

Scaling New Heights 2014

San Antonio, Texas



Consultative Selling

Getting to YES without having to “sell”

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Business Intuitive**

What we'll cover:

- Having the right attitude going in
- Quality questioning techniques
- Avoid conversation killing questions
- Articulate a clear and compelling value proposition
- How to consult your way to closing sales

Attitude Assessment

(1=not true 5=very true)

- ___ I love selling
- ___ I look forward to every new deal
- ___ I am a role model (in selling) for others in my firm
- ___ I love sharing knowledge
- ___ I love helping people avoid costly mistakes
- ___ Selling is the same as helping
- ___ I am open to new business opportunities
- ___ Total

Assessment Scoring

- 25-35 points – a race horse
- 17-24 points – a trotter horse
- 10-17 points – a mule
- Less than 10 points – a slug

Attitudes About Selling

- What words come to mind when you hear the words: Sales or Selling?
- What words come to mind when you hear the word: Salesperson?

“If you have a distaste for selling,
it can cripple your efforts
to influence change.”

Jack Carew,
The Mentor, 15 Keys to Success
in Sales, Business, and Life

Mental Roadblocks

- What if I fail? (*Define failure*)
- What if the client is worse off than when I started? (*Where would they be if they had stayed on their previous course?*)
- Why jeopardize a stable relationship? (*Would another consultant hesitate to work with this client?*)

Paradigm Shift Questions

- **Do I have some knowledge or skill that my client does not?**
- **Is it possible that my client will seek the help of another professional to address their issues?**
- **If I don't step in and help, will my client suffer negative consequences?**
- **If I was a doctor and my patient was sick, would I do everything I could to help them?**
- **If my client was talking to another business owner about me, what would they say?**

Consultative Selling 101

- Education based – more of a teacher and mentor than “salesperson”. Even if the client doesn’t buy, they should walk away with a new perspective and/or idea that they didn’t have before. As well as a greater respect for who you are and the benefits you have to offer.

Consultative Selling 101

- Empowering - teaches the client to fish rather than giving them the fish
- Respectful, identifies and highlights pain, but does not cause more

Consultative Selling 101

- Relationship focused, not just outcome focused
- Building and/or maintaining the relationship is more important than “making the sale.”

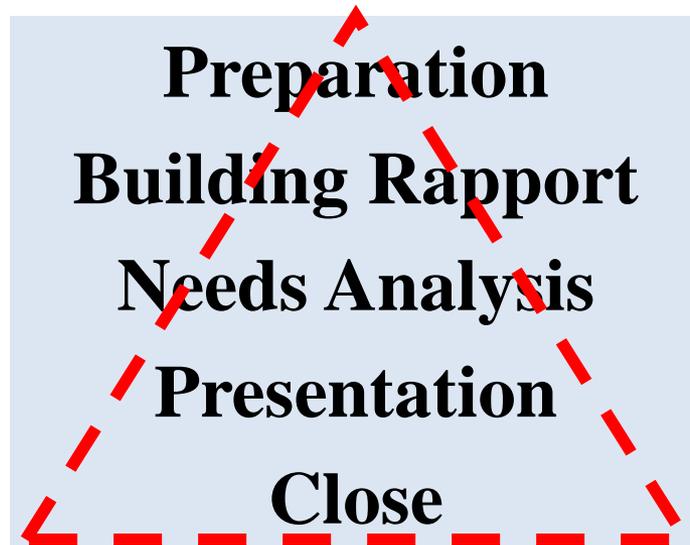
Five Steps in the “Game”

1. Preparation
2. Rapport Building
3. Needs Analysis
4. Presentation
5. Close

*The sales process is
just as important
as the product you sell*

Leveraged Effort

Amateur Product Sales



Professional Dialogue Sales



1 - Preparation

- Personal Preparation
- You may be clear about your agenda, but are you clear about your client's agenda?
 - Be sensitive to your client's FUD's (fears, uncertainties, and doubts) They may be harboring feelings of inadequacy since they can't solve the problem themselves.
 - Or that they may embarrass themselves by admitting that they are not as "on top" of things as they would have everyone believe.
 - Or they are so fearful about the unknown that they would rather live with status quo.

2 - Rapport Building

- Demonstrate a commitment to understanding both your client's business and their industry.
- On-site visits, personal outings (golf, hunting, etc) commonalities of circumstances and experiences.
- Shared Relationships - References
- Body Language
 - Watch theirs, manage yours
 - 90% of what we take in during a conversation is non-verbal. Proof: we can't always remember what was said, but we can almost always remember what the "mood" of the moment was.

3 - Needs Analysis

“It’s better to be interested
than interesting.”

Jay Abraham

Getting to their needs

Discovery Questions

- Clarifying
- Qualifying
- Quantifying
- Bleeding
- Healing
- Why You Want to Avoid Leading

Clarifying Questions

- Can you tell me more about that?
- Help me understand . . .
- I'm confused, please explain . . .
- How did this issue come about?
- Is there some history here, that I am missing?
- Is this a people or process issue?
- Is this a recurring issue?

Qualifying Questions

- How would rate the level of urgency on this issue? (1-10)
- Is there anyone else we need to talk to get started?
- Are there any other priorities that need to be considered?
- What has kept you from dealing with this issue up till now?

Quantifying Questions

- Can you put a dollar amount to this issue?
- When you say late, how late?
- When you say all the time, how often is that?
- Can you be more specific?
- How do you measure that?

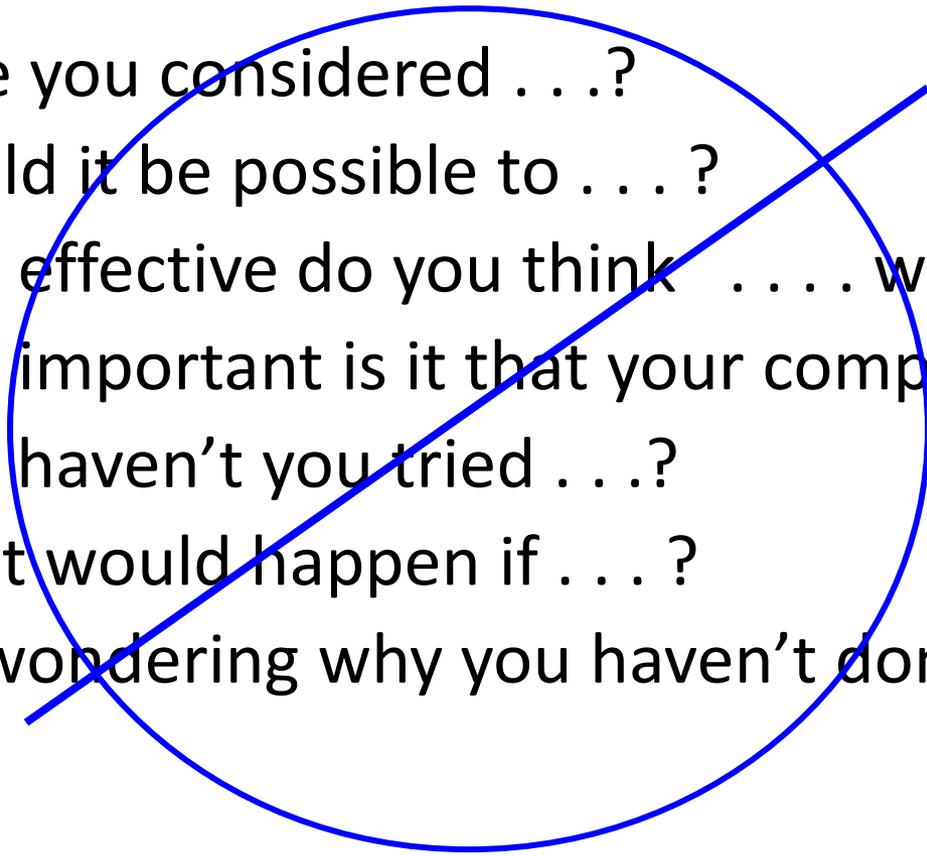
Bleeding Questions

- How much longer can you continue to . . . ?
- How much is it costing you to have this issue continue?
- How much stress is this issue adding to your life?
- Is this issue taking resources away from other areas of the business?
- How much has this issue cost you so far?
- Is anyone else affected by this issue as much as you are?

Healing Questions

- It's a year from now, we are celebrating . . . what did we accomplish?
- How will you feel when all this is behind you?
- What would be an ideal outcome for this project?
- How will you know when we have achieved success?
- With this issue behind you, what will you focus your energies on?
- How do you reward yourself when you accomplish something?

Avoid Leading Questions

- Have you considered . . . ?
 - Would it be possible to . . . ?
 - How effective do you think would be?
 - How important is it that your company do . . . ?
 - Why haven't you tried . . . ?
 - What would happen if . . . ?
 - I'm wondering why you haven't done . . . ?
- 

Discovery Goals

- Can you demonstrate a good working knowledge of the client's business and industry? If little is known, then demonstrate a willingness to learn.
- Do you have a sense of what their issues and hot buttons are?
- Can you articulate the “lost opportunity” cost of not working together?

4 - Presentation

- Once you understand what's important to them, you are in a position to narrow your focus.
- Use what you learned in your Discovery Questions
- Take the less is more approach
 - Zero in on one or two (at the most) areas of fear, frustration, concern, or disappointment.
 - Ask them what they have done in the past to address the challenge
 - Ask them what they are willing to do or “stop doing” to improve their outcomes

5 - Preparing to “Close”

- Do a “test” close
 - Future pacing – “It’s a year from now, . . .”
 - Articulating the Value Proposition
 - Let the client do it
 - Deal with any lingering objections
 - Ask more qualifying questions

5 - Preparing to “Close”

- Sample Test Close Questions:
- How do you feel about what we have covered so far?
- Do you have any lingering questions that we have not answered?
- How does what we propose fit within your big picture view?
- Where do you want to be in five years?
- What do you want out of this business that you are not getting now?
- Do you have a strategy for reaching your goals? How is it working for you?
- How would your company respond to the process we have discussed?
- Are others aware of the issues you’ve raised? Are they as motivated as you are to find a solution?
- Is there any reason to think that what we are proposing would not work for you?
- What resources have you already committed to addressing the issues we’ve discussed today/
- What objections might others in your company have if we went forward with what we’ve proposed?
- Is there anyone else we need to have involved with this discussion before we can proceed with the project?
- Is there anything else I should know about your situation that might impact our work together?
- What would be the ideal outcome of our efforts?
- How will we know if the engagement was a success?
- Assuming we achieve the goals we set in this engagement how will that benefit you, your team, your customers?
- Have you ever considered doing what we are proposing? What stopped you from proceeding in the past?
- What would stop you this time? Is there a way we can tailor our strategy to address that issue?

5 - Preparing to “Close”

Sample Closing Questions:

- How should we proceed from here?
- Is there anyone else we should be involving in this decision?
- When would you want to begin this process?
- If this isn't a good time for this engagement, when would it be?
- Would it be okay with you if I check back in a few months to see how you are doing?
- Perhaps there is a way I can assist you that we have not thought of . . .

5 - Closing the Sale

- Let client close the sale
- Establish a sense of urgency
- Never leave the meeting without follow-up arranged.
- Be gracious about “no’s”
- You can not assume the client will say yes, likewise, don’t assume they will say no.

Take Away Tools

- Consultative Questions
- Business Development Matrix

Session Wrap-up

- Selling vs. Helping/Teaching
- Quality of questions will determine the quality of your relationships
- 5 Steps to Consultative Selling
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Your questions?

My question: What will
you take away from this
session?