

Take
this job
and
Love it[®]

*The Joys of
Professional Selling*

TIM BREITHAAPT C.G.A.H

To My Parents

Elizabeth and Louis P. Breithaupt,
whom I respect and admire as parents and as friends.

You gave me an invaluable benchmark
of honesty, integrity and success.

With pride and love I dedicate this book to you both.

I love you.

PREFACE

.....

Now I know what it's like to give birth – at least in the conceptual sense. This project was conceived in April 1997 and in November 1998 a book was finally born. Although the gestation period was longer than child birth, its development parallels the emotions and activities of an expectant mother: mood swings, impatience, anxiety, cravings, anticipation, check-ups, having to choose a name and the frustration of several missed due dates.

I spent months organizing my thoughts before finally putting ideas on paper and into my tape recorder. When I saw the Table of Contents and the Introduction taking shape, it was like feeling the first kick – I was filled with excitement and an overwhelming sense of trepidation. This could have been my first bout of morning sickness – at least it felt that way. I would wake up thinking: “What did I get myself into? Can I really write a 220-page book that salespeople will actually read?”

It appears we've done that. I say “we” because this delivery is the result of a synergistic effort by many individuals. The birth of anything is rarely a solo performance. I'm proud to share with you that within a short period of time, *Take This Job and Love It* became a Canadian Bestseller.

Take This Job and Love It is not only the title; it represents my deepest belief that selling is fun. Selling is one of the most challenging yet rewarding careers in our society. Sales entrepreneurs are emerging as one of the most sophisticated and important players in the business arena. A sales career offers no end of promise, and the excitement of endless possibilities. Selling is a springboard to the fulfilment of all your goals and aspirations. It's my hope that this book will help you and others discover (or perhaps re-discover) the joys of professional selling, and that it will empower you to truly aspire to new levels of success. Life validates that success is a matter of choice, not chance. Enjoy.

TABLE OF CONTENTS

.....

		Page
	DEDICATION	
	ACKNOWLEDGEMENTS	I
	PREFACE	II
	INTRODUCTION: WHY <i>THIS</i> BOOK?	1
	Maximize Your Investment: Six Guidelines	4
	Meet My Good Friend “Bernie”	6
	The <i>Tim Commandments</i>	7
Chapter 1:	THE SEQUENTIAL MODEL OF PROFESSIONAL SELLING	8
	Adult Learning: How It Works	8
	Ten Steps	9
	What is a Customer? Six Types	12
	Definition of Selling	14
	Advanced Selling Skills	15
	Sales Reps Need Not Apply	16
	The Adult Daycare Centre	18
Chapter 2:	ATTITUDES OF SUCCESS: FIVE PILLARS	21
Step #1	Vaccine Against Mediocrity	21
	Attitudes of Top Achievers	23
	#1: Just Did It!	23
	Thought Into Action	23
	#2: Set Goals	26
	Reasons Not to Set Goals	27
	How to Set SMART Goals	28
	Benefits of Goals	29
	Dynamics of Motivation	31
	#3: Self-esteem: Sell Yourself to Yourself	32
	Personal Self-esteem and Corporate Self-esteem	33
	Three Ways to Build Self-esteem	34
	Two Types of Knowledge	37

	Page
#4: Comfort Zone: Stretch It	38
Venture Into the Discomfort Zone	40
How To Stretch: Two Methods	41
#5: Patient yet Persistent	42
Silver Platter Syndrome	44
It Begins With YOU	46
What I Told My Daughter	46
 Chapter 3: PLANNING AND PREPARATION:	
MEASURE TWICE, CUT ONCE	49
Step #2	
You Have Planned, But Are You Prepared?	51
What We Need To Know	52
Where To Find It	54
A State of Readiness	56
Time To Show Off	60
Features and Benefits: No Advantages	61
Avoid the Feature Dump	62
Feature Dumpers Anonymous	64
Two Types of Information	65
Account Classification: Three Types	68
 Chapter 4: TIME MANAGEMENT: IT'S ABOUT TIME	74
But I Don't Have Time!	74
Time Equity: What's Your ROT?	75
Five Principles of Time Management	77
Selling Hours or Janitorial Hours?	79
Sales Automation	84
If You're On Time, You're Late	87
Embrace Stress: A Timely Suggestion	88
Let's Do Lunch: Meal Protocol	91
 Chapter 5: PROSPECTING: I KNOW WHERE	
YOU ARE HIDING	93
Step #3	
Growth Versus Real Growth	94
Where To Find Them: 22 Ideas	95
Professional Cold Calling	99

	Page
Chapter 6:	BUILDING RAPPORT AND TRUST:
Step #4	BEHAVIOURAL FLEXIBILITY 105
	How Do I Get Them To Like Me? 106
	Four Behavioural Styles of Customers 108
	How Will I Know When I See One? 117
	Different Versus Difficult 118
	General Observations 119
Chapter 7:	DISCOVERY: GAME DAY 124
Step #5	
	Needs Analysis 125
	The PSIP Method 126
	Probe Architecture: Peel the Onion 132
	Feature Fishing 140
	Effective Bridging 141
	Inverse Bridging 142
	Avoid the Penalty Box 144
	Communication Skills 147
	Why We Are Poor Listeners 148
Chapter 8:	PRESENTATION SKILLS:
Step #6	VALUE-ADDED SOLUTIONS 153
	Why Should I Buy From You? 154
	Neutralize the Competition 155
	10 Key Ingredients 155
	Managing Objections: Friend or Foe? 160
	Five-Step Strategy 163
	The Price Objection 166
	Bring It Forward 169
Chapter 9:	CONFIRMING THE SALE: CLOSING 171
Step #7	
	Five Magic Words 173
	Is It No, or Is It Know? 178
	Three Ingredients of a Yes 179
	When To Confirm 179

	Page
Nine Tips For Confirming The Sale	181
Taking the Order: Improve Your Ratio	182
Be #2	183
Chapter 10: CREATIVE NEGOTIATION:	
Step #8 THERE IS ALWAYS A WAY	186
When Do We Negotiate?	187
Five Principles of Creative Negotiation	190
Language of Negotiation	193
Law of 10 Options	199
Chapter 11: ACTION PLAN: IMPLEMENTATION	201
Step #9 My People Need to Talk to Your People	202
Customers Don't Shoot the Messenger	203
Chapter 12: FOLLOW-UP: YOU NEVER CALL OR WRITE	
Step #10 ANYMORE	205
Ten Follow-up Letters	207
I Still Love You	210
Conclusion	212
Bibliography	214
Recommended Reading: Start Your Own Personal Library	215
General Offerings of Spectrum Training	
Solutions Inc.	216
Gift of Knowledge	218
Licensing Agreement: Business Opportunity	219
Index	220

INTRODUCTION: WHY *THIS* BOOK?

.....

As a professional sales trainer, I have discovered a very important aspect of adult learning: people love simplicity. The simpler the better. I wrote this book with that goal in mind; to reveal the simplicity of selling. Selling is simple. Simple is fun. That is why the KISS principle (Keep It Simple Salespeople) prevails. This book offers an approach that strips away the perceived complexities of selling and discusses selling in its purest form: a dialogue between two human beings.

I recognize that the required skills of an effective sales professional have become increasingly sophisticated. Today's customers are looking for a whole range of products and services to meet their business and personal needs. Customers have become immune to traditional sales techniques. Technological changes, sales automation, deregulation and the global economy have blurred many of the product differences, at the same time stimulating a highly competitive selling environment. Nowadays, product and price alone will not sustain a competitive edge. We have seen the demise of the "obvious product solution." Your product on its own will no longer stimulate a sale. Your customers can buy virtually the same product at the same price elsewhere, so why should they buy from you? Research tells us that customers appreciate a salesperson with empathy – the ability to develop a total solution versus simply presenting a product. Customers appreciate the efficiency of new technologies, *high tech*, but still want the warmth of the human aspect, *high touch*.

Our sales productivity often gets sabotaged by the mechanics of selling. Unfortunately in many cases, selling becomes more of a strategic engagement with the enemy rather than a conversation with a potential ally to your business.

You are about to learn powerful proven techniques of professional selling. As you master the techniques revealed in this book, you too will experience new levels of productivity. Expect your close ratio (successful

sales versus number of sales calls) to double. No longer will you have to worry about missing your monthly or quarterly sales targets.

If you are like me, *visual* represents an important aspect of adult learning. Research suggests that most of the information stored in people's minds enters through their eyes. If your words conflict with your actions, a listener will believe the actions. I have taken my 25 years of practical sales experience and designed a visual representation of what the entire sales process looks like. I am not aware of any other author who presents the entire selling process in visual form.

I write this book with the intent to share my accumulated knowledge and experience, perhaps making your life a little easier. Early in my career I discovered I had a propensity for sales. After graduation from the University of Toronto in 1977, I pursued my love of sales with corporations such as J.M. Schneider Inc. and Gulf Resources. I then spent eight years in the computer industry with The Control Data Corporation, five of them as sales manager.

In 1991 I left the corporate arena to found my own training company, Spectrum Training Solutions Inc. Since then, I have worked with national and international Fortune 500 companies. I have shared my unique formula for success with thousands of business people throughout North America. I describe my style of facilitation as "*entertainment*," as I believe humour contributes significantly to adult learning and retention.

Spectrum Training Solutions Inc. offers a menu of seminars all designed to maximize human potential. I tailor our seminars to reflect our clients' specific training objectives. For further information about our programs, I invite you to peruse our website at www.spectrumtraining.ca.

This book will introduce you to a tool I use in all of our sales seminars: The Sequential Model of Professional Selling. The Sequential Model has been designed to foster confidence and success through its simplicity while revealing the common denominators of each sales call. My years of selling experience coupled with informal research and

feedback in my seminars confirms that a certain degree of consistency – a common currency – exists throughout each and every sales call.

This model presents an uncomplicated approach to selling by delivering the core competencies of the entire sales process. The strength of this model lies in the fact that its design and development was guided by input from several resources including my years of on-the-street selling, input from customers, feedback from thousands of sales professionals attending our seminars and interviews with hundreds of customers. I not only present and endorse the Sequential Model as a writer, but I write as an experienced sales professional. I still sell. Like you, I'm out there every day dealing with the challenges, the frustrations and the joys of professional selling.

Although each sales call is situational, there is a logical sequential series of actions that, when applied, will greatly increase the chances of making a sale. This selling process involves the 10 steps introduced in Chapter 1 – Steps #1 and #2 are important preparatory activities – Steps #3 through #10 are related to interpersonal skills and specific selling skills. All 10 steps are discussed in detail throughout the chapters.

The Sequential Model is not a new sales gimmick or another slick technique to trick the customer. My sales experience has consistently proven that each step of the model, when learned and applied, endows you with the capacity to advance to the next step. It is a proven, field-tested sales strategy endorsed by real-world authorities: my customers.

My research indicates that of the thousands of sales books available, most focus on limited aspects of selling. While you can purchase books about specific subject areas such as handling objections, negotiating skills, prospecting, probing skills, closing the sale, and a host of other sales-related topics, very few books present sales as a complete process, from start to finish. To understand selling in its entirety, you would need to purchase a number of separate books. I am not suggesting that other sales books are of no value – some are very good. In fact, I will periodically refer to other books which I encourage you to read and add to your personal library.

Throughout this book, every aspect of the sales process is discussed in detail, including effective sales negotiation and time management skills. Consider this all-encompassing book as your personal reference: a resource to reinforce existing skills and introduce new skills. As a successful sales professional, you must continually search for any intellectual advantage available. Simply put: to earn more, learn more.

MAXIMIZE YOUR INVESTMENT: SIX GUIDELINES

.....

To maximize the concepts of The Sequential Model of Professional Selling, I offer these six guidelines:

1. READ THE ENTIRE BOOK. This is the only way you will fully understand the Sequential Model concept. As you progress through the book, ask yourself how you can apply and link each step of the model to your particular sales arena. This book has been written for all sales professionals, regardless of experience. It presents a strategy that can be used by any salesperson to sell anything to any customer.

In 2010, less than 15% of Canadians bought a self-development book, and less than 10% of those actually read it. Shocking! My guess is that most people who buy a self-help book experience some degree of spiritual or corporate cleansing. People take satisfaction from the fact they bought it, proudly displaying it on their desk. Their intentions are noble but seldom fulfilled.

You, of course, are different. That's why this book is in your hands. By the way, congratulations on your investment.

2. KEEP THE BEST, TOSS THE REST. Now just a minute, don't toss this book yet. What I mean is that not all the suggestions and strategies within the Sequential Model will apply to your sales arena. The Sequential Model offers a smorgasbord of ideas and suggestions. Fill your plate with what is appropriate for you. I recognize that every industry is unique, so I suggest you examine each step closely and then determine whether or not to apply it. If you discover just three or four new ideas that enhance your sales confidence, then the investment is worth it.

3. IT MAY NOT BE YOUR WAY, BUT IT'S A SMART WAY. The Sequential Model will challenge your thinking and encourage you to re-evaluate your current sales approach. Change is a difficult endeavour. You may need to abandon old habits and embrace new behaviours. Don't be too quick to defend your existing inventory of sales skills. I appreciate that it's difficult to surrender cherished techniques without protest. However, I invite you to re-examine all aspects of your sales habits. My purpose is to stimulate the re-thinking process, not as an event, but as an on-going, continuous learning curve. As professionals, we have to unlearn as much as we learn.

Have you ever stopped to notice how adept our customers are at changing? They jump at the chance for bigger, better, faster, cheaper and so on. They don't seem to have a problem with it. What's our problem?

I suggest the corporate arena is the catalyst for much of the change we experience. Businesses continually drive change. I am not suggesting a wholesale change to your existing sales strategies, but I'm sure some of your skills could be enhanced or even replaced with smarter skills. Hard work is not nearly as rewarding as smart work. Sell smarter, not harder.

4. THE CHAPTERS CAN BE USED AS INDIVIDUAL REFERENCES. Although each chapter represents an integral part of the Sequential Model, each can be read as a stand-alone resource. You may find it helpful to refer to one specific chapter and re-focus on that particular aspect of selling.

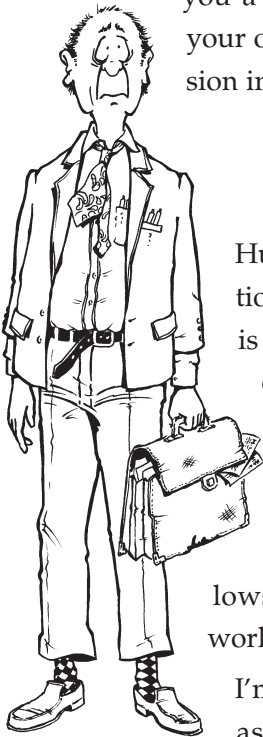
5. THIS IS NOT ONLY A BOOK, IT IS ALSO A RESOURCE. Refer to it often – make it part of your personal development library. Mark it up, highlight relevant sections. It is amazing how quickly we experience intellectual evaporation. Unless new information is reviewed and applied regularly, we will revert back to the easy way, our old habits. The goal of training is practice, not competency. Share this little gem with your manager: no-one becomes competent by attending one seminar or taking one lesson. Learning is a sequential process, not an event. Selling is like a fundamental sport. To become adept at golf, tennis or any other sport, we must practice, practice and practice.

Only practice makes permanent. There is no other way (if you discover a better way, call me collect).

6. TAKE THIS BOOK AND LOVE IT. Make it yours. Take ownership of the skills you discover in the Sequential Model. Have fun. Simple is fun.

Speaking of ownership, what's your current inventory of professional equity? Equity means ownership. You can have financial equity, but you also require personal equity in terms of professional, up-to-date selling skills. Your competitive advantage is an ongoing commitment to learn. Seize every opportunity to advance your maturity and build professional skills to outsmart the constant prey of your competitors. By reading and applying the competencies in this book, you will enhance your intellectual equity and your confidence to sell.

As you work through the book, your enthusiasm for sales will be re-energized. What other profession is financially rewarding, guarantees you a job for life, and gives you the flexibility to establish your own hours? After all, selling is the highest-paid profession in North America.



Bernie

MEET MY GOOD FRIEND "BERNIE"

Humans appreciate good humour and there is no question as to its potent effect on adult education. Humour is the gateway to learning. I refer to it as "the lubricant of learning." With that in mind, I introduce you to our very own "Bernie," a rather hapless, sorry-looking chap who will be joining us throughout the book. Bernie will help us to see the humorous side of a profession that can be fraught with highs and lows as we deal with uncertainty and/or stress in a world of rejection.

I'm sure we can all relate to his frustrations and mishaps as he pursues his sales career working very hard to please his customers.

THE *TIM* COMMANDMENTS

.....

To encourage the attitude of entrepreneurial selling endorsed throughout the book, I will share 10 Productivity Questions as you work through the Sequential Model. They are designed to challenge your daily activities and embrace the role of a sales entrepreneur. I will fondly refer to the 10 Productivity Questions as the *Tim Commandments*. Consider the *Tim Commandments* as your navigational buoys guiding your activities throughout the day. As you master the Sequential Model strategies revealed in this book, you will develop a new-found sense of confidence and personal satisfaction that will regenerate your enthusiasm for one of the most exciting and rewarding professions, *selling*.

Take This Job and Love It!