental Toughness Training in Sports* and then went on to apply this in

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business models, showing that the mind can make the difference between winning and losing. If you take two Olympic athletes, you'll find most physical attributes equal. They have trained their body for the trials and tribulations of winning. What Dr. Loehr showed with athletes, especially professional tennis players, is that the time between the points, when the athlete were inside their own heads thinking, evaluating, talking to themselves, that was when the match was lost or won.

Your ability to think and evaluate in a manner that helps you win the sale can be a huge difference in your daily performance as a professional.

I've set out here 14 Elements of a Winning Sales Mentality that you can work on to improve your mindset before going into the sales game. It takes a lifetime of working on these skills and still some days you'll be on your game and other days not. If you find yourself thinking that you miss any one of them, pause for a moment and think about what steps you can take to start building that element, making it stronger. Instant behavior will start to strengthen your mindset. Write down an action you can take and then push to take that action. It's like bodybuilding where you need to consistently work different parts of your body to make it stronger. Some days you may work legs, other days arms and other days other core muscle groups. Each of these elements of sales need to be developed, practiced and grown.

### **Clarity of Purpose**

For over two decades I've taught that salespeople must be clear about what they want. Before you pick up the phone, before you get into the car, before you make a presentation,



you must be clear about what you want. Clarity of purpose makes that happen.

In the forefront of your mind, you see what you want. You have the vision and the focus of where you're going.

Great sales people limit their target clients, focus on the main area, know their ratios and how they will work their calendar. Then they execute this with clarity of purpose in their mind's eye. Over and over, a salesperson will sniff out where the deal is. When they sink in their teeth, they hold on without release until the deal is closed. I've witnessed experienced and inexperienced sales professionals alike, who have this clarity of purpose, the drive to narrow in and go for the kill.

One sales guy came in and though he was in training for the first 2 weeks, he was out on breaks and lunch hitting the phone. He made his first sale in 3 weeks while the rest of the class took 2-3 months to complete their first sale.

On the flip side, I've also seen sales people that do double the work, hit all their ratios, do the "right" things, but they miss this clarity and they flounder. They go through the motions. They hit the KPIs, just for the sake of hitting them. They act without clarity of purpose.

In your sales, aim for the single-minded action. If you still lack clarity of purpose, then read success stories of great Olympians and athletes to show you the possibilities.

## **Time Management**

Time management is so important I have a whole chapter on it. You have to know as a successful salesperson how to plan. You need to understand how your energy is directed as it is so important to your success. The time management

mindset must be one that you think to yourself. “Will my current action lead to a sale?” A sales person knows what needs to be done and when to do it. They have targets set up and they create the mindset that they will take action and succeed. They look at their ratios and then work to improve their ratios.

### **Action Oriented**

One sales mentor used to call a sales meeting as having a “belly-to-belly” meeting. “You should have two belly-to-bellies a day,” he would say. The reason I like this image is it is kinesthetic and relays a sense of motion. Salespeople should have a sense of action, progressing forward, moving things to a conclusion, i.e. a sale. They are often asking themselves, “What next? What will help move this sell along?” The mentality, even for a slow moving, complex sale, is one of action and forward progress.

Because of an action-oriented focus, sales professionals around the globe come off as aggressive. This is just a word that we label action and may have negative connotations. Remove that stigma. Let’s look at the dictionary definition of aggressive: “The practice or habit of launching attacks.” This is sales to a tee. But rather than hostile or destructive behaviors, it is creative and building. If you move slowly rather than taking immediate action on your client’s needs, then you have joined the wrong profession. Dynamic, vigorous, vital, energetic, enthusiastic, live. You should be out singing and shouting your product or services merits from every corner and on top of every mountain. You should be asking for referrals from everyone you meet. To have that enthusiasm, you must also carry a strong, immovable belief.

## **Strong Belief**

First, you need to believe in yourself.

Next, believe in either the product/service and/or the company you represent.

Lastly, you need to believe in your industry, including the value of your product and/or service and specifically to sell the benefits of working with your company.

If the synergy of any of these three fail to work together, then success will elude you. Sales may occur, but they will be hit-miss, up-down and lack the consistency that sales people crave. If you believe in what you're doing, you will evangelize and be unstoppable.

The three beliefs are like a target. The outside ring is the product or service. The next inner ring is your company. The core is the salesperson. You as the salesperson are the core to making the company and the product or service come to life. People relate to people. For example, I may want a computer. In essence, any brand works. Apple carries many devices, some of which may be irrelevant. The salesperson, however, personalizes the experience and can find my needs, and tells me a story that relates the other two rings in the target.

## **Enthusiasm**

The etymology of the word comes from the Greek, meaning "possessed by a god." I love that. When you are in the zone, when the world is working synergistically, when you are enthusiastic, you will sell more. That intensity and excitement will be contagious to your buyer. Enthusiasm most often manifests itself in dynamic sales, friendly chortle

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and encouraging follow-up calls. We think of the loud, Wolf of Wall Street enthusiasm. However, from my experience, the best salesperson is subtle, with quiet assuredness and a fire-in-the-belly that is humble. It is walking into the office in the morning, without leads and thinking, “I’m going to pick up the phone and help someone today in their work by selling to them.” Your passion carries with it a magnet and you’ll help others in sharing your belief. As Bear Bryant said, “I think the most important thing of all, for any team, is a winning attitude. The coaches must have it. The players must have it. The student body must have it. If you have dedicated players, who believe in themselves, you don’t need a lot of talent.”

### **Desire to Succeed**

A sales person will drive an extra mile, make the extra cold call, spend longer on that RFP, do a bit more research on her client, read the client’s annual report before walking into the conference, work as many hours or persistent days just to get the job done. The best salespeople like the best athletes, move beyond required action and into the exceptional, whether going through sales training, putting added information in the database, or making more sales calls. They take the one extra step others ignore, forget, or neglect. The great sales person knows that in the sales race, there is only first place or nothing; no medals are awarded for second best sales person, only unemployment checks.

One of my sales teams went out bowling. A new team member had just started. Though we were all novice bowlers, this was her first time. In the first round, as we expected,

she threw gutter ball after gutter ball. What I noticed, however, was that walking back to the seats she was muttering, “I’m going to win. I’m going to win” The second round, against all odds, she went from last to first. She took that desire to succeed mentality into her sales and lead the team and ended by becoming the first women sales manager of the organization.

You need to be the salesperson who never says die. Your sheer will may help push through what seem like impossible sales situations. Don’t “hope” for a sale to happen, “expect” it to. This self-fulfilling expectation, determination and tenacity creates consistent sales. Experience can sometimes destroy this belief and expectation. After years of experience, we again learn that determination can take the place of naivety. Those are the players you want around you to help you drive forward and use as a model to help you succeed.

I think the best salespeople know their ratios, their sales processes and follow their own system. But on top of that, the best salespeople need to be resourceful and creative. I abhor and run from the salesperson who says the word “can’t.” When the markets turn, then they will be the first out the door. You need to find ways to gain leads, to find names, to open the door. I’m sure you’ve heard in your office sales people that say, “I can’t get to the decision maker.” I know that you would never use that phrase, but perhaps you’ve heard others say it. Then someone walks up to them and says, “Have you called so-and-so and asked them for the person’s name? They play squash together.” Wow! That simple. Yes, it can be. The resourceful sales person with the desire to succeed will ask themselves, “What way can I make this happen?” and then start implementing. No excuses.

## **Responsible for Their Actions**

You may not be able to control your environment, but you can control how you react to the environment. You don't blame a poor market, bad customers, or natural disasters. Great sales people see what is in their power to change and are responsible for making things happen. They drive, rather than get driven by what goes around them.

In Tokyo, when the financial crisis hit, Bear Stearns and Lehman Brothers had created a vortex of destruction that pulled many businesses down around them. The average sales person complained about the market, how clients were going under and the impossibility of finding new clients. Many sales people quit, left Japan and went back to their own country or other countries where they felt the environment made sales much easier. However, those with the traits listed here, along with the ability to know what they could control in their environment, made the sales. Some of them worked longer hours, they definitely made more cold-calls, they spent time with existing clients to see how they could help them succeed, they thought outside the box and created networking events for others in their field and they became active in their community to find out how they could help others and in doing so increase their sales. They controlled themselves, the one thing they could control. In your mind-set arsenal, make sure you know your sphere of influence, increase it and focus on what you can control, letting the other stuff fall away.

## **Driven for Self-Improvement**

I think the days of the aggressive, go-getter sales people is starting to wane, even in some of the most aggressive of

sales professions. The best sales people desire to improve themselves. Not all action, the modern sales professional stops to take time to read and improve themselves. They listen to others and what the customer has to say, rather than forcing a solution down their throat. They observe and put into practice what they see working with others. Curious to understand their customer's needs, they turn to their customers and ask them how they do what they do. The continually look at their product and service to understand how their customers need and use the product or service. Books, audio programs, seminars, classes and training are a regular part of their regime for both networking and learning.

This continuous improvement includes physical, as well as mental activity. Energy comes from physical well-being. Newton taught that things in motion tend to stay in motion. Great sales people wake up early, go to a work out and then feel the endorphins kick in on a high that lasts the rest of the day. Sometimes they will play a team sport where they can network and compete. Others use the evening to relax and focus, releasing whatever stress has grown from their day of selling. After all, physical well-being is based on discipline and consistency and your health and appearance show the tangible results. Good sales people like simple truths: constituency, discipline and tangible results.

### **Self-Aware**

You need to know your strengths and weaknesses. Self-awareness will help you grow as a sales person. There are two belief systems I often hear: First, "play to your strengths." Second, "improve your weaknesses." I think somewhere in the

middle is more accurate. I definitely believe you should know your strengths and always use them as a sales person. If you are excellent at cold-calling and business development, then you use this to open as many doors as possible. If you're weak on closing, you need to learn this element and master it. Closing is a vital sales element. However, you may often find that you can combine the two. For example, ask yourself, "How can I build business development into my closing?" If you are weak on administration, ask yourself, "How will administration build on my cold calling?" Or better yet, "Is there a way to delegate my administration so that I can do more business development?" You soon find that your strengths will absorb your weaknesses and the barriers that you once placed around them, were false. Know your strengths, know your weaknesses and work on both.

### **Flexible and Adaptable**

Though I'm not a paleontologist or scientist, a bit of Darwinian evolution teaches that certain species will become extinct if they fail to adapt to their environment. The cockroach took this to the perfect extreme and continues to thrive!

In 2009, when the markets were crashing, many sales people just couldn't shift their thinking and method of working. They needed to find new prospects, search in different industries and work harder to survive. The salespeople that made the change survived. The weak changed professions or floated from job to job as the company went under or they were fired for lack of results. The results in sales rarely lie. You either make the sale or you don't; you either hunt or kill for your family and the tribe, or you die of starvation. Simple. Along with that desire



to succeed, you need to be flexible and adaptable on how you find the results to reach that success. If one method of business development fails, try a different one. If cold-calls fail you, try walk-ins or networking. Keep trying until something works. If success follows, continue to develop the skill while experimenting with other solutions to different challenges. Soon you will have a shell as hard as a cockroach!

### **Empathy**

Even though this is down the list, I rank this element near the top. In sales, you need to relate to your customer. You need to get into your customer's skin, really understand them, feel their problems and challenges from their point of view and then get back into your skin and see how your product or service fits their needs. We all know the adage, "All things being equal, people buy from friends. All things being unequal, people still buy from friends." Friendship and rapport is built from empathy. Think about your own life: you want people to understand you. The primary elements of a salesperson are to ask good questions, listen and empathize. Then you can sell. Some customers buy on price, others on value and still others on convenience. Ask your customer what they want, listen and relate your product or service to their pain. Though you may think like Steve Jobs that you need to show what your customer needs, there is still an element of empathy to understand that the customer may not understand. That's okay too.

### **Credibility**

Educate yourself about your industry, your product and your customer's concerns and from there you start leading the

field. When I was selling Business Process Management services to the human resources industry, our sales director had us study for the SHRM (Society for Human Resources Management) the accreditation of Professional Human Resources (PHR). He said that if we were going to sell to HR professionals, we needed to know more and understand their perspective, otherwise we were going to lose on price as a commodity. If you find yourself in an industry that lends itself to commoditization, differentiate yourself by being credible.

Another facet to being credible is to ask yourself, where are the leaders of your field? Are they writing books, giving speeches, setting-up at trade shows, at charity funds, presidents of associations? Ask yourself where you can be a leader. This leads to your credibility. This double approach of learning and leading will do a great deal to help you gain credibility and succeed in sales. It builds synergy.

### **Energy**

Why do salespeople earn more money? They work hard. It's that simple. Having energy and working hard is a hard equation to beat.

Imagine a salesperson who moves slowly, lethargically, meanders to meetings, speaks to clients in a slow drone. A good salesperson? No way!

Though a bit of an exaggeration, we love those salespeople who are quick. Move fast. Make decisions. Have urgency. For this reason, I encourage all sales people to exercise. Become addicted to the adrenalin built from working out. You'll work faster with more energy.

## 14 Elements of a Winning Sales Mentality

I'm not advocating those fast-talking, used-car type of salespeople. Rather, what I'm talking about is a sales engine that drives every great organization: the group of men and women who go out and build relationships, offer solutions, provide goods, make the cash register ring and drive the global economy. Have energy!

### Last Laugh

Lastly, salespeople should have a great sense of humor. Sales is a profession where you hear “no” a lot. You can't take it all that seriously. If you do, you'll quickly burn out. When making a cold-call to the CEO of a building company that excavated swamp land for homebuilders, I called and said, “Hi, I'm selling dinosaur footprints.” Needless to say, I was the only salesperson that had called him up saying this. I showed up to his office and presented him and his sons, small plastic dinosaurs and smiled and said, “Like dinosaur footprints, our service helps your company make a footprint in the market.” With a smile and a bit of tongue-and-cheek creativity, I closed the sale.

So how many of these elements do you have? Take a moment to check off the ones you have. Rate yourself 1-5. How do you score?

| ELEMENT            | SCORE |
|--------------------|-------|
| Clarity of Purpose |       |
| Time Management    |       |
| Action Oriented    |       |

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| ELEMENT                      | SCORE |
|------------------------------|-------|
| Strong Belief                |       |
| Enthusiasm                   |       |
| Desire to Succeed            |       |
| Responsible                  |       |
| Driven to Learn              |       |
| Mental & Physical Self-Aware |       |
| Flexible & Adaptable         |       |
| Empathetic                   |       |
| Credible                     |       |
| Energetic                    |       |
| Sense of Humor               |       |

### **Now, take a moment and think about it...**

1. Personally, what do you consider the 5 most important mindsets for you as a sales person? Explain why.
2. What 5 actions will you take immediately to improve your mind-set? Explain why. Explain specifically how.
3. How will you know when you have succeeded? When will it be accomplished?

## CHAPTER 2

# INVISIBLE SELLING

In the previous chapter, you saw the mind-set that a salesperson needs to survive, then rated yourself on them and found the ones to take action upon to improve the nucleus of you: the thoughts, which guide your actions.

In this section, you will learn invisible selling: communication skills. Communication means many things, invisible things that are often taken for granted, which is why they are invisible: how a person speaks, the tone of voice, diction, appearance, gestures and many of the ways people communicate without knowing it. As a salesperson, you will start to observe, study, learn human behavior and notice the invisible and use it to your advantage. Some may think this sounds like manipulation, but really over two thousand or so years people called it rhetoric.

Some of what you will learn may be a review but some will be new to you. Go through this portion with an open mind. Observe yourself and others. What you're aiming for is that even if your product or service costs more than the competition,

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you can still sell more and better. Even in a depression, recession, or frozen market you can still make money.

From the drive-through window at Taco Bell to the woman, who rings you up Saks Fifth Avenue, to the pet-shop owner selling you an iguana, to the consultant helping you install a new ERP system, nothing gives you more power than invisible selling with eminent soft skills.

Imagine for a moment you're at a dinner party with a few close friends. One of your friends introduces you to someone you find attractive. Now imagine to yourself that this good looking stranger listens intently to you, caring about what you say, asking questions about your trip to the Bahamas, your new pet iguana and laughs at all the right times when you talk about your recent visit to Taco Bell.

How do you feel about that person? I would imagine you would forget about all the other people at the party and focus on this wonderful new friend. Most likely you're intrigued. Maybe even captivated when this person speaks, chances are, you would in return listen to them.

Do you see the power of these soft skills? Looking nice, questioning, listening and speaking politely? This stranger, in reality, could be uninteresting and dull, have different hobbies and know nothing about the Bahamas, your pet iguana, Taco Bell, or care one iota. The point is, you don't know! You've been intrigued by this person and want to know more!

In sales, before you add your product/service knowledge, your industry knowledge, or sales skills, you need to first have the unquantifiable invisible selling skills.

When I started out in sales I remember going out on a call with a seasoned professional to visit the vice president of internal audit at Bank of America. My mentor wore a blue,

pin-striped suit and had French cuffs and cuff links. His wing tips reflected polished perfection. Though he had only a basic grasp of derivatives, fixed income and reverse floaters, he could speak as an equal with the VP of audit in front of him. The key, I later understood, was that he looked just like an investment banker and when he walked into the office, he could ask questions and listen to the director. Before you can push product or service, you must first look the part, ask the right questions, listen to the answers and ask intelligent follow-up questions.

Here is another example that clearly showed me the importance of invisible selling skills. I was going through a drive-thru restaurant. I started reading the menu and deciding what to eat. No one really expects the best customer service at a fast food drive-through window, but even the barest minimum makes a difference.

After deciding, I tried to start ordering, but no answer came. I sat for nearly two minutes. Finally, I shouted at the drive-thru speaker. "Hello!"

Another sixty seconds of silence. Finally, a voice says: "Wait a sec."

I waited and thought for a moment. I don't mind when someone speaks in an informal, colloquial manner, such as "sec" for "second." I know that if I want highbrow, proper Queen's English with my meal, I'll patronize a restaurant with a white tablecloth and a candle on the table.

What struck me though was the lack of politeness. No "please" or "thank you" attached. Read this and judge for yourself:

*"Please wait a sec. Thanks!"*

A bit different. Not nearly as flat as, "Wait a sec!"

It doesn't even read, "Thank you," but only "Thanks." With just the simple addition of a politeness, the sentence and selling power, improved tremendously. "Please" and "Thank you" can carry a lot of weight.

That's the point. Even the smallest improvement to soft skills can refine your selling, sometimes making or breaking the sale. It doesn't matter how much you know about a product or how good you are at prospecting or cold calling or what you know about closing. Granted, those imperative skills can make or break you, but if you have them and you're a jerk, then people won't buy from you. It's as simple as that.

So let's get started on improving your invisible soft skills. Whether you're just out of college and in your first sales job or you're a seasoned veteran with the scent of money rolling off your cufflinks, you should still take time to read and learn how soft skills create synergy.

### **Attitude**

Attitude projects your thoughts into action. In a sales person, this attitude needs resilient boldness and strength. You need an energized, positive, can-do attitude. A never-give-up attitude. An enthusiastic attitude. All these we covered in the previous chapter on mind-set. Let's now dive deeper into attitude and what it means in sales.

First, you need to realize that you control your attitude. If someone tells you that you are worthless and will always be worthless and you believe that and start acting worthless, then you live with that choice. You literally self-destruct. You make the choice to accept that attitude. However, if someone says you are worthless and you ignore it because of your bold and



strong character and see clearly the path you have chosen to take, then you will continue to pick up the phone. You'll read to improve your skills. You will begin to exceed your numbers and knowing you're excellent, you'll begin to succeed.

A positive example of an external source influencing attitude is when you see someone promoted. After a person is promoted, they often feel a stronger sense of purpose, a deeper confidence and begin to act the part. This was a clear choice that played an influence on the person's thoughts manifest into action. Moving from "assistant" to "manager" may carry no change in a job description, but the title can definitely change a person's attitude.

Self-talk forms a part of this. You need to talk to yourself in a positive manner. There has been a great deal of work in Neural Linguistic Programming (NLP) over the past years and it's a great field to start looking into as it can change a great deal in your life. However, don't confuse NLP with "positive thinking." If you think that being positive alone will raise your sales numbers, then you have another thing coming.

For example, if you walk out to the garden and say, "It's a beautiful garden, it's a beautiful garden, it's a beautiful garden" and you take no action, the weeds will still be there. The tomatoes still die. You must take action. Action creates the momentum. As you take action, you take wrong turns and often meet dead ends. Those side streets make sales a joy, it makes life interesting. Many people though, come down hard on themselves when they meet these challenges. We all make mistakes.

Think back to a time when you screwed something up. You just botched it. You call up your best friend. I guarantee your friend will say things like, "It's okay. You're all right. Just brush

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it off and keep going. Don't give it any more thought. Learn from it and do better next time."

These words ring of someone who loves you. They give your attitude a boost and help you proceed forward.

On the other hand, what do you usually say to yourself? You might grumble and mumble things like: "You stupid fool! You schmuck! How could you be soooooo stupid? You'll never be able to show your face again." Your whole body tenses up and you cease to act. We've all been there and done that.

Why aren't we nicer to ourselves? Why not speak nicely to ourselves as much as our supportive friend would? Why not say to ourselves, "It's okay, try again?"

Brian Tracy, in his *Psychology of Selling*, tells us to constantly repeat, "I like myself. I like myself. I like myself!" Though you may feel this is dripping of cheese and I have to admit, it sounds cheesy, but if you try it, you'll definitely feel the change.

Until you start effective communication with yourself, you won't start it with others, especially customers.

Here is another example. When a baby starts to stand and hold onto the edge of the coffee table or the nearby chair, all the relatives support the baby. They shout, "Come here! Come to your aunt Heather!" The baby smiles takes a step and falls down. What do the relatives do?

"Bad baby!" they shout. "What a bad baby! You'll never walk! What a failure. Give up. Forget it." And then walk off.

No, of course not! They pick up the baby. Smile. Then cheer her along again to take a second chance at walking.

With your attitude and self-talk, you need to give yourself permission to fail, opportunities to learn and grow, many pats on the back and words of encouragement. In sales you hear,

“no” a great deal already. Might as well zealously support yourself. Failure already happens most of the time.

## **Attitude, Part 2: Failure is Most of the Time**

The sales game is like baseball. You can fail over 70 percent of the time and still succeed. Think about it. Out of fifty cold calls, I guarantee that most of those people you call will say, in one form or another, “No thanks, I’m not interested.” World-class cold callers land one meeting out of twenty-five calls. No great percentages of success.

Over and over and over again, rejection follows you. When a phone call brings a “Yes, I’ll speak with you,” you jump up and down. “You may have a meeting!”

Same in baseball. You strike out time and time again. Maybe one out of four times you’ll actually hit the ball. If you’re batting .250, you’re doing your job. With so much failure, you need to start with a great attitude and kindness to yourself. No, not just a great attitude, but an attitude of excellence, filled with richness and enthusiasm. You need an attitude that exudes confidence and says, “I am the best.”

We like things that seem excellent and out of reach. Sales people, who act just a tad aloof (not too much though), make it much more enticing for someone to do business with them. Someone who says, “People are knocking down my door. I would love to wait for you to make up your mind, but I have another customer willing to pay more.” This attitude brings need and want. The more you drive longing into a customer’s mind, the more appeal you have.

However, a word of warning: you can’t use this if it isn’t true. You have to know in your heart of hearts that you can

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reach someone else who will pay more. If you don't believe it, then the lie will come out in your voice, in your tone. Tell the truth, showing your integrity.

Often, when veteran sales people go out to a sales call with more inexperienced sales people, amazement shows in the beginner's eyes when the veteran asks that "killer question," or a "sensitive question" without any trouble. "I could never do that," says the rookie sales person. "It just would sound forced."

The strong attitude and belief of the great veteran tells them they live at the same level as the person they sell to. By both people working on this same level, they begin to create an aura around them. Granted they may or may not work with each other, yet they both provide value for their work and lives and search for ways to assist each other in a mutually beneficial way.

When you act as if you own the business, as if you own the world, business owners respect you because they find value in your conversation before they have spent a cent. But if you fail to provide, you've wasted their time. You'd better find an attitude where you have value to offer! Information is the greatest value and the better you pass it along, the more value you add.

If you work with a long sales cycle, then you need to have the attitude of persistence. Think of going two years to drive a sale, speaking to many economic buyers, working with government bodies, looking for agreement, negotiation with engineers and managers. You need strong belief to proceed. This happens when you're selling a new system, packaging line, or high-cost item. If you lack the attitude of success through the process, you'll lose the sale to your competition, who has the attitude.

## **Looking the Part**

My first sales job was at the age of 8 going door-to-door selling stationery. I had saved money from cleaning the house and pulling weeds in the yard. My parents funded the rest of my capital. With my \$30, I purchased note cards with kittens, pastel colored stationery sets and daffodil decorated writing paper. Then my parents dressed me in my Sunday suit, which consisted of slacks and a tie. Rather than walking around our neighborhood, I went to the upper-class neighborhoods where there were older customers with more money. Knocking on the doors and sporting a big smile, I asked the lady of the house if she wanted to buy some stationery. The grandmotherly women looked down at this cute kid in a suit. House after house bought stationery! My selling ratios were probably the best of my career. Then I told them I would be back next month; month after month, house after house, I sold my stationery at a marked-up price. It was an easy sell and a huge profit, not to mention a great lesson.

First, this wasn't a kid in jeans and a t-shirt. Though most clean-cut, smiling children can melt a person's heart, one in a suit and tie will make them sigh.

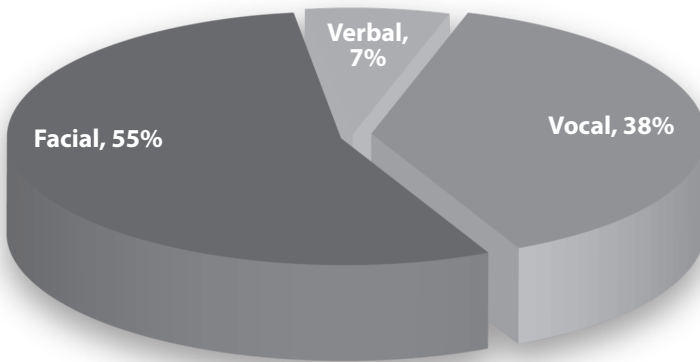
As adults, a good-looking suit on a man or woman, with colors that match and a professional aura about them will instantly impress and moreover, their sales will go up!

In any profession, you should dress appropriately. If you go to a doctor, you want her dressed like a doctor, you go to the butcher, you want to see a bloodied apron and for a professional business person (not just sales) you want in a suit. Of course, you need to dress relative to your location and business sector. For example, if you're in Hawaii, tweed would look a

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bit awkward. In Tokyo, a dark suit is a must. The point being, look at your customer, then dress appropriately and a step up from that. Jeffrey Fox, author of the great little book, *How to Become a Rainmaker*, recommends that you should be the best-dressed person you will meet during the day. “You are letting the customer know he or she is important to you.” That is the type of person to make the sale.

Study the chart below.



This chart is based on Albert Mehrabian’s 1967 study on non-verbal communication. Though there has been much criticism of the simplification of the numbers, it rightly points to the fact that over 55% of how we communicate is visual. We judge people a great deal by how they look. Now you might think that judging a book by its cover is shallow and as children we were taught to refrain. But in the real world, we do it. Half of our communication is body, face, hair, clothes, jewelry and make-up. You may give as many excuses as you want for dressing the way you want, grooming the way you want and accessorizing how you want, but if you want to be world-class at selling, you will hinder your chances of making a sale. To synergize sales, look your best.

## *Invisible Selling*

If you want to reflect a professional view, then go out and have an image consultant look over your wardrobe. They will tell you what colors look good on you and how you should style yourself. It will pay for itself in less than a year.

One other fact to remember: when you look good, you know it and then you act better. If you act like a million bucks, people treat you like a million bucks and will pay more money for you and your goods and/or services.

Let me give you another example. You meet two financial advisors this afternoon. The first comes in dressed in khakis and a short sleeve shirt, typical business casual. He gives you great advice, you like him. The second advisor comes in dressed in a dark, well-tailored suit and tie, polished dress shoes. He too gives you great advice and you like him. Now all things being equal, which advisor do you think makes more money for their customers? Of course, the one dressed like a professional. Why? Because of our mental conditioning, for better or worse, we trust those who dress as if they have already succeeded.

Some may call me an elitist, a snob or tight stuffed-shirt. I would say, “yes” to all these descriptions. I would also say that you will go further, faster, if you follow the advice of dressing for success.

However, let me expand on this. I think you should also dress for impact. I once went to a vendor conference at Dell. In the room were about 15 sales people. We all wore dark blue suits, white shirts, ties. All of us looked the same in our sales uniforms. Nothing distinguished us from one another nor added any impact. In addition to the rule to be the best dressed person you’ll meet today, I also believe you should create a positive impact on your customer. How do you do this? In different ways. In this example, if my sales skills were good enough

and my service better than everyone, I might go for an Aloha shirt with my suit. It would make a bold statement that I have confidence and experience and more than a bit of personality. Be professional, but balance this with creating an impact. In the middle, you will find that you have created your persona.

### **Your Persona**

What is persona? A persona is an identity or role that someone assumes, such as a character in a play or a movie. In this sense, a persona would be different than the person you show to your family or friends. All good salespeople create a persona for themselves. Think of your persona for a minute. What kind of character do you draw of yourself? What do you want others to think when they meet you? What do you want them to think when you speak? What do your clothes, body language and manners say about you? And most importantly, what do you want people to say about you after you leave?

Part of sales is a performance, like an actor and to succeed, you need to develop your persona. A professional that exudes understanding, curiosity, success, confidence and all the rest of the characteristics listed in Chapter 1.

For over a decade I was a commercial and stage actor. I would spend a great deal of time in make-up. It was, in part, the hot lights that would make the actor's skin look pale. The makeup compensated for that. I wore costumes that matched the time-period of the play. If I was a prince in the medieval Europe, I needed to make sure I wasn't wearing my digital watch.

Why would you be any less careful in business in general and sales in particular? You need to present yourself as the master of sales, memorize your lines and speak them with feeling and power.



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Many sales people come up to me at the seminars I deliver and say, “I want to be more natural. I want to be myself and this just doesn’t feel comfortable to me.” My answer: “Too bad, this isn’t home, your friends, or your family. This is work, your business and in joy you should learn to be the best.” I like to add my Gordon Gekko quip, “If you need a friend, get a dog!”

Not only actors, but also athletes prepare their characters in a similar fashion. The athlete mentally rehearses all that they have practiced. Olympians do mental training. Then they fit themselves in proper attire. When you see a linebacker go out on the field, he presents himself in his full gear, mentally charged and ready to play.

When I was growing up, a couple of baseball players stuck in my mind. Part of the reason they stood out was they understood this concept of character.

You may remember the hall-of-famer, Catfish Hunter. Though he got the nickname “Catfish” from a coach, I remember him with the Yankees throwing his stylistic sidearm pitch and his handlebar, catfish moustache. Not only was he good, but he kept the persona going to help his image.

Also watching the Yankees, I loved Bucky Dent. In the 70’s, the Yankees were a rough, tough team. But Bucky Dent bucked the trend and was clean-cut and good looking, with his trademark eye black. It was his style and character that made him the best persona on the Yankee’s team.

Sales professionals must master character. In a time where people like to dress down, have business casual, we must take our profession up a notch and expect more. Our customers do.

Again, this is relative to your industry and geographic location. But the advice works whether you’re in Los Angeles, Denver, Tokyo, Singapore, London, or Sydney. Spend the time to view

your industry. Then look at yourself. What are your unique traits that you can develop, expand, grow and perfect when you execute a sale? You're not shooting for the extravagant but appropriate, professional and memorable.

Now, let's take the idea of character one-step further: the experience you offer your customer.

### **Experience**

Experience means to create an ambiance around you or an effect from you and your behavior that impacts your customer, whether it be for good or bad. When you consider how you dress, your script and product or service, you need to consider the experience you give your customer.

Here is an example.

You take your family to Disneyland to have a magical experience. Walking through the streets in front of Cinderella's castle, you see characters from the movies all around you. You're taken back to your childhood, but you're also laughing with your children as they experience Mickey, Pooh, Pinocchio, Buzz Lightyear and a host of others. Each moment, show and ride makes you think of Walt Disney's wise words, "If it can be imagined, it can be created." When you arrive back home you feel as if you've never left childhood and you're humming to yourself "It's a Small World" or maybe "Zipadee Doo Da."

On the flip side you may go to Universal Studios. You jump onto the Hulk roller coaster blasting you from 0 to 60 in less than 6 seconds. Your whole family twists and turns on the Popeye ride and finally find you're soaked! The Spider Man ride makes you feel like him as you swing from building to

building through the city. The experience at Universal brings excitement and thrills.

Both Disney and Universal are theme parks with similar rides and concepts. They both compete for your money and time. It's not that one may be better than the other. The "experience" received as a customer visiting the respective park brings you back again or turns you away. When you leave the park with a feeling, that is the "experience."

No matter what you do, you create an experience. One of your tasks, as a sales professional, is to control all the elements that you can, to create the experience you want your customers to have. Of course, not everything can be controlled, any more than you can control everything in a Disneyland or Universal Studios. However, many of the major parts can and should be handled.

One of the most important ideas you and your organization can ask is, "What experience are we selling?" Even if you believe you provide a positive experience when a customer meets you, you need to re-think your position. Everyone will have an experience. How will they remember you? Will they even remember you at all? Will they think of you as professional and slick or as a person with high integrity and speed? A high achiever who fixes problems immediately or will you be that used car salesman, someone the customer doesn't trust and loathes dealing with...that annoying person in a cheap suit, whose breath smells like coffee and cigarettes? Think like a customer. What experience, if you were working with you, would you want to have? Be specific and begin to put actions in place that trigger a memorable experience for your customers.

Take a look at your sales process. Start to document each stage that the customer comes into contact with you, your

company and you, from the marketing of your website, to the way you answer the telephone and respond to emails, presentation materials and self-presentation. Each step should be observed, practiced rehearsed. The more steps you control, the better you can assist customers on their unique challenges or on any emergency that arises.

This is a real challenge. As for the immediate cause of our customer's experience, it is difficult to gauge accurately how the customer feels. Within the confines of our office, it is difficult to truly perceive how customers rate our business. Good sales people will ask. Great sales people will listen and adapt appropriately.

To fully understand how you can create an experience for your customers, we need to travel back in time to see how the ancient Greeks created an experience.

### **Logos + Pathos + Ethos = Gravititas**

Logos comes from Greek and in the simplest form translates to "word," though the connotation delves deeper than that. It also contains the means by which an inward thought is expressed. In the Gospel of John, the famous beginning: "In the beginning was the Word and the Word was with God and the Word was God," the Greek for "word" was logos. Over time logos has brought us other words and meanings, such as the word logic. If you think of Logos as a logical aspect of your thoughts to words, that will be enough. In communication, remember, only 7% of your message is communicated verbally. That is, 7% which consists of logos.

Pathos may sound like one of The Three Musketeers, but really it means "emotion." Pathos nowadays also specifies sad

emotion, but if you broaden it to strong emotion it comes closer to the true meaning. Advertisements love to use pathos in advertising. Do you remember the commercial for car tires where the baby in diapers crawls over the black tread with a white background? Well what does a baby logically have to do with the tire? Not much! Maybe there is a bit of connotation linking family and safety. But babies make us feel emotion and we remember and feel persuaded.

Advertisers again love to use celebrities in commercials. When you see a celebrity endorsing a product outside of their area of specialty, remember pathos. I remember the Pepsi commercial with Michael Jackson. Michael Jackson would not hold a can of Pepsi. Even though the audience knew that he did not drink Pepsi or directly support the product, Pepsi still made profits from the commercial just by the emotional effect of Michael's fame. That's pathos in action.

Babies, small animals, humor and sex are all *pathos* modes of persuasion. One of the key elements that Jeffrey Gitomer brings out in his excellent book, *The Sales Bible* is the importance of humor. Humor may not work for everyone, but the point of knowing how and when to use it is important component of pathos and a key sales element.

The last element is ethos. Ethos is about the character of the person. Though ethos has given us the word "ethic," ethos and ethic can sometimes fall very far apart. When you meet a person and speak with them and know in your heart-of-hearts if they are good and kind or cruel and bad, this reveals their ethos. Ethos can be amazingly powerful for someone like George Washington or Patton when they need to lead an army, or when leaders like Gandhi and Mother Theresa move the

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world without a violent action. We may sometimes liken ethos to charisma.

In sales the quickest way to make your ethos emerge is to refrain from selling. “But isn’t this a sales book?” you may be asking yourself right now. Of course, but we need to move beyond the step-by-step mode and into something deeper. Ethos drives us to first understand the customer, to know their wants and needs and to empathize. Too often the salesperson will worry about making every sale. This desperation to close the deal disturbs the customer’s confidence, lessening ethos and the experience that the customer receives. The secret of this is if you can walk away from the sale, then the customer will work harder to sell themselves; it’s human nature to want what one can’t have. If you have this inner-strength, then you carry the power of control. The knowledge to know and believe you can sell anytime and anywhere is powerful. That’s why many millionaires lose all their money and again make it back again they know they can. That’s a strong ethos.

When you synergize the logos, pathos and ethos of your character, your sales skyrocket. If you can then match these 3 with your message, the benefits to your customer and link them to the needs of your customer you then have reached the pinnacle of sales. You’ll be driving an Aston Martin and traveling the Riviera first class.

As you work your way around the ideas of Greek rhetoric, realize how important the understanding of these factors are for making up a salesperson’s character. As a salesperson you must always work on your character, refining and improving your base. If you are trustworthy and a consumer needs or wants your product or service, she is more likely to buy from you rather than from just someone who tries to push the product.

## *Invisible Selling*

Your job is to make sure every action, movement, conversation and interaction, matches and enhances the other.

Let's make a distinction for a moment between the differences of character and personality. Personality is a technique we learn after going to a two-day seminar. You can be happy for a week after the seminar by working on your personality and smiling. But your character may still be flawed and annoying.

Character is what the world sees of you. The only way to really jump into working on your character is to study the biographies and autobiographies of great men and women. You need to continually move towards making yourself better, more accessible, more energetic. You'll have a vision of yourself and then step into that vision.

Throughout history, people have worked on their character and taken pride. It was something worth fighting and dying for if one's reputation was marred. Remember Alexander Hamilton died dueling to uphold the honor of his character. You too need to feel such pride and care for your own character.

When you have put together your logos, pathos and ethos, you find yourself pulsating with gravitas.

Gravitas is a weight, substance and manner that holds meaning. A good synonym is dignity. In our casual culture, you need to remember that too much gravitas may be considered, "rigid" or "tight" or "pompous". Before you get the idea that I'm pushing you towards being an old, stiff, conservative codger, let me assure you this is not the case.

One young woman I worked with had a tremendous amount of gravitas. To her friends and family she was a cute, cuddly and kind as a puppy. When this 22 year old, in her first job out of university and the first time in a sales position, walked into the board room of Goldman Sachs to meet

## SWEET SALES

with the COO and the VP of Operations, she stood there and controlled the room. When she spoke, people listened to her and trusted what she said. The room was quiet except for her speaking. You could feel her exude power. That's selling with gravitas. She spoke with logic. She contained an emotion and fire and had an approachable, yet aloof manner.

The best way to learn and acquire gravitas is to watch and model others. Another excellent method, as I mentioned above, is reading as many biographies and autobiographies of great people and sales people that you can find. Read from the greats. Also, when you see gravitas in movies study it. For example, watch Alec Baldwin in *Glengarry Glen Ross*. In fact, I recommend you turn the sound down and study his body language to see how gravitas works without logos. Alec Baldwin's acting radiates gravitas.

Once you've mastered these characteristics, you start to see yourself on equal terms with a business owner. This is vital in selling and you display it when you communicate.



## ABOUT DAVID SWEET

**D**avid Sweet is passionate about customers and sales. He established FocusCore Group to focus on partnering with clients to grow their sales. With nearly two decades of Japan-specific experience, he brings practical experience grounded in working as an HR professional and recruitment consultant.

David understands his customers:

- 10 years of U.S. Government with experience in Employee Development and Labor Relations.
- Close association to Japan since 1988.
- Owner of a management consultant firm that trained and educated sales and recruitment professionals globally.
- A breadth of knowledge on how recruitment services are provided across agencies in Japan.

Barry Niemann, past president of the National Association of Personnel Consultants (NAPC), said of his expertise:

“Dr. Sweet gives recruiters what they truly need to know from the point of view of someone who has been there and done that and knows how to succeed. He provides the template for becoming a world-class professional recruiter.”

Now, running FocusCore, David pursues this philosophy with his own consultants.

He trains the consultants on how to work with the best customers, consult on hiring processes, and introduce appropriately screened candidates. He has been retained to hire CEOs, CFOs, Sales Directors and Human Resources Directors for many of the Fortune 500.

Andrew Hankinson, the Managing Director of Zwilling J.A. Henckels, said,

“David is a rare breed in business who goes above and beyond to deliver personable, superior service. He is a passionate, insightful and the consummate professional. The fact that David is so proactive in related activities (Seminars, Networking events, etc.) associated with his business goes to prove his dedication and skills to his work.”

And Jean-Luc Creppy, a Senior Manager from PricewaterhouseCoopers noted,

“David is without any doubt a true leader. His expertise and professionalism in sales and consulting makes him a value-added resource. The more you interact with David, the more you discover areas where his knowledge and skill can help you professionally as well as personally. David knows so well how to adapt his services to his audience that will feel comfortable working with him from the very first contact.”

He also partners with customers by sharing his knowledge and experience. He is a keynote speaker and seminar leader and author of *Sweet Sales, Recruit! Becoming the Top-Biller*, as well as having published several articles and was most recently cited in the Japanese book, *Using Facebook & LinkedIn to Change Jobs without a Resume* for his expertise in using social networking for recruitment in Japan. He holds a Ph.D. in Leadership Development and a M.A. in Communications from Regis University in Denver, Colorado.

If you are ready for a partner to help your company grow your sales, please contact him at [david.sweet@focuscoregroup.com](mailto:david.sweet@focuscoregroup.com).