1 Chapter One:
Why Have a System?

Why Have a System?

Chapter 1: Summary & Learning Objectives

Chapter Description:

Participants will understand the difference between the Prospect's System and the Sandler Selling System® methodology, and the value of using a professional selling system that allows both the prospect and the salesperson to get their needs met.

Chapter Outline:

- ☐ Benefits of an Effective, Efficient Selling System
- ☐ Positive Results of the Sandler Selling Process
- ☐ The Buyer-Seller Dance
- ☐ Sandler® Philosophy
- ☐ Prospects and Pendulums

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Describe a selling system.
- ☐ List the benefits of using a selling system.
- ☐ List the four positive results of using the Sandler Selling System.
- ☐ Describe the four Steps of the Prospect's System.
- ☐ List the seven steps of the Sandler Selling System.
- ☐ Realize when you have arrived at Wimp Junction®.
- ☐ Know the Sandler Concept that Pendulum Theory explains.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

1 Chapter One: Why Have a System?

Why Have a System?

A selling system:

Is the process by which you develop an opportunity from start to finish, whether that finish is closing the sale or closing the file.

A process:

- ☐ Is a systematic series of actions that is directed at achieving an end.
- ☐ Defines how you get something done.
- ☐ Is a course of action that leads to a decision about a sale.
- ☐ Provides the order of specific actions.

An effective system:

Enables you to consistently achieve a desired outcome or set of outcomes.

An efficient system:

Allows you to achieve those outcomes without wasting resources—time, energy, money, etc.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Benefits of an Effective, Efficient Selling System

Some of the benefits are:

- ☐ You can maintain control over the process if you use a selling system that defines specific behaviors and actions.
- ☐ You can save time if you use a selling system that enables you to qualify or disqualify an opportunity early in the process.
- ☐ You can stay on track if a selling system facilitates developing an understanding with the prospect about exactly what will happen and when.
- ☐ You can recognize problems before they become major roadblocks.
- ☐ You can focus your energy on your prospect if you apply a system to a selling situation, rather than worry about what is going to happen next.
- ☐ You can recognize and duplicate successful behavior and eliminate unsuccessful behavior with a selling system that has specific action steps, such as what to do and in what order. This will save you and your prospect time.
- ☐ You can more easily strategize or debrief a sales call with your sales manager or a colleague with a selling system that has action steps that are described in a specific and common language.
- ☐ A system is replicable. You apply it to each prospect you deal with.
- ☐ You know where you are in the sales process at all times.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

1 Chapter One: Why Have a System?

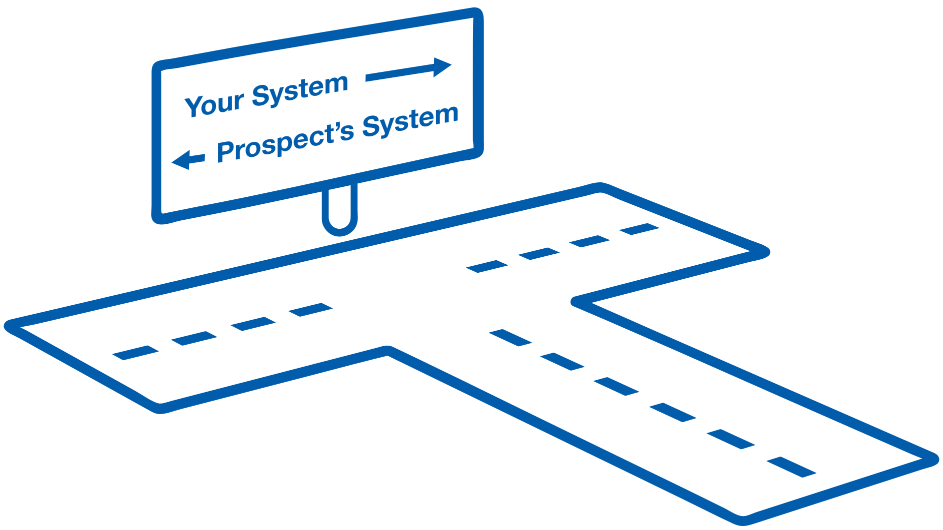
Positive Results of the Sandler Selling Process

Four positive results:

1. Get a *yes*.
2. Get a *no*.
   - ☐ Learn a lesson.
   - ☐ Save time.
3. Get a referral.
4. Get a clear, well-understood future.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Buyer-Seller Dance



Prospect's System		Traditional System
____________	**Strategy #1**	____________
____________	**Strategy #2**	____________
____________	**Strategy #3**	____________
____________	**Strategy #4**	____________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

1 Chapter One: Why Have a System?

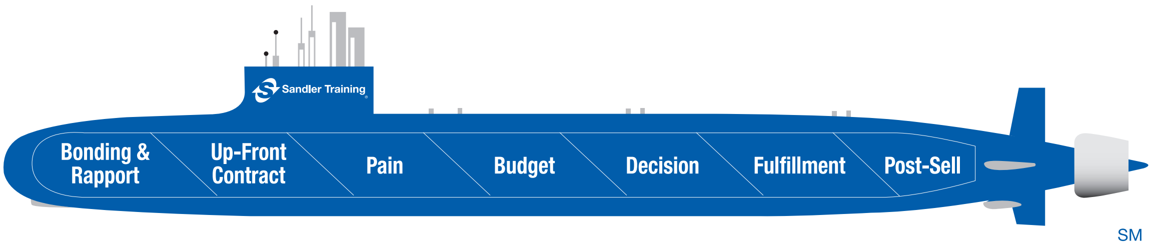
The Buyer-Seller Dance

When the prospect is in control:

1. ____________________
2. ____________________
3. ____________________
4. ____________________

The Sandler Selling System is the solution:

1. Bonding and Rapport
2. Up-Front Contract
3. Pain
4. Budget
5. Decision
6. Fulfillment
7. Post-Sell



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Sandler Philosophy

The philosophy behind the system:

- ☐ Sandler believes that Professional Selling is a noble profession. Do not let the prospect treat you with disrespect.
- ☐ Be sure to understand the prospect's issue, budget and decision process before you try to convince them of anything.
- ☐ Help the prospect discover the real Pain and that you are the solution.

Negative Reverse Selling® - the concept:

To do this David H. Sandler said, "Don't look like, act like or sound like the traditional salesperson that is going to try and convince the prospect to do something that may not be in the prospect's best interest." He called this Negative Reverse Selling. This is the concept of not doing what the traditional salesperson would do, of doing something different than what the prospect expects. A concept that gets the truth on the table so that both parties can get what they each need, the prospect gets their real issue solved and the professional salesperson gets to go to the bank.

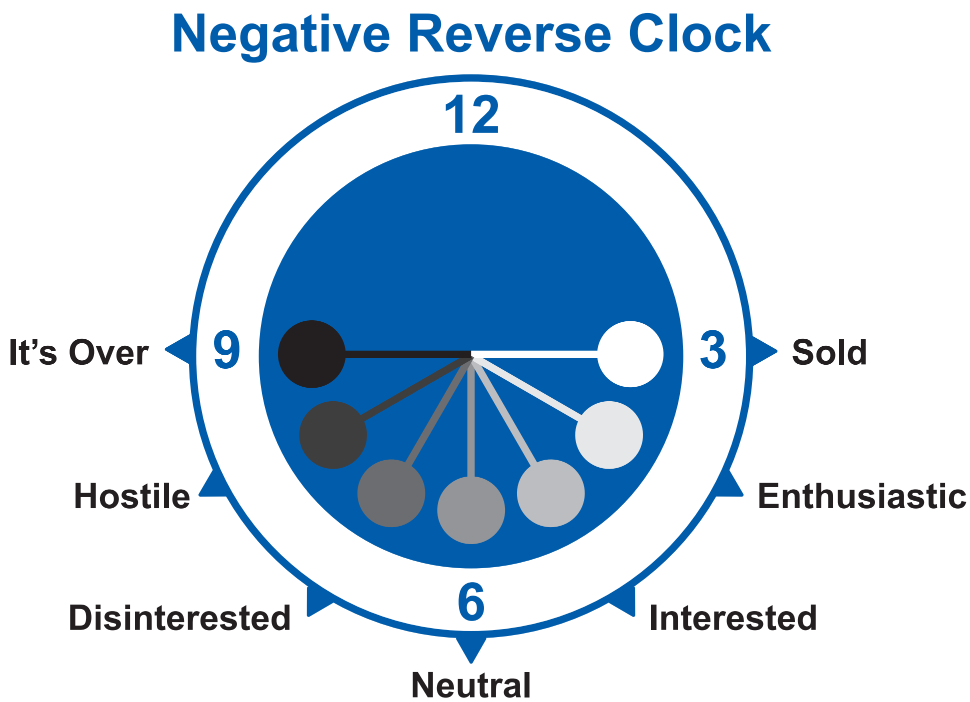
Never get between the prospect and where you want them to go.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

1 Chapter One: Why Have a System?

Prospects and Pendulums

David Sandler explained his concept of Negative Reverse Selling by using the Negative Reverse Clock (Pendulum) and Pendulum Theory, which cautions you to always stay behind the pendulum.



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter One:
Why Have a System?

Prospects and Pendulums

Sometimes the prospects buy in spite of the salesperson's reasons.

Never ask for the sale—make the prospect give it up.

You can't sell anybody anything . . . until they discover they want it.

Never get between the prospect and where you want them to go.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

1 Chapter One: **Why Have a System?**

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

When you start the selling process with a new prospect, you have a choice to make: Who will lead the dance? You can become part of the prospect's plan, which may feel comfortable. Why? Because you get a chance to "strut your stuff." You can display your knowledge and expertise early in the process. If nothing else, it's great for your ego. You may feel some pressure from the prospect from time to time. You may even experience some frustration. But, at least you knew it was coming.

You can follow the prospect's plan and feed your ego. Or, you can follow your own plan and feed your family—but you can't do both.

THE CHOICE IS YOURS.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

What is a "Selling System?"

List three or four benefits of using a selling system:

1.
2.
3.
4.

List the four positive results of using the Sandler Selling System:

1.
2.
3.
4.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

List the four steps of the Prospect's System:

1. ____________________
2. ____________________
3. ____________________
4. ____________________

List the seven steps of the Sandler Selling System:

1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________
6. ____________________
7. ____________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

2 Chapter Two: **The Importance of Bonding & Building Rapport**

The Importance of Bonding & Building Rapport

Chapter 2: Summary & Learning Objectives

Chapter Description:

Participants will understand the importance of understanding how people communicate and the different behavioral styles so that the salesperson can adapt to the prospect's preferred styles. This will allow the participant to focus on the prospect and build a more trusting relationship.

Chapter Outline:

- ☐ The Role of Active Participation in Bonding & Building Rapport
- ☐ Three Elements of Communication
- ☐ Active Listening Techniques
- ☐ Transactional Analysis (TA)
- ☐ Primary Sensory Dominance (PSD)
- ☐ DISC Chart
- ☐ Protect the Prospect's OK-ness
- ☐ Was It Something I Said?

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ List the elements of communication.
- ☐ List Active Listening techniques.
- ☐ Describe the characteristics of the three Primary Sensory modalities.
- ☐ Share the key points of the three psychological ego states.
- ☐ Describe each of the four Behavioral Styles.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Importance of Bonding & Building Rapport

It's important because:

- ☐ People who are like one another, tend to like one another.
- ☐ People who like one another, tend to trust one another.
- ☐ People tend to do business with people they trust.

People want to be:

- ☐ Heard.
- ☐ Understood.

All things being equal:

- ☐ People buy from people they like.
- ☐ People like people who are like themselves.
- ☐ Hence, people buy from people who are like themselves.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Role of Active Participation in Bonding & Building Rapport

Active participation is a communication process that enables you to enhance the way you communicate with a prospect by adjusting your style of speaking, body language, and sensory cues to mirror those of the prospect.

This is done subtly so the prospect is aware only of feeling familiar with you and bonding and building rapport can begin.

Elements of communication

- ☐ Spoken words
- ☐ Tonality
- ☐ Body language

Active listening techniques

- ☐ Restate the message
- ☐ Paraphrase

Transactional Analysis (TA)

- ☐ Parent
- ☐ Adult
- ☐ Child

Primary sensory dominance (PSD)

- ☐ Visual
- ☐ Auditory
- ☐ Kinesthetic

Behavioral Styles

- ☐ Dominant
- ☐ Influencer
- ☐ Steady Relater
- ☐ Compliant

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

2 Chapter Two: The Importance of Bonding & Building Rapport

Three Elements of Communication

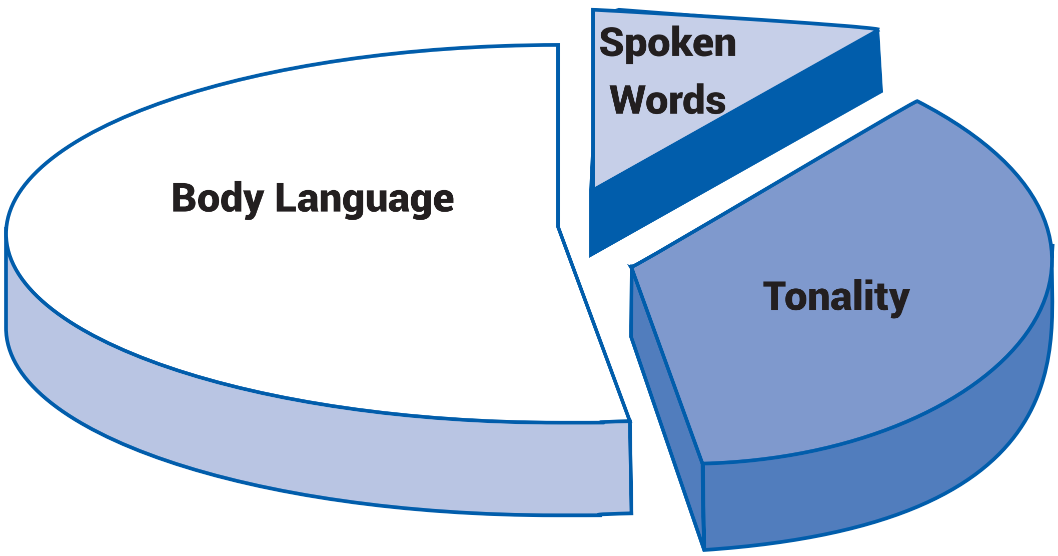
1. **Spoken words**

2. **Tonality** (quality or character of sound)
   - ☐ Tempo: Characteristic rate or rhythm of speech
   - ☐ Pitch: Having either a high or low range of tone
   - ☐ Inflection: An alteration in pitch or tone of voice, so that a word is emphasized
   - ☐ Resonance: Intensification or prolongation of a sound
   - ☐ Volume: Degree of loudness or softness

3. **Body language** (non-verbal communication)
   - ☐ Facial expressions
   - ☐ Gestures
   - ☐ Body movements
   - ☐ Posture
   - ☐ Eye contact

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Three Elements of Communication



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Active Listening Techniques

Active listening is simply reflecting back to the speaker the message you heard, so that you can either confirm or correct your understanding of that message. Ask questions or make statements that will prompt the speaker to comment on your reflected message.

There are two ways to reflect the speaker's message:

- ☐ Restatement
- ☐ Paraphrasing

Follow your comment with a significant pause in speech and body language, to prompt the speaker to let you know if the message you heard was the message he intended to send.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Transactional Analysis (TA)

Each of us has three ego states:

☐ Parent — P

☐ Adult — A

☐ Child — C

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

▸ Chapter 1: Why Have a System?

▸ **Chapter 2: Bonding & Building Rapport**

▸ Chapter 3: Up-Front Contracts

▸ Chapter 4: Identifying Pain

▸ Chapter 5: Questioning Strategies

▸ Chapter 6: Uncovering Budget

▸ Chapter 7: Decision

▸ Chapter 8: Fulfillment and Post-Sell

▸ Chapter 9: BAT-ting Average

▸ Chapter 10: Prospecting Behavior

Primary Sensory Dominance (PSD)

The characteristics of the visual:

- ☐ They are "show me" people.
- ☐ They process their environment through pictures.
- ☐ They tend to think fast, move fast, and speak fast.
- ☐ They are very animated, and use gestures while talking.
- ☐ They do not like to be interrupted.
- ☐ They use visual terms in conversation.

The characteristics of the auditory:

- ☐ They are "tell me" people.
- ☐ They think in words, sounds, and dialogues.
- ☐ They represent ideas in their minds as conversations.
- ☐ They speak in even tones and with a steady rhythm.
- ☐ They are more comfortable with people who speak at the same rate they do.
- ☐ They are easily bored by monotonous speech.
- ☐ They use auditory terms in conversation.

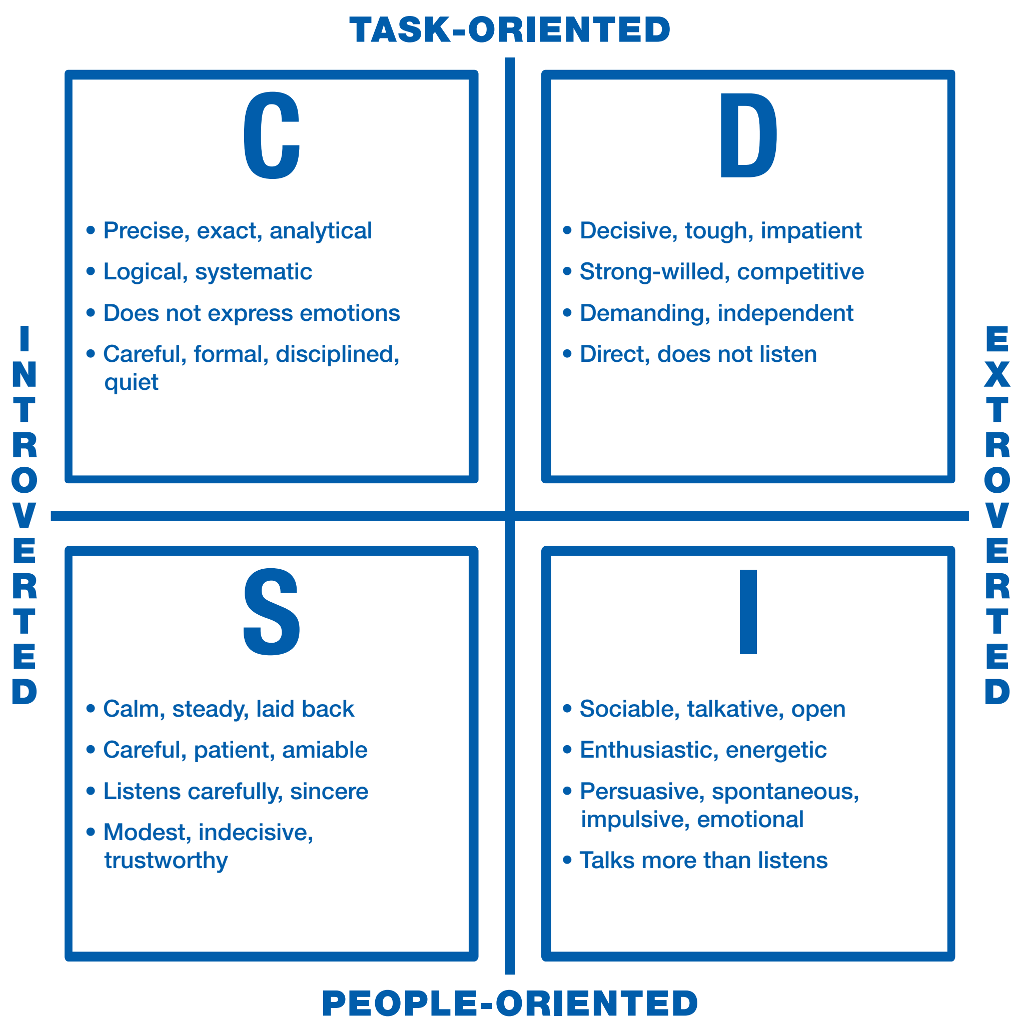
The characteristics of the kinesthetic:

- ☐ They are influenced by how they feel about their reality.
- ☐ They make judgments on the basis of inner feelings of comfort/discomfort and on external experiences of touch.
- ☐ They breathe deeply and slowly.
- ☐ They have low-pitched voices and speak at a slow pace to make sure they convey the right feeling.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

DISC Chart

HOW TO IDENTIFY



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

2 Chapter Two: The Importance of Bonding & Building Rapport

▸ Chapter 1: Why Have a System?

▸ **Chapter 2: Bonding & Building Rapport**

▸ Chapter 3: Up-Front Contracts

▸ Chapter 4: Identifying Pain

▸ Chapter 5: Questioning Strategies

▸ Chapter 6: Uncovering Budget

▸ Chapter 7: Decision

▸ Chapter 8: Fulfillment and Post-Sell

▸ Chapter 9: BAT-ting Average

▸ Chapter 10: Prospecting Behavior

DISC Chart

HOW TO COMMUNICATE

TASK-ORIENTED

INTROVERTED | **EXTROVERTED**

C
- Use data & facts
- Examine an argument thoroughly
- Keep on task; do not socialize
- Disagree with the facts, not the person
- Use proven ideas & data
- Don't touch
- Don't talk about personal issues
- Explain carefully

D
- Be direct, brief, & to the point
- Focus on the task
- Use a results-oriented approach
- Ensure they win
- Use a logical approach
- Touch on high points & big ideas
- Don't touch; keep your distance
- Don't be emotional
- Act quickly, they decides fast

S
- Be patient, build trust
- Draw out their opinions
- Relax; allow time for discussions
- Show how solutions affect people
- Clearly define all areas
- Involve them in planning
- Slow down your presentation
- Provide information needed
- Secure commitment step by step

I
- Allow time for socialization
- Lighten up; have fun
- Ask for feelings & opinions
- Use touch; forearm and back
- Be friendly & warm
- Set aside time for chatting
- Let them speak
- Give recognition
- Speak about people & feelings

PEOPLE-ORIENTED

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Two:
The Importance of Bonding & Building Rapport

Protect the Prospect’s OK-ness

You are responsible for the prospect’s OK-ness. Everyone, including the prospect, is fighting for OK-ness.

Always let the prospect preserve his or her dignity.

Since most people want to feel OK about themselves, the way to feel OK about themselves is to find someone else who is more Not-OK that they are. 98% of the population wants to feel OK about themselves.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

2 Chapter Two: The Importance of Bonding & Building Rapport

Was It Something I Said?

In general, what are buzzwords?

Company Buzzwords

- ____________________ • ____________________
- ____________________ • ____________________
- ____________________ • ____________________

Industry Buzzwords

- ____________________ • ____________________
- ____________________ • ____________________
- ____________________ • ____________________

Examples:

How a salesperson makes a prospect feel Not-OK:

- ☐ Rushing or pressuring the prospect.
- ☐ Talking down to the prospect.
- ☐ Asking the prospect intrusive questions.
- ☐ Acting cocky.
- ☐ Speaking from the salesperson's world—not relating the information or questions to the prospect's world.
- ☐ Using jargon, buzzwords, or acronyms.

Make your prospect feel OK: Eliminate buzzwords!

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Two:
The Importance of Bonding & Building Rapport

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

This chapter emphasizes the significance of establishing rapport with prospects and maintaining bonds with clients as the first step in the Sandler Selling System. The underlying assumptions upon which the system's approach is built are:

- ☐ People buy from people that they like.
- ☐ People like people who are like themselves.
- ☐ Hence, people buy from people who are like themselves.

The objective of building rapport is to establish the bridges of trust that are necessary for the sales process to take place. Without trust, the possibility of a sale is dramatically reduced. With rapport, the chances of a sale are markedly increased.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

All things being equal (or not), people buy from people...

____

____

List the Elements of Communication:

1. ____
2. ____
3. ____

List two Active Listening Techniques:

1. ____
2. ____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

List two characteristics for each:

Visual:

1. ____________________
2. ____________________

Auditory:

1. ____________________
2. ____________________

Kinesthetic:

1. ____________________
2. ____________________

What are the three Psychological Ego States?

1. ____________________
2. ____________________
3. ____________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

In Transactional Analysis terms, which ego state is best described with the word:

Logical: ____________________________

Judgmental: ____________________________

Emotional: ____________________________

List the four behavioral styles and one trait for each:

Behavioral Style:	Trait:
• ____________	• ____________
• ____________	• ____________
• ____________	• ____________
• ____________	• ____________

Why is it in your best interest to keep the prospect OK?

____

____

____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

3 Chapter Three: Elements and Terms of an Up-Front Contract

Elements and Terms of an Up-Front Contract

Chapter 3: Summary & Learning Objectives

Chapter Description:

Participants will understand the importance and the details of creating mutual agreements up front so that there is no mutual mystification regarding what will happen or outcomes.

Chapter Outline:

- ☐ When Should You Make an Up-Front Contract?
- ☐ Up-Front Contract Using ANOT
- ☐ Sandler Rules for Up-Front Contracts

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Define and explain the five elements of an up-front contract.
- ☐ Determine where to best use up-front contracts.
- ☐ Understand and explain ANOT.
- ☐ Explain the acceptable outcomes of a sales meeting.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

3 Chapter Three: Elements and Terms of an Up-Front Contract

Elements and Terms of an Up-Front Contract

An up-front contract is a mechanism by which the salesperson and the prospect agree, before a meeting, to exactly what will take place during the meeting.

No mutual mystification!

There are five elements of an up-front contract:

1. **Purpose of the meeting**
   - ☐ Explain why you are having the meeting. The purpose should move the selling process forward.
2. **Prospect's agenda and expectations**
   - ☐ Find out what the prospect's agenda is for the meeting.
   - ☐ Find out what his expectations of you are.
3. **Salesperson's agenda and expectations**
   - ☐ Explain to the prospect what you will be doing in the meeting.
   - ☐ Explain your expectations of the prospect, including what information you will need from him.
4. **Time**
   - ☐ Schedule the date, time, and location of the meeting.
   - ☐ Allow enough time to cover all necessary points.
5. **Outcome**
   - ☐ The outcome should be the decision to proceed with or stop the selling process, or the prospect's final decision to buy or not to buy.

The terms of an up-front contract are simple. Both you and the prospect must agree to the outcome for each stage of the contract.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Three:
Elements and Terms of an Up-Front Contract

When Should You Make an Up-Front Contract?

You should make an up-front contract:

- ☐ On the phone with the prospect prior to the first meeting.
- ☐ Anytime you are going to have a meeting with a prospect.
- ☐ Anytime you are beginning one of the steps in the Sandler Selling System.
- ☐ At the conclusion of a sale, to discuss add-on business, future business, and referrals.
- ☐ At the conclusion of every meeting.

NOTE: Remember, "up-front" does not mean that you make an up-front contract only before the first meeting or contact you have with a prospect. It means that you do it before ANY meeting or contact you have with a prospect.

What happens if you do not make an up-front contract before a meeting or presentation?:

- ☐ You and the prospect may have conflicting expectations.
- ☐ The prospect may expect a presentation you are not prepared to make.
- ☐ You may be forced into a situation of providing free consulting.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Up-Front Contract Using ANOT

One way to approach making an up-front contract prior to a first meeting is to use the ANOT acronym as a guide to the elements of the contract.

"I appreciate your invitation to meet about your annual needs. Naturally you will want to discuss some questions you have for me. Obviously I will need to ask you some questions. Typically the way this will go is..."

APPRECIATE	**Thank the prospect for meeting and verify the time and the purpose:** ☐ The date and time of the meeting, as well as the amount of time set aside for it. Also, state the purpose.
NATURALLY	**The kind of information the prospect may want from you includes:** ☐ Your company's background. ☐ The type of companies that you help. ☐ The products/services your company offers. ☐ The types of results that clients have experienced by using your product or service.
OBVIOUSLY	**The kind of information you will want from the prospect includes:** ☐ His company's background. ☐ The types of companies with which they work. ☐ The main issues they are facing when it comes to "X".
TYPICALLY	**There are two possible outcomes:** ☐ The prospect decides there is no fit. Tell the prospect that you want him to be comfortable saying there is no fit, if that is the case. ☐ The prospect decides there is a good fit. You will then discuss potential next steps.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Three:
Elements and Terms of an Up-Front Contract

Sandler Rules for Up-Front Contracts

A strong up-front contract gives you the opportunity to deal with your biggest fears up front.

A strong up-front contract guarantees no interruptions during your sales calls.

A strong up-front contract requires that a decision be made at each intermediate meeting.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

3 Chapter Three: **Elements and Terms of an Up-Front Contract**

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

The five elements of an up-front contract are time, purpose, prospect's agenda, salesperson's agenda, and outcome. These components must be clearly and explicitly stated and mutually agreed upon between salesperson and prospect. Every phase of a sale should begin with an up-front contract and end with an up-front contract for the next phase. Failure to make and keep up-front contracts results in mutual mystification.

The acronym ANOT serves as a helpful reminder of the elements of the up-front contract. Problems such as interruptions, "biggest fears," and "what happens next?" are solved by up-front contracts.

The up-front contract has great significance in the proper execution of the Sandler Selling System. In addition to setting agendas and removing confusion, it levels the playing field between prospect and salesperson. Instead of the stereotypical image of a sale with the prospect in a commanding position over a subservient salesperson, the up-front contract creates a situation with two mature adults interacting equally by establishing an agenda that is mutually agreed upon and adhering to it.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Three:
Elements and Terms of an Up-Front Contract

Knowledge Testing

Where is the most obvious place to use an up-front contract?

____

____

Where else could up-front contracts be used?

____

____

What are the five elements of an up-front contract?

1. ____
2. ____
3. ____
4. ____
5. ____

Complete the Sandler Rule:

No ____________________ ____________________!

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

What does the acronym ANOT stand for?

A: ______

N: ______

O: ______

T: ______

What are the possible outcomes that you would want to address in your up-front contract? Why?

______

______

______

______

______

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

4 Chapter Four: Identifying Reasons for Doing Business (Pain)

Identifying Reasons for Doing Business (Pain)

Chapter 4: Summary & Learning Objectives

Chapter Description:

Participants will understand the importance helping the prospect to discover the compelling emotional reason to do business.

Chapter Outline:

- ☐ Sandler Selling System Qualification Process
- ☐ Buying Emotions
- ☐ The Three Elements of Pain
- ☐ Sandler Pain Funnel® Questions
- ☐ Sandler Rules for Pain
- ☐ Reviewing and Summarizing Pain

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Understand why some prospects don't deserve to become customers.
- ☐ Explain the four buying motives.
- ☐ Describe the three elements (levels) of Pain.
- ☐ Define Pain in Sandler terms.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

4 Chapter Four: Identifying Reasons for Doing Business (Pain)

Sandler Selling System Qualification Process

Prospects buy for their reasons, not the salesperson's reasons.

Not every prospect is qualified to become a customer.

Two conditions must be met before you commit your time, effort, and money to creating and presenting proposals, presentations, or demonstrations:

- [ ] You must qualify the opportunity by trying to disqualify the prospect.
- [ ] The prospect must be in a position to say *yes* or *no*.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Buying Emotions

There are only two things that motivate people to do anything, including buy from you: Pain and Pleasure. In Sandler terms, "pain" is someone's compelling emotional reason to do business with you. And it can be any one of the four motives below.

1. Pain in the present is the one the Sandler-trained salesperson will go after first.
2. Pain in the future, or what we call "fear," is also a motivator to buy, but not as strong as pain in the present.
3. Pleasure in the present, as in buying a new boat because it's spring and the water is warm and you've never owned a boat before, so you go out and buy one now.
4. Pleasure in the future, in order to sell to this emotion, your prospect must have had some kind of track record with you and know that you can deliver. A good example of this would be a stockbroker, especially if you have made good recommendations to him in the past.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Three Elements of Pain

In the Pain Step, you want to uncover all the problems or reasons the prospect may have for buying from you and help him to discover the impact. Until you have that information, you cannot know whether or why your product or service is right for the prospect. Furthermore, you cannot come up with solutions unless you know the full scope of the problem.

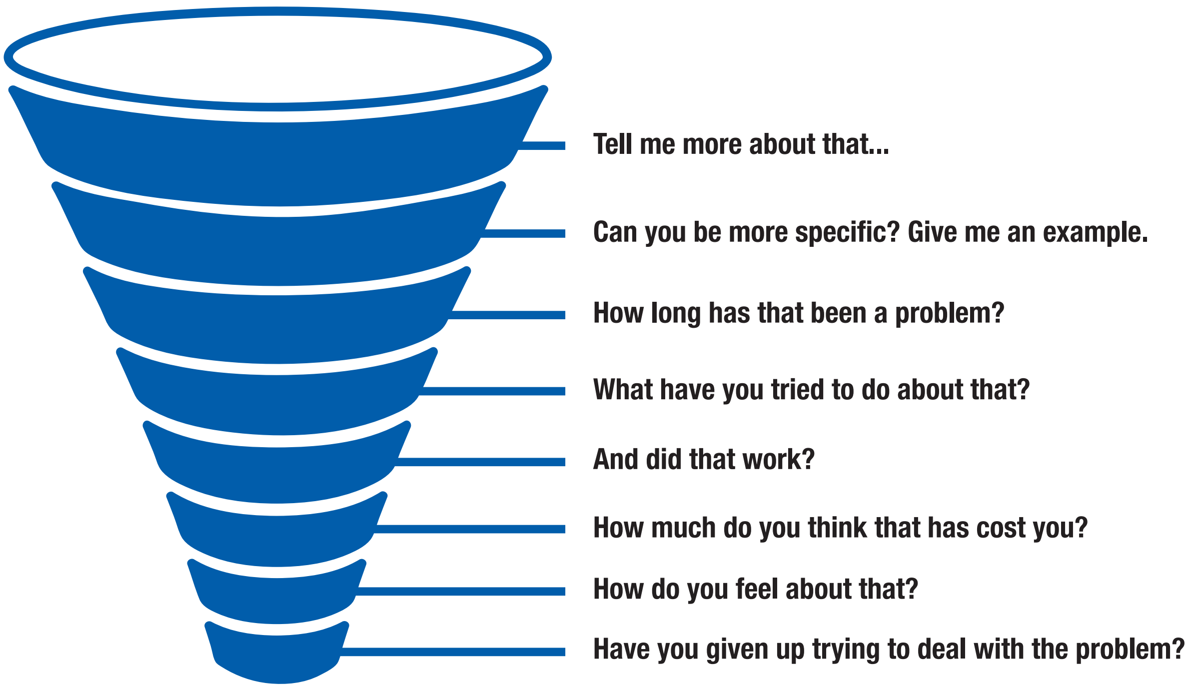
The three elements, or levels, of pain are:

1. Surface problems (pain indicators)
2. Reasons for the surface problems
3. Personal impact

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Four:
Identifying Reasons for Doing Business (Pain)

Sandler Pain Funnel Questions



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Sandler Rules for Pain

Stop selling features and benefits.

If the competition is doing it, stop it right away. Do something else!

No pain, no sale.

The problem the prospect brings you is never the real problem.

People buy emotionally; they only make decisions intellectually.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Reviewing and Summarizing Pain

Summarize the uncovered pain with the following components:

- ☐ Review all of the pains.
- ☐ Identify the cost of the pain.
- ☐ Summarize the consequences of the continuance of the pain.
- ☐ Get validation from the prospect that you have complete understanding of the pain.
- ☐ Get verbal confirmation that you have stated all of the pains completely.

When you have gathered sufficient information about the prospect's pain—the surface problems, the reasons for the problems, and the personal impact—and when you have summarized the pain completely to the prospect's satisfaction, you are ready to move ahead in the qualifying process.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

4 Chapter Four: Identifying Reasons for Doing Business (Pain)

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

"Pain" is the compelling emotional reason to do business with you and can be seen in the difference between where the prospect is and where the prospect wants to be. That means that pain (in Sandler terms) may involve a wide range of emotions such as "pain," now or in the future, and "pleasure," now or in the future. Pain is the umbrella term.

There are three elements to pain—the surface problem(s) which are the pain indicators, the reason(s) for the problems, and the impact of the problems on the prospect. All three of these components must be clarified before the Pain Step is completed successfully.

"The problem that the prospect brings you is never the real problem." David Sandler described the process of discovering pain as follows: "You find out just what it is your prospect wants to buy. You use this step to help the prospect paint a picture of his needs, his wants, and his desires." To do so, you have to employ Sandler tactics to uncover and understand pain.

That is, you have to ask questions, then more questions and still more questions to find the problem(s), the cause(s), and the impact of pain. Each prospect's situation is unique and each pain investigation is different. That means that you cannot use a rigid unyielding format of the same questions every time. It does mean that you have to artfully employ the powerful Sandler tools to get to pain. Ownership of these questioning and listening skills is necessary for the proper discovery of all of the elements of pain.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Four:
Identifying Reasons for Doing Business (Pain)

Lessons Learned & Knowledge Testing

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

Does every prospect deserve to become a customer?

☐ Yes

☐ No

Why do prospects buy?

List the four Buying Motives (Emotions):

1. __________
2. __________
3. __________
4. __________

List the three elements of Pain:

1. __________
2. __________
3. __________

Define Pain in Sandler terms:

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: Questioning Strategies

Questioning Strategies

Chapter 5: Summary & Learning Objectives

Chapter Description:

Participants will understand the importance and the details of how to ask questions in order to gather the information needed to make decisions about going fosrward or not.

Chapter Outline:

- ☐ The Dummy Curve Theory
- ☐ Dummy Phrases
- ☐ Nancy and the Seagulls
- ☐ It's the Prospect's Picture
- ☐ Reasons for the Dummy Curve
- ☐ Learning to Ask Questions
- ☐ Rules for Reversing
- ☐ Questions You Can Use
- ☐ Softening Statements
- ☐ Reverses are Softening Statements Combined with Questions
- ☐ Unasked Questions

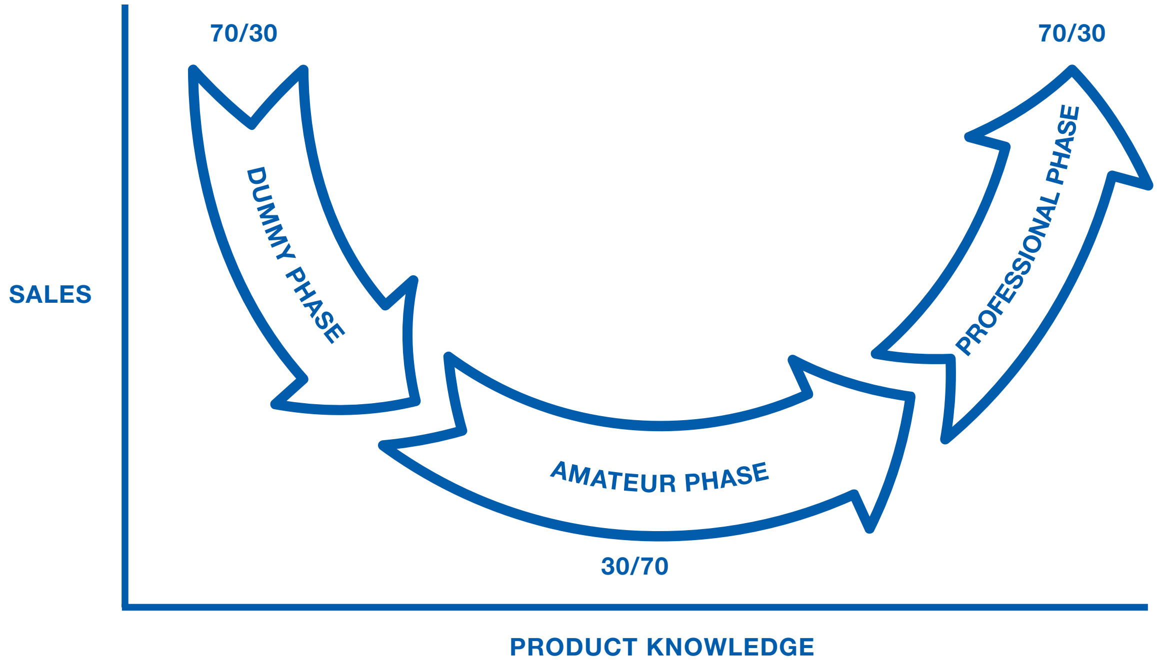
Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Explain the Dummy Curve.
- ☐ List four Dummy questions or phrases.
- ☐ Define Reversing and give examples.
- ☐ Explain why a Softening Statement is needed.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Dummy Curve Theory



The smartest way to interact with a prospect is:

- ☐ To allow the prospect to do 70% of the talking, while you do only 30% of the talking.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Dummy Phrases

Some dummy phrases you can use are:

- ______
- ______
- ______
- ______
- ______
- ______

Use these phrases when a prospect makes comments like this:

- ______
- ______
- ______
- ______
- ______
- ______

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: Questioning Strategies

Nancy and the Seagulls

Nancy was an eight-year-old student in the public school system in California in the 1960s. One day during art class, Nancy painted a picture. Considering her age, the picture of a house and the setting sun was really quite good. However, it was obvious that the picture was unbalanced. Nancy had painted the house and the sun to the left side of the canvas, and there was just blue sky on the right.

Nancy's art teacher observed the picture and said, "Nancy, this is a really fine painting, but it needs something on this right side." And with that, the teacher picked up a brush and painted a seagull in the upper right corner of the canvas. Nancy became very upset and began to cry.

That evening, Nancy was still upset. Her father asked, "What's the trouble, Nancy?" Nancy showed her father the painting. He admired it and said enthusiastically, "This is very good, Nancy. I really like the seagull!" At that, Nancy burst into tears and ran off to her bedroom.

After Nancy's father had learned that the seagull was the source of her unhappiness, he complained to the art teacher, who in her defense cited her reasoning and her credentials. Getting nowhere with the teacher, Nancy's father visited the school principal, and then he contacted his attorney. It was a long drawn out trial with many hours of testimony about freedom of expression, the role of an educator, and so on.

Having listened to both sides, the judge finally turned to Nancy and asked why she had become so upset about the seagull. Nancy replied, "Because I did not see it there." Case closed; decision in favor of Nancy.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Five: **Questioning Strategies**

It's the Prospect's Picture

The point to be taken from "Nancy and the Seagulls" is that your prospect has a mental picture of his needs before you begin the sales interview. Every change or addition you make to that picture may cause the prospect to become uncomfortable.

If a change or addition absolutely must be made to the prospect's picture in order for you to satisfy his requirements, this change must be handled in such a way that the prospect discovers he is the one making the change.

There may be features or benefits of your product or service you believe would help you in making the sale if your prospect was aware of them. How do you paint a "seagull" (benefit or feature of your product or service) into your prospect's picture? How do you keep from violating the "seagull" rule? ("Don't paint seagulls in your prospect's picture.") The way in which you do that is to ask dummy up questions.

You "dummy up" a question in order to check out whether or not your prospect really wants the seagull in his picture. If you find he does—all to your advantage. If, however, he doesn't—no damage done.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: Questioning Strategies

It's the Prospect's Picture

The individual with sharp people skills and a good understanding of the Sandler system will out-produce someone with strong technical skills any day. The real challenge is for you to learn both.

No buzzwords.

Don't spill your candy in the lobby.

Don't paint seagulls in your prospect's picture.

Learn all you can about your product or service—just don't tell it.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Reasons for the Dummy Curve

1. Defense against unpaid consulting

- ☐ If you answer questions prematurely, you may be providing unpaid consulting.
- ☐ Too much information at the beginning may end the sale before it begins.

2. Gathering information

- ☐ You want to know what the prospect wants before you tell him what you have.
- ☐ You want to know why he wants it before you tell him what you have.

3. Dealing with the correct issues

- ☐ People buy emotionally and justify their decisions intellectually.
- ☐ Stop selling features and benefits.
- ☐ You should be focusing on the prospect's issues versus your product knowledge to make a sale.
- ☐ Sell today and educate tomorrow.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: Questioning Strategies

Learning to Ask Questions

Your value as a sales professional (and ultimately the amount of your commissions) is determined more by the amount of information you gather than by the amount of information you dispense.

No mind reading.

If you are not sure:

- ☐ Why the prospect asked a question, **ASK**.
- ☐ Of the underlying intent of the question, **ASK**.
- ☐ Of the importance of the question, **ASK**.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Rules for Reversing

The Rule of Three Plus:

- ☐ It often takes three or more reverses to clear away the smoke.
- ☐ The first two answers given by the prospect are usually intellectual in nature.
- ☐ The third answer is usually an emotional response that reflects the prospect's true intent.

The exception to the Rule of Three Plus:

When a prospect asks the identical question twice, answer it. Do not antagonize the prospect.

When reversed, a prospect will always redefine his question.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: Questioning Strategies

- Chapter 1: Why Have a System?
- Chapter 2: Bonding & Building Rapport
- Chapter 3: Up-Front Contracts
- Chapter 4: Identifying Pain
- **Chapter 5: Questioning Strategies**
- Chapter 6: Uncovering Budget
- Chapter 7: Decision
- Chapter 8: Fulfillment and Post-Sell
- Chapter 9: BAT-ting Average
- Chapter 10: Prospecting Behavior

Questions You Can Use

The following are examples of questions you can use when reversing:

Initial Questions:

- ______________________________
- ______________________________
- ______________________________
- ______________________________
- ______________________________
- ______________________________

Follow-Up Questions:

- ______________________________
- ______________________________
- ______________________________
- ______________________________
- ______________________________
- ______________________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Softening Statements

Begin all reverses with a softening statement.

Answer every question with a question, but soften it first.

Some examples of softening statements are:

- ☐ "Good question."
- ☐ "I'm glad you asked."
- ☐ "Good point."
- ☐ "Interesting question."
- ☐ "I appreciate that question."
- ☐ "I understand."
- ☐ "That makes sense."
- ☐ "A lot of people ask that."
- ☐ "That sounds important to you."

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: **Questioning Strategies**

Reverses are Softening Statements Combined with Questions

Some examples of softening statements combined with questions are:

- ☐ "Good question...why did you bring that up just now?"
- ☐ "That's an interesting question...and the reason you asked is...?"
- ☐ "That makes sense...and that's important because...?"
- ☐ "A lot of people ask that. Can you tell me why you asked that just now?"
- ☐ "I'm glad you asked...suppose I said I could deliver this to you in two weeks?"
- ☐ "I understand. If you were me, what would you do?"
- ☐ "That sounds important to you. If we could provide that feature, what would be the next step?"
- ☐ "That's an excellent question. I really want to make sure I understand what's important to you. So, please give me an example of what that looks like around here."

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Five: **Questioning Strategies**

Unasked Questions

A common mistake that salespeople make is answering a question that hasn't been asked. In other words, when the prospect makes a comment, an inexperienced salesperson might treat that statement as a question and give an "answer." This happens especially when the prospect's statement is an objection or stall.

Example:

"We're happy with our current supplier" is transformed by the salesperson into "Why should we consider buying from you?".

Never answer an unasked question.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

Reversing is the strategy of answering a question with a question. A reverse consists of a softening statement and a question. When you have mastered reversing, you will get more information, as well as a better understanding of the significance of the subject.

Reversing...

- ☐ Makes certain you are answering the right questions. Prospects don't always ask for the information they want right away, or they may disguise their reason for wanting the information with a general question. If you answer the wrong questions, you might waste time, or worse, lose an opportunity to do business.
- ☐ Enables you to get information that you'll need later in the process. Before you can qualify the prospect and solve his problems, you have to know what those problems are. You don't get that information by answering questions. Remember that your success as a salesperson depends more on the amount of information you get than on the amount you present.
- ☐ Puts you in control of the discussion. The person who asks the questions determines the direction of the conversation.
- ☐ Gets the right person (the prospect) to talk. You are not making this sales call to give away information; you are there to get it.
- ☐ Gets the prospect emotionally involved in the discussion. A question is often neutral, lacking emotional content. Answers that extend beyond a simple yes or no have substance. They also require the prospect to engage with you. Finally, when a prospect is emotionally involved in a discussion, he is less likely to notice the techniques you are using.
- ☐ Helps the prospect work through his objections and needs. By talking about a problem or concern, the prospect focuses on it.
- ☐ Signals your interest in what he has to say, which flatters the prospect.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Five:
Questioning Strategies

Lessons Learned & Knowledge Testing

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

5 Chapter Five: **Questioning Strategies**

Knowledge Testing

Give a brief explanation of the Dummy Curve Theory:

____

____

List four "Dummy" questions/phrases:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________

Reversing means to ______________________________.

except when ______________________________.

Why use a softening statement when reversing?

____

____

Explain the Sandler Rule: "*Never answer an unasked question*."

____

____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

6 Chapter Six: Uncovering the Prospect's Budget

Uncovering the Prospect's Budget

Chapter 6: Summary & Learning Objectives

Chapter Description:

Participants will understand why to talk about the investment issues early in the process and they will identify the key areas required to assure commitment to making the required investment.

Chapter Outline:

- ☐ Willing and Able
- ☐ The Sandler Budget Step
- ☐ Step 1: Summarize and Review
- ☐ Step 2: Is Money Available?
- ☐ Step 3: How Much Money?
- ☐ The Monkey's Paw
- ☐ The Bottom Line of the Budget Step

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ List the three steps to uncovering the prospect's budget.
- ☐ List the three things that the prospect must be willing and able to invest.
- ☐ Realize why your money belief can be a problem.
- ☐ Explain a Monkey's Paw.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

6 Chapter Six:
Uncovering the Prospect's Budget

Willing and Able

If you cannot work out the budget problems successfully, you cannot achieve a sale.

The prospect must be willing and able to invest:

- ☐ Money
- ☐ Time
- ☐ Resources

The roadblocks to completing a thorough Budget Step fall into two categories:

- ☐ Technical—knowing what questions to ask and how and when to ask them.
- ☐ Conceptual—selling behavior is affected by your own ideas about money.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Six:
Uncovering the Prospect's Budget

The Sandler Budget Step

There are three major steps in the Budget Step:

1. Summarize and review what you covered in the Pain Step and set the contract to talk about budget.

2. Find out if the prospect has money available to buy your product or service and where it will come from.

3. Find out how much money is available by responding effectively to the prospect's *yes*, *no*, and *maybe* responses (stalls or put-offs such as "We'll have it if we need it" or "We've used all our budget").

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

6 Chapter Six: Uncovering the Prospect's Budget

Step 1: Summarize and Review

Summarize and review what you covered in the Pain Step and set the contract to talk about budget:

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Step 2: Is Money Available?

Find out if the prospect has money available.

Use various techniques:

- ☐ Reversing and negative reversing.
- ☐ Third-party stories.

EXAMPLES	NOTES
"Bill, have you given some thought to how much you'll need to invest to bring the production line back up to capacity?"	
"Joan, I don't suppose that you've put a budget aside for this project yet, have you?"	
"Tom, have you come up with a monthly allocation for this purchase?"	

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Step 2: Is Money Available?

EXAMPLES	NOTES
"Bill, usually when I work with companies that are as committed to reducing their down-time delays as yours seems to be, I find that they've given some thought to how much they would invest in new equipment. I was wondering if you might share your thoughts with me."	
"Joan, when I work with other companies on a project of this size, I find that they usually have funds allocated for each phase of the project. Has your company done that?"	
"Tom, most often when I meet with a couple like you and your partner, I find that they have a budgeted amount they'd like to stick to. Have you and your partner come up with that amount?"	

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Step 2: Is Money Available?

There are three possible responses when you ask if money is available:

- ☐ A **yes** response could be simply yes, or it could be something like, "We finalized the figures last week."
- ☐ A **no** response could simply be no, or it could be something like, "Nothing's been carved in stone yet."
- ☐ A **maybe** response usually appears in the form of a stall or an objection.
  - ☐ Stalls are usually defensive, for example:
    - ☐ "I can't tell you."
    - ☐ "Our company policy is not to reveal that information."
    - ☐ "You tell me what it's going to cost, then I'll tell you if it's within our budget."
  - ☐ Put-offs generally deflect your question:
    - ☐ "Money's no object."
    - ☐ "If I like what I see, I'll buy it."
    - ☐ "We'll spend whatever it takes."

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

6 Chapter Six: Uncovering the Prospect's Budget

Step 3: How Much Money?

So now that you know money is available, you need to find out how much they are willing and able to spend on your products or services.

- ☐ Negative reverses
- ☐ Round numbers
- ☐ Bracketing

Don't forget to ask, "What if that is not enough? How would you come up with the rest?"

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Six:
Uncovering the Prospect's Budget

The Monkey's Paw

From time to time, you will find a prospect who is willing and able to invest in your product or service, but is not ready to commit all the funds up front. Rather than create an all-or-nothing situation, you can divide the sale into two phases—actually two separate sales. Phase one could be a preliminary study, a pilot program, or a trial period for your service.

This approach allows you to demonstrate your ability to deliver, and it gives the prospect time to get comfortable with you with limited financial exposure. Take care to have an up-front agreement with the prospect ensuring that he will go through with phase two if predetermined requirements are met or results achieved. As an inducement, if appropriate in your business, part of the fee for phase one could be applied to the fee for phase two.

This strategy is called a "monkey's paw," after the nautical term "monkey's fist." Large vessels are tied to the dock with a very thick rope, the hawser line. It's impractical and dangerous to toss that heavy rope from the ship's deck down to the dockhands. Instead a smaller ball—a monkey's fist—is attached to a smaller rope, which is attached to the hawser. A crewmember throws the ball to a dockhand who uses the smaller rope to pull the hawser line down to the dock.

Likewise, if a prospect is considering investing a large sum of money for a product/service that he isn't sure about, he may perceive it as a potential risk to the company. So, if you are selling something that you sense may be too risky or expensive for the prospect to handle/afford, try starting out with something smaller, less intimidating—like offering the prospect a smaller price for a smaller portion of the product or service.

This accomplishes two things. First, it will build the prospect's confidence in you as a new supplier. Second, you will be out of the buyer/seller situation, because now you are working together toward a unified end result. And there is a connecting up-front contract to proceed to the second phase.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

6 Chapter Six: Uncovering the Prospect's Budget

The Bottom Line of the Budget Step

You can't lose anything you don't have.

Most people avoid going after budget information that isn't offered for fear of offending the prospect and losing the sale. We believe that you either face the issue squarely and get the information you need or you disqualify the prospect.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Six:
Uncovering the Prospect's Budget

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

The Budget Step should begin only after a full and complete Pain Step has been reviewed by the salesperson, and he has removed the technical and conceptual roadblocks to conducting the discussion of money.

The prospect must be willing and able to invest the time, money, and resources needed to alleviate his pain(s). The major questions to be answered are: if appropriate money is available and how much money is available.

The monkey's paw is an additional valuable tool to use in the Budget Step.

Of course, being prepared with an appropriate story and the appropriate questions is only half the battle. The other half is having the confidence and courage to relate the stories or ask the questions.

In summary, you now understand the need for determining if budget is available and for identifying how much money is available.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

List the three steps to uncovering the prospect's budget:

1. ______________________________

2. ______________________________

3. ______________________________

The prospect must be willing and able to invest ____________________ ,

____________________, and/or ____________________ .

Before you leave the Budget Step you must be able to answer these questions:

- ☐ How much ____________________ is ____________________?
- ☐ Where is ____________________ from?
- ☐ What if it is not ____________________?

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

Why is your belief about money your number one problem during the Budget Step?

Why would you use a Monkey's Paw?

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Notes

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

7 Chapter Seven: **Identifying the Prospect's Decision-Making Process**

Identifying the Prospect's Decision-Making Process

Chapter 7: Summary & Learning Objectives

Chapter Description:

Participants will understand the importance of learning how the prospect and/or the prospect's organization makes decisions, and that more is involved than finding out who the decision maker is.

Chapter Outline:

- ☐ Elements of the Decision Step
- ☐ Outcomes of the Decision Step
- ☐ What to Do with a Qualified Prospect

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Explain the two things that should be reviewed at the beginning of the Decision Process Step.
- ☐ List the six elements of a good Decision Process Step.
- ☐ Define the possible outcomes at the end of the Decision Process Step.
- ☐ Know the Question to ask a Qualified Prospect before moving forward.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

7

Chapter Seven: **Identifying the Prospect's Decision-Making Process**

▸ Chapter 1: Why Have a System?

▸ Chapter 2: Bonding & Building Rapport

▸ Chapter 3: Up-Front Contracts

▸ Chapter 4: Identifying Pain

▸ Chapter 5: Questioning Strategies

▸ Chapter 6: Uncovering Budget

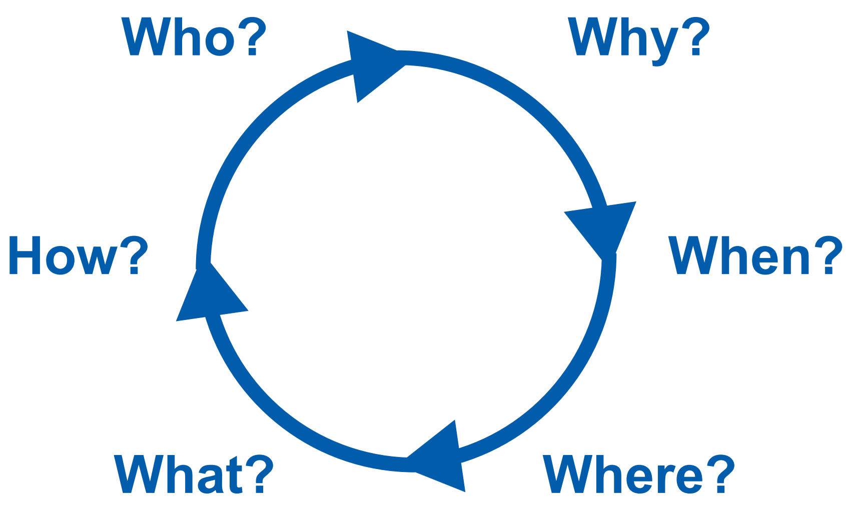
▸ **Chapter 7: Decision**

▸ Chapter 8: Fulfillment and Post-Sell

▸ Chapter 9: BAT-ting Average

▸ Chapter 10: Prospecting Behavior

Elements of the Decision Step



The Decision Step includes the following:

1. Review what has been covered to this point.
2. Start information gathering phase with an open-ended question.
3. Keep the prospect talking.
4. Qualify or disqualify the prospect, or determine additional meetings.
5. Establish an up-front contract for the next meeting.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Outcomes of the Decision Step

Possible Outcomes:

1. The prospect is DISQUALIFIED from continuing the selling process.
2. You discover that OTHER PEOPLE with whom you have not spoken are involved in the decision process.
3. The prospect is QUALIFIED to continue the selling process.

What do you do with a disqualified prospect?

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

7 Chapter Seven: Identifying the Prospect's Decision-Making Process

What to Do with a Qualified Prospect

The prospect is qualified to move to the Fulfillment Step because...

- ☐ You have uncovered the prospect's pain—which you believe your product or service will alleviate.
- ☐ You have identified the prospect's budget—which will cover the cost of your product or service.
- ☐ You have identified the prospect's decision process—in which you are willing to participate.

Ask: "What should happen next?"

What must you do before moving to the Fulfillment Step?

Consider exactly what will happen during the presentation:

- ☐ A verbal or visual presentation, a hands-on demonstration, a review of the proposal, etc.
- ☐ Who will attend and what role each person will play.
- ☐ The amount of time available for the presentation.
- ☐ The decision to be made at the end of the presentation—a *yes* or *no*.

Ask: "If we do a presentation, and you get all your questions answered and approve of our solution, what is next?"

Go for "yes" or "no."

Allow them to close themselves!

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

The Decision Step is critical to the qualification process. After the salesperson has helped the prospect discover pain and its reasons and determined if the prospect has the ability and willingness to expend budget, then he must learn how decisions are made.

The objective of a news story is to disclose the facts of the event. To be complete, a story should disclose the who, what, where, why, when, and how facts. In the same way, an effective Decision Step discovers the information about the process of making a decision. That is:

- ☐ Who is involved.
- ☐ What the process is.
- ☐ How the decision is made.
- ☐ Where they are made in the organization.
- ☐ When decisions will occur.
- ☐ Why they are made the way they are.

When a prospect is fully qualified, a clear up-front contract must be established before beginning the Fulfillment Step.

The Decision Step is the capstone of the qualification process. There should be no Fulfillment Step unless the Decision Step (and the qualification process) is successfully completed.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

7 Chapter Seven: **Identifying the Prospect's Decision-Making Process**

Lessons Learned & Knowledge Testing

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

Start every Decision Step with a review of:

- ______________________________
- ______________________________

List the six elements required for a good Decision Step:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

▸ Chapter 1: Why Have a System?
▸ Chapter 2: Bonding & Building Rapport
▸ Chapter 3: Up-Front Contracts
▸ Chapter 4: Identifying Pain
▸ Chapter 5: Questioning Strategies
▸ Chapter 6: Uncovering Budget
▸ **Chapter 7: Decision**
▸ Chapter 8: Fulfillment and Post-Sell
▸ Chapter 9: BAT-ting Average
▸ Chapter 10: Prospecting Behavior

Knowledge Testing

List the three possible outcomes to the Decision Step:

1. ______________________________

2. ______________________________

3. ______________________________

With a Qualified Prospect, before moving to Fulfillment, ask this question:

____

____

____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

8 Chapter Eight:
Closing the Sale (Fulfillment and Post-Sell)

Closing the Sale (Fulfillment and Post-Sell)

Chapter 8: Summary & Learning Objectives

Chapter Description:

Participants will understand the purpose of the Fulfillment and Post-Sell Steps are to confirm the close and prove that you can deliver what the prospect needs for the investment they are willing to make, according to the decision process they have shared, and to set the expectations for moving forward as a customer/client.

Chapter Outline:

- ☐ Are You Ready to Confirm the Close?
- ☐ Fulfillment Elements
- ☐ The Post-Sell Step

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Discuss the value of a good Pain, Budget and Decision Step as each relates to Fulfillment.
- ☐ Explain the key reasons for not getting the sale.
- ☐ Define the four elements of the Fulfillment Step.
- ☐ Discuss the three items to cover during the Post-Sell Step.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

8 Chapter Eight: Closing the Sale (Fulfillment and Post-Sell)

Are You Ready to Confirm the Close?

During the Fulfillment Step, your presentation should:

- ☐ Define a solution that addresses the prospect's identified pains.
- ☐ Define a solution that can be delivered for the prospect's budget.
- ☐ Be consistent with the prospect's decision making process (right people, format, length, focus, etc.).

During the Post-Sell Step, you should:

- ☐ Prevent buyer's remorse.
- ☐ Prevent the loss of the sale to the competition or incumbent vendors.
- ☐ Establish an up-front contract about what happens next.

Your prospect should be ready to close because:

- ☐ During the Pain Step, the prospect saw your expertise and interest, and the fit between his pains and your product/service.
- ☐ During the Budget Step, you discovered the prospect's budget and know that your product or service will fit that budget.
- ☐ During the Decision Step, you discovered who the decision makers are and what they want to hear from you.
- ☐ You have established an up-front contract about what will take place during the presentation and that a decision of yes or no will follow the presentation. David Sandler often referred to this important element as the "ultimate contract."

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Eight:
Closing the Sale (Fulfillment and Post-Sell)

Are You Ready to Confirm the Close?

The three primary causes of losing a sale are:

- ☐ You were given inaccurate information regarding the prospect's needs, wants, problems, etc.
- ☐ Circumstances might have changed and you're not aware of it.
- ☐ The prospect has been less than honest with you.

Mistakes to avoid prior to the Fulfillment Step:

- ☐ Not establishing the ultimate contract.
- ☐ Not clearly reviewing the ultimate contract before proceeding with the presentation.
- ☐ Rushing through the Pain Step.
- ☐ Not specifically dealing with all budget issues.
- ☐ Not clearly defining the prospect's decision process.

If you wait until the presentation to close the sale, you put too much pressure on the prospect and yourself.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Fulfillment Elements

Review

- ☐ Pain
- ☐ Budget
- ☐ Decision process
- ☐ Ultimate contract on commitment to a decision

Presentation

- ☐ Only to the pains that the prospect has
- ☐ Sell today, educate tomorrow

Close

- ☐ Is prospect at 10?
- ☐ If not, continue presentation

Confirmation

- ☐ When prospect is at 10, ask: "What would you like me to do now?"
- ☐ Prompt him
- ☐ Congratulations

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Post-Sell Step

The Post-Sell Step has three elements that must be covered:

1. Preventing the loss of the sale from:
   - ☐ Buyer's remorse.
   - ☐ Canceling to go to competition.
   - ☐ Canceling to go to incumbent vendor.

2. Establishing ground rules for the future:
   - ☐ Set up-front contract for what happens next.

3. Discuss future business and referrals.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

The entire success of a Sandler presentation relies on having established a clear, binding, and mutually acceptable up-front contract. That contract must be built upon a complete Pain Step, a specific Budget Step, and a mutually understood Decision Step. If these three components of the contract are clearly defined, then the presentation is merely the fulfillment of the contract. There is absolutely no room in the pre-fulfillment contract for any type of mystification.

To ensure that buyer's remorse will not destroy the sale, the post-sell must reduce the opportunity for the buyer to back out later. In addition, the post-sell sets the rules for future business and initiates the referrals process.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

During the Fulfillment Step, your presentation should cover three areas:

1. ______________________________
2. ______________________________
3. ______________________________

The three primary reasons for not getting the sale are:

1. ______________________________
2. ______________________________
3. ______________________________

List the four Elements to cover during the Fulfillment Step:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________

What are the three things to cover during the Post-Sell Step?

1. ______________________________
2. ______________________________
3. ______________________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Notes

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

9 Chapter Nine: Improving Your BAT-ting Average

Improving Your BAT-ting Average

Chapter 9: Summary & Learning Objectives

Chapter Description:

Participants will understand the major points of the Success Triangle and how Identity/Role Theory can help or hinder their success in sales.

Chapter Outline:

- ☐ Definition of Success
- ☐ The Attitude Triangle
- ☐ I/R Theory Chart
- ☐ The You Triangle
- ☐ The Behavior Triangle
- ☐ The Technique Triangle
- ☐ The Sandler Success Triangle

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

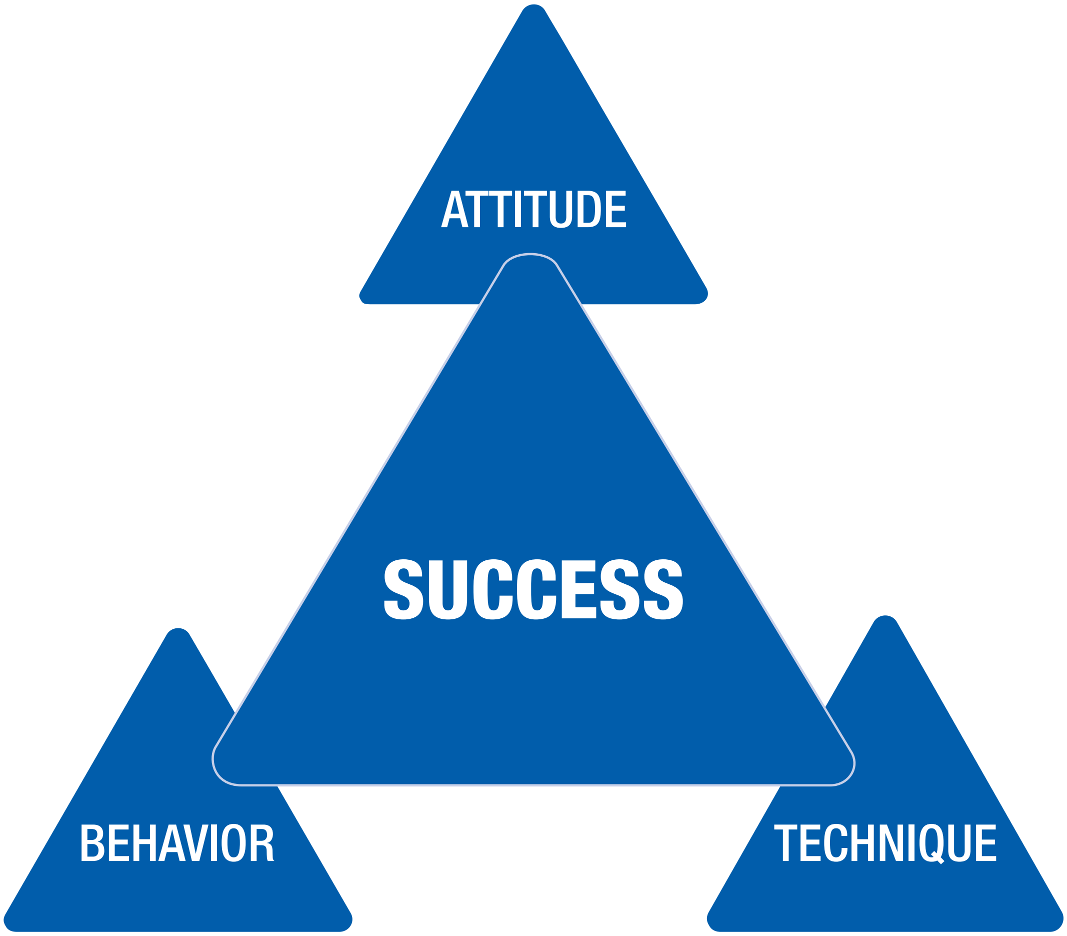
- ☐ Explain the difference between Behavior, Attitude and Technique.
- ☐ Define how to measure success in sales.
- ☐ Discuss the three points of the Success Triangle and the sub-points of those three points.
- ☐ Explain why it is important to separate Core Identity from the Roles in Life.
- ☐ Describe the core value of each human being.
- ☐ Discuss how Attitude and Behavior are connected.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Definition of Success

Success is the result of connecting all the points of the Success Triangle.

In Sandler B-A-T terms, success is:



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

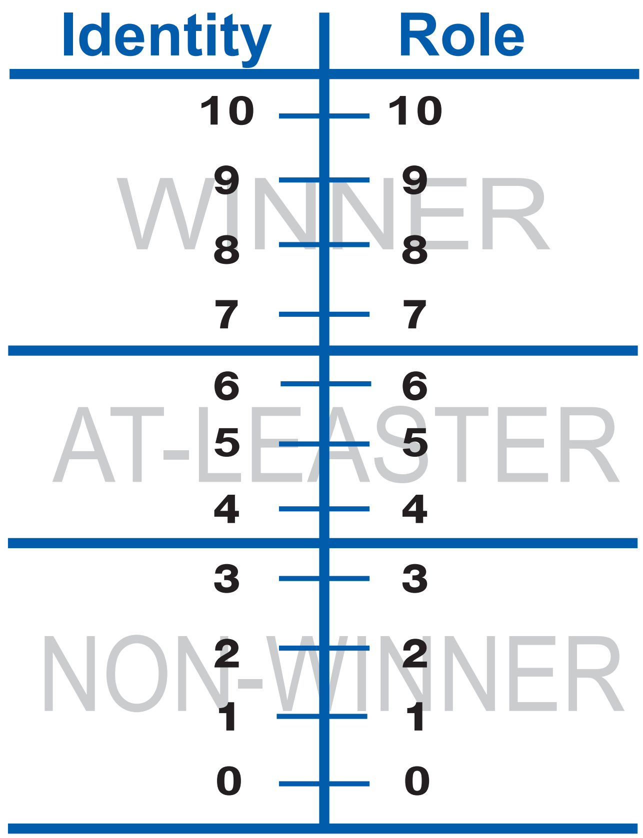
The Attitude Triangle

The Attitude triangle includes these corners—you, your institution and your association.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

9 Chapter Nine: Improving Your BAT-ting Average

I/R Theory Chart



NOTE: Role performances may range considerably from 0 to 10. However, what you think of your performance and the level of performance you will reach for is governed by your "I" level. For instance, if you are an I-5, you will see R-7 performances as outstanding and R-3 performances as below average for you.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The You Triangle

You represents your self-concept, your "I" or identity. The You triangle has three points: spirit, mind and body.

What first comes to mind when you hear the word "you?"

1. ______________________________

2. ______________________________

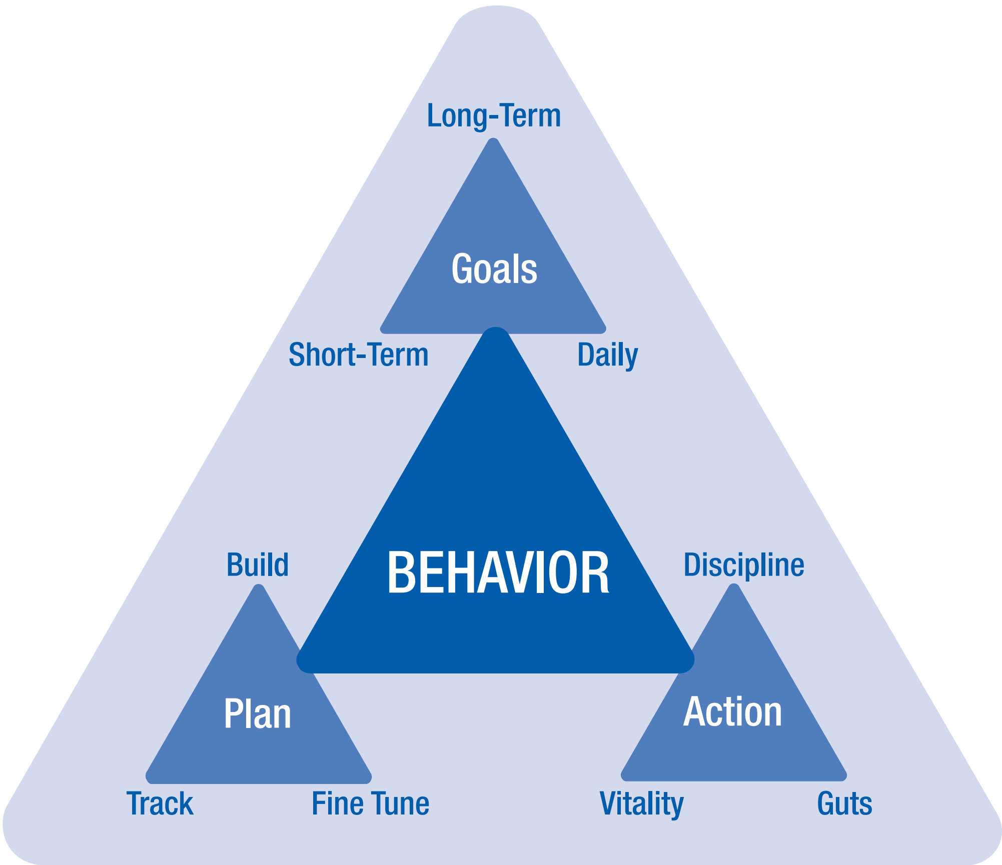
3. ______________________________

4. ______________________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Behavior Triangle

Behavior relates to having a systematic approach to the task at hand.



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

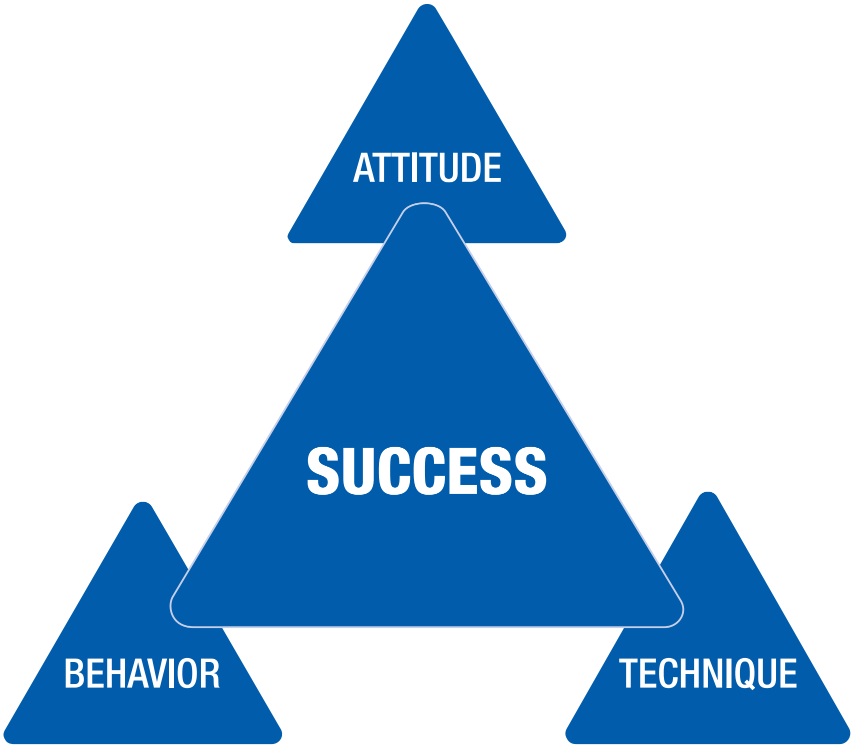
The Behavior Triangle

Behavior is:

The actions or reactions of someone under specified circumstances.

Commitment is:

The connection between attitude and behavior.



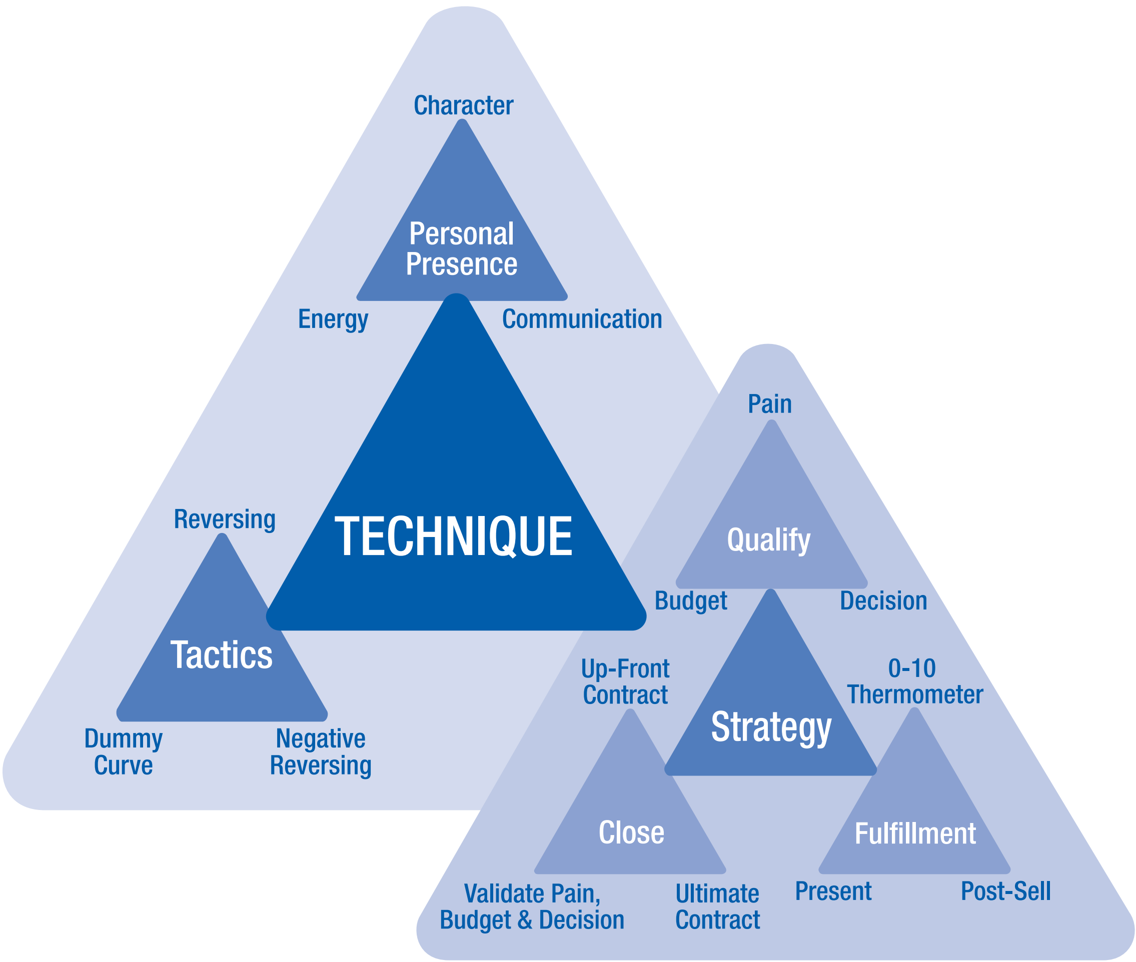
It's not how you feel that determines how you act; it's how you act that determines how you feel.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The Technique Triangle

Technique refers to:

The strategies, tactics, and personal presence (strength) you use to implement your behavior plan.



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Nine:
Improving Your BAT-ting Average

The Technique Triangle

The Technique triangle has the following elements:

- ☐ Personal presence
- ☐ Strategy
- ☐ Tactics

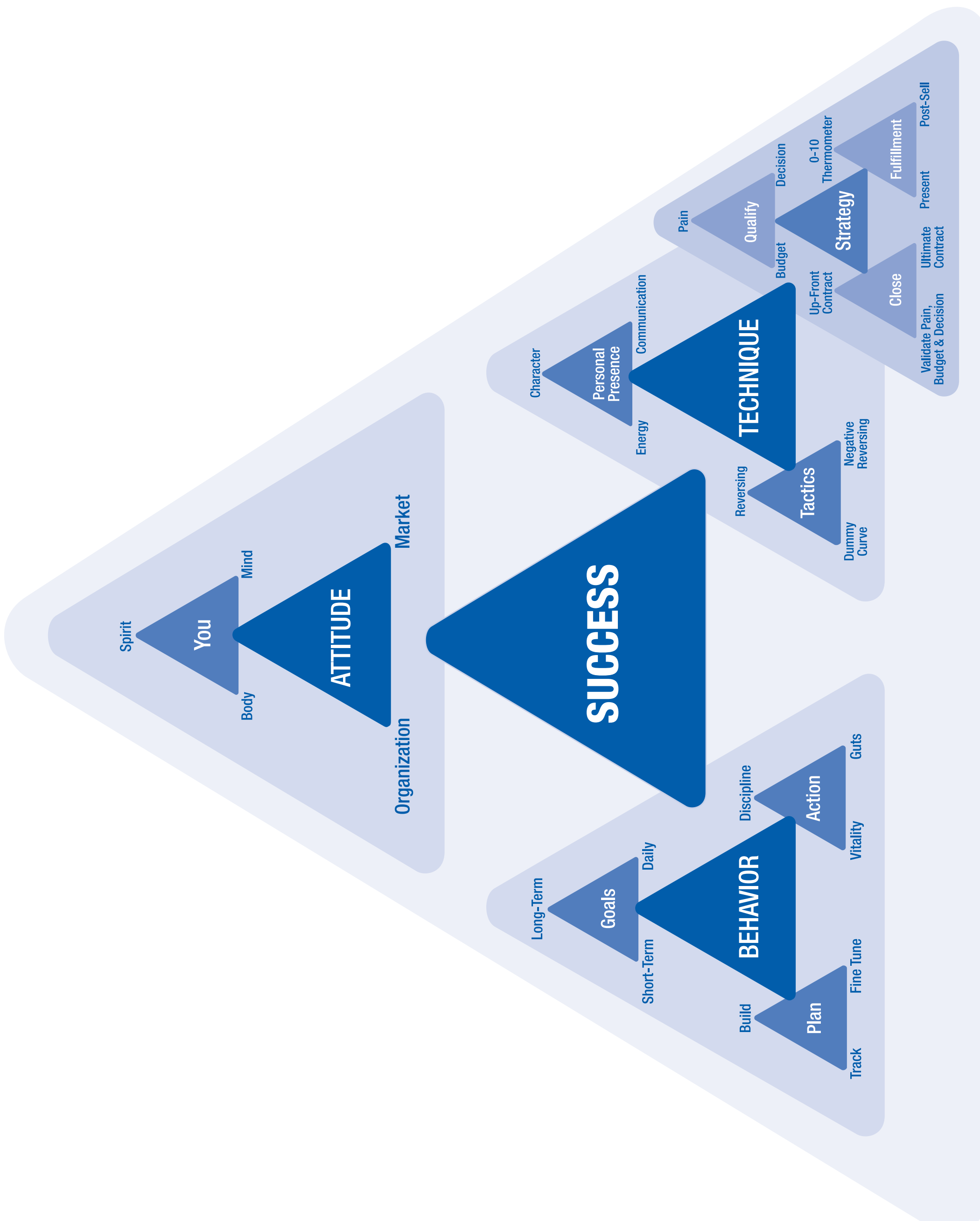
Mastering a technique means you must:

- ☐ Recognize the situation you are facing.
- ☐ Identify the skills to use in the situation and understand why and how to use them.
- ☐ Apply the skills to the situation.
- ☐ Practice, practice, practice.
- ☐ Improve your skills by learning from your mistakes.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

9 Chapter Nine: Improving Your BAT-ting Average

The Sandler Success Triangle



© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Nine:
Improving Your BAT-ting Average

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

Whether you are talking about your sales career or your personal life, you achieve success as the result of several interrelated factors: behavior, attitude, and technique. Learning a new prospecting approach (technique) for instance, won't ensure you more business unless you have a plan for implementing that approach (behavior) and the belief (attitude) that it will work for you.

Behavior relates to having a systematic approach to the task at hand or a step-by-step plan for reaching the goals by disciplined action that has been planned.

Attitude has to do with your outlook—the perception you have about yourself, your company, your product or service, and your marketplace. It can be one of possibility or one of limitation. And, since it's your perception, it's your choice. Technique relates to skills. It consists of the strategies and tactics you use to implement your plans.

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

How do you measure Success in Sales?

____

____

____

What are the three Points of the Success Triangle?

1. ______________________________
2. ______________________________
3. ______________________________

What are the three Points of the Attitude Triangle?

1. ______________________________
2. ______________________________
3. ______________________________

What are the three Points of the You Triangle?

1. ______________________________
2. ______________________________
3. ______________________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

I/R Theory states that you must separate your core ______________________

from the ______________________ that you play in life.

I/R Theory states that everyone is born with an inherent value of: ______________

What causes people to lose value as they go through life?

____

____

____

When it comes to Behavior, you can only perform in a manner that is consistent with

how you see: ____

It's not how you feel that determines how you behave; it is how you behave that

determines: ____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

What are the three Points of the Behavior Triangle?

1. ____________________
2. ____________________
3. ____________________

What are the three Points of the Technique Triangle?

1. ____________________
2. ____________________
3. ____________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

10 Chapter Ten: Prospecting Behavior

Prospecting Behavior

Chapter 10: Summary & Learning Objectives

Chapter Description:

Participants will be familiar with the processes to identify, organize, and track the activities required to achieve sales goals and to develop an appropriate prospecting phone call.

Chapter Outline:

- ☐ Manage Your Behavior
- ☐ Cookbook for Success
- ☐ Developing a Prospecting Cookbook
- ☐ Prospecting Activities Worksheet
- ☐ Your Competitive Advantage
- ☐ The 30-Second Commercial
- ☐ The No-Pressure Prospecting Call

Chapter Objectives:

At the conclusion of this Chapter, you will be able to:

- ☐ Identify the activities required to achieve his or her sales goals.
- ☐ Develop an appropriate plan to implement the identified activities.
- ☐ Develop an appropriate 30-second commercial and prospecting phone call outline.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Manage Your Behavior

You can't manage anything you can't control.

Never manage your numbers; manage your behavior.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Ten:
Prospecting Behavior

Cookbook for Success

1. Define exactly what you want to accomplish:

- ☐ Start with your personal financial goals.
- ☐ List the "have-tos" and the "want-tos."

2. Establish ground rules for the future:

- ☐ Determine the monthly amount for each item.
- ☐ Determine your total monthly obligation.
- ☐ Determine your weekly and daily financial goals.

3. Determine the number of sales you need to meet the goals:

- ☐ Determine the activities needed to make the sales.
- ☐ Determine the number of times you must engage in these activities.

4. Decide if the numbers are realistic:

- ☐ Evaluate the number of sales required.
- ☐ Evaluate the activities required.
- ☐ Readjust your goals if necessary.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Developing a Prospecting Cookbook

You can't build a prospecting plan without first determining what you want to accomplish.

Your Cookbook for Success

My Monthly Financial Goal		[A]
My Average Monthly <u>Salary</u>		[B]
Amount of <u>Commission</u> Needed each Month	[A - B]	[C]
Commission Earned on an Average Sale		[D]
Number of Sales I Need Each Month	[C/D]	[E]
How many presentations does it take to close one sale?		[F]
How many initial meetings does it take to get one presentation opportunity?		[G]
How many prospecting contacts does it take to schedule one initial meeting?		[H]
How many prospecting contacts must you make each month?	[E x F x G x H]	[I]
Daily Prospecting Contacts Needed [Divide the final number [I] by the number of work days per month.]		

	YES	**NO**
Is the number realistic?	☐	☐

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Prospecting Activities Worksheet

Month: April

ACTIVITY	FREQUENCY	GOAL	PREPARATION
Telephone Cold Calls	2/week	48 contacts	Compile and print leads list
Walk-in Cold Calls	3/week	3 contacts	Prepare and rehearse possible receptionists' requests
Referral Meetings	4/month	4 contacts	Compile list; schedule time to make calls
Networking Events	3/month	18 contacts	Rehearse 30-sec. commercial
Resurrection Calls	1/week	12 contacts	Compile master list; schedule time to make calls
	Total Contacts for the Month:	**85**	

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Prospecting Activities Worksheet

Don't manage your numbers; manage your behavior.

Month: ____________________

ACTIVITY	FREQUENCY	GOAL	PREPARATION
Total Contacts for the Month:			

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Your Competitive Advantage

1. Why do your clients buy the type of product or service you sell? (What problems does it help them solve or avoid? What does it help them achieve?)
2. Why do they buy from you? (What do you have to offer that they can't obtain from your competitors?)
3. What would your clients lose, forfeit, or miss out on by not buying your product or service, or not buying it from you?

Create a pain statement based on the above information:

Examples:

Ad Specialties Business: Our clients recognize that quality products, competitive prices, glowing testimonials, and industry awards don't mean a thing if your potential customers don't remember who you are or how to get in touch with you.

Marketing/Advertising Consultant: Typically, our clients are small businesses who came to us because they were tired of spending a lot of money on glitzy advertising campaigns that were unique and memorable, but didn't bring customers through the doors.

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

10 Chapter Ten: Prospecting Behavior

The 30-Second Commercial

1. INTRODUCTION		
2. CAPSULE SUMMARY OF YOUR BUSINESS	**PAIN STATEMENT**	
	BENEFIT STATEMENT	
3. HOOK QUESTION		

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

The No-Pressure Prospecting Call

The No-Pressure call takes the pressure off the prospect. By seeming to give the prospect control, you are able to have a direct conversation without triggering the prospect's defenses and the typical put-offs and objections that arise.

No-Pressure Prospecting Call Template

ELEMENTS	EXAMPLES
OPENING	☐ Name and company ☐ Did I catch you at a particularly bad time? ☐ Do you have two minutes to speak on the phone and determine whether or not you and I need to have a conversation today? ☐ If prospect says no to previous question, say: When would be a better time to call back when you would have two minutes to talk?
UP-FRONT CONTRACT	☐ Would it be OK if I briefly tell you why I've called and then you can decide if we should continue the conversation? Are you comfortable with that? ☐ Suppose I explain why I've called and then you tell me if we have some thing to discuss. Would that make sense?
30-SECOND COMMERCIAL	☐ Insert the pain statement, benefit statement, and hook question from your 30-Second Commercial
CLOSE	☐ Based on what you're telling me, it sounds like it would make sense for you to invite me in to discuss this further. What do you think? ☐ May I make a suggestion? Why don't you pick a day when you can invite me over to discuss this further?
POST-SELL	☐ Should I write this in my calendar in pencil or pen? ☐ Can you think of anything that will come up between now and then that would force you to cancel the appointment?

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

10 Chapter Ten: Prospecting Behavior

Lessons Learned & Knowledge Testing

Chapter Summary:

Key takeaways from this Chapter:

Hopefully, you now have a better understanding of the prospecting behavior required to reach your goals.

You should have begun working on your Cookbook for Success with:

1. What you want to accomplish.
2. The ground rules for your future performance.
3. The number of sales you need to reach your goals.
4. An understanding of whether they are realistic or not.

A completed Cookbook will tell you how much behavior you should do every day to achieve your goals. Remember, when prospecting the only thing you can control and manage is your activity or behavior.

You should have an understanding about which prospecting activities are best for your situation and how much you need in your prospecting mix.

You can also begin practicing your 30-second commercial with your introduction, capsule summary, and hook question. It may help to memorize it at first, but try to practice it enough to deliver it naturally with the right words, tonality and body language.

Finally, perfect your No-Pressure Prospecting Call by learning the five steps: Opening, Up-Front Contract, 30-Second Commercial, Close for Appointment and Post-Sell. Remember, there is no need to rush in, give the prospect ample opportunity to invite you in—no begging!

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Chapter Ten:
Prospecting Behavior

Lessons Learned & Knowledge Testing

Observations & Revelations:

During this Chapter, I learned:

As a result of what I learned, I will:

Join the conversation about this lesson by tweeting @SandlerTraining with #HowToSucceed or posting in the official LinkedIn Group at: www.sandler.com/linkedin-group

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

10 Chapter Ten: **Prospecting Behavior**

Knowledge Testing

What information should you have to begin working on a Cookbook?

____

____

____

A completed Cookbook will tell you how much ______________________ you should do every day to achieve your goals.

When prospecting, what is the only thing you can control?

____

____

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Knowledge Testing

List the five steps of the No Pressure Prospecting Call:

1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________

List the three components of a 30-Second Commercial:

1. ____________________
2. ____________________
3. ____________________

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.

Notes

© 2006 - 2016 Sandler Systems, Inc. All rights reserved.