
HOW TO EXPERIENCE TELECOM SALES SUCCESS

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How to Experience Telecom Sales Success

INTRODUCTION

I think of the gentleman who was introduced to speak to the San Diego Chamber of Commerce and they said, "This is one of the smartest businessmen in the country, he moved out here to California, and made a million dollars in the oil business."

Thank you very much for that fine introduction, however, it wasn't quite accurate because it wasn't really California, it was Pennsylvania, and it wasn't really the oil business, it was the coal business, and it wasn't really \$1 million, it was \$100 thousand, and it wasn't me, it was my brother, and he didn't make it, he lost it! So, aside from that, the introduction was perfect."

I have to tell you, I'm really delighted to be here. Thank you very much for inviting me Dan. And thank you AT&T. I've been great admirers of AT&T and great users of them for years and years. I've helped their stock price a lot. And I'm the perfect customer for this business, because I run a small business, my telephone usage is under \$5,000 a month (except when you have staff who get out of control and who have friends in Hong Kong). But aside from that, I am ideally here for you and I wanted to tell you that this is the greatest time in all of human history to be alive. And someone once said, I think it was Marshall McLuhan, he said, "I don't know who discovered water, but I can be sure of one thing, it wasn't a fish!" And, what he was saying was this -- the fish was so surrounded by the water, the fish was oblivious to it.

We are living at the greatest time in all of human history, and we are living in the greatest place in all of human history, and the business of telecommunications is one of the greatest businesses for the indefinite future that a person can possibly be in. I do work all over the world, and I can tell you everybody in the world looks at America as "WOW" ... everybody wants to come here. And all of the great advances in business and technology are taking place in the telecommunications industry. Everything is to improve our ability to communicate with other people. So you are basically in the forefront of a great industry.

How many people here would like to double their income? How many would like to make next year the best of your life? If I can show you how to do that, will you give it a try? Because, I can give you the tools to do it. I was doing a seminar in Sydney, Australia, 3 weeks ago, and a gentleman came up to me who had been through my seminar 14 months before, and he said, "Brian, I think I have applied about 1% of what I learned from your seminar. But, I have tripled my income. I'm 45 years old and I have tripled my income in the last year. It's absolutely incredible. I was almost late for this seminar because I'm moving to a new, bigger house and driving to it in a new, bigger car!" So does it work? The things I will tell you will absolutely work!

I'm going to give you a series of ideas and techniques and methods that start from the inside and go to the outside that, if you apply just a small number of them, you can be vastly more successful than you are today.

When Albert Einstein was teaching at Princeton University, he had just given an exam to an advanced class of physics students, and he was on his way back to his office and his teaching assistant was carrying the exam. The teaching assistant said, “Dr. Einstein, excuse me, but that exam that you just gave to the senior class, wasn’t that the same exam you gave to them last
Ya, ya, it was the same exam.” And the assistant said, “Well, Dr. Einstein, how could you give the same exam to the same class 2 years in a row.” Einstein said, “Well, the answers have changed.”

Now the point is, that in physics, through the centuries, the answers have changed so fast that that’s probably a very relevant story. Today, our answers are changing at a faster rate than at any other time in human history. In fact, today because of the growth and expansion in technology, all of our answers are changing. If I asked you what you are selling today, versus what you were selling 5 years ago ... it’s the difference between history and pre-history. Eighty percent of all products that are on the market today did not exist 5 years ago. Our market and our technology are changing so fast that everything is changing.

Let me give you an example of technology --- my daughter is 19 years old, she graduated from high school last year and went to college. The year before that she was going out with a senior, okay, so she was in 11th grade, her friend was in 12th grade, and they graduated and had a party at our house with a bunch of people there – all the football team. One guy’s nickname was **Bear**. He looked like “Bear”, he probably had played football without his helmet too often. This is Bear ... “drink ... eat pizza ... huh ... have good time.” Okay, this was his basic philosophy of life, and he and one of his friends, a little bit brighter, got together and decided not to go to college, they decided they would get into technology and started an internet company. Last year they sold it for \$2.3 million **cash**. Took them 14 months. They didn’t really know anything about technology, but they got into technology.

Now here’s the interesting thing, the technology that they have made as much as a person would make in an entire lifetime of working, did not exist when they started high school. And when they got out of high school and got into the technology, in less than 2 years they made more than most of us will make in an entire lifetime, because the answers are changing so fast in technology. There are a lot of people saying, “Wow, what happened ... what happened ... what happened! Whoa, look at that technology, whoa!” But I found that no one’s smarter than you, no one’s better than you. If anyone can do better in technology, especially in telecommunications, you can. The people that are doing it today and are successful, weren’t in it a little while ago. The people who are going to be successful tomorrow, are not in it yet. Nobody knows anything about it – it’s changing so fast, you can almost come into it at any time and you can make a fabulous life for yourself ... especially in telecom services. So, some people geez, it’s too late to get into!” Are you kidding, the best and most conservative financial projections are talking about this economic boom going on for at least 10 more years. The very best and most conservative ... unless the politicians do something to screw it up completely ... which is not beyond their capacity. Do you know what’s wrong with politics? It’s the word “politics”. It comes from the Greek ... poly means many, and tics means voracious blood suckers! All entrepreneurs should, as part of our religion, hate the politicians,

because all they think about is that entrepreneurs are wonderful places to go and SUCK blood off ... excuse me ... I've been in business for too long.

Okay, the other thing that is driving change is information. Information is exploding at a rapid rate. And the third thing is competition. Harvard University just finished a study, they gave 3 predictions for the next year:

1. There will be more change in this industry than has ever existed before. Some of the change is taking place even today in New York with the new announcement from AT&T of their 724 system. You have not even heard it, because we aren't awake yet. But, they have made a dramatic change at AT&T and the changes are taking place almost daily.
2. There will be more competition in our industry than ever before.
3. There will be more opportunities in our industry than ever before.

And your job, and my job, is to take advantage of the incredible rate of change that is creating more opportunities and possibilities than have ever existed. Here is what both studies concluded: The most important single quality that you can have for success, for the indefinite future, is the quality of **flexibility**. It's flexibility, or adaptability – the willingness to move and to try new things, to get into new things, to be open to new approaches, to realize that everything that you have learned up to today, could be invalidated by a change in information, technology or competition tomorrow. Eighty percent of the people in this room will not be in the same business or selling the same product, or doing the same job a year from now. The changes are so rapid, you have never seen anything like it. So what it means is there is NO limit. There is no limit on our possibilities if we are flexible and adaptive and we keep learning and trying new things. And that is why you are here today and my job is to help you to take advantage of it.

Now let me show you a simple formula that I have developed and I have had many people come to me and say, "This is the most incredible formula, because it works like a charm." And, I call it my **double formula**. Do you want to double your income? "Yes!" So we want to increase our income by 200% - so how do we do that?

A gentleman came running up to me in the Atlanta airport recently, and he said to me, "I took your seminar 6 months ago Brian, and I've tripled my income. I'm 45 years old, and I've tripled my income. And the two people with me have both doubled their income just by using one part of the formula you shared in a 50 minute talk in a full-day seminar." So this stuff really works. So let me give you this formula which I did not give to him.

Image that you could increase your overall productivity performance and output by 1/10th of 1% in the next 24 hours. Is that possible? Is it possible for you to be 1/10th of 1% more productive? This is very important, because 1/10th of 1% is 1/1000th. Could you use your time and your intelligence 1/1000th better? "Yes!"

Oh, shut up! Excuse me!

So, $1/10^{\text{th}}$ of 1% better times 5 days in a week means that in a whole week you'd be $1/2$ of 1% better, which is basically $1/200^{\text{th}}$. So, could you become $1/200^{\text{th}}$ better if you read a little bit, got up a little bit earlier, planned your day, organized your skills, learned, and used yourself a little bit better. And, the answer is "Yes". Of course.

So look what happens. This is called the *Law of Incremental Improvement*. It is the basis of the Japanese miracle after World War II, the Kaisan system – incremental improvement of 1% times 4 weeks per month equals about 2% a month. Now, 2% a month times 13 4-week months in a year equals 26% in a year; 26% (with compounding) times 2.7 years -- can you guess how much that is? -- **It's about 200%!**

So you can double your income in 2.7 years, or faster, by simply be becoming $1/1000^{\text{th}}$ more productive and more effective each working day. And on the weekends, you don't even have to get better at all. And on your holidays and vacations, you don't have to do anything. When you work, just use your time a little bit better, and today I'm going to give you the tools to give you that increment.

Now, I've had people come to me and say, "Brian, you are far too conservative with this, I know that if I just plan my time a little better and worked on high priorities all of the time, I could get that kind of an increment in a couple of days, I could be 25% more productive tomorrow." Which is true. But, I'm just saying, that over a whole year, 26%.

Now, what we'll do is show you how to do this. I want to point out something -- there are a lot of people in our society making a lot of money – they are making obscene amounts of money. There is an article in *Fast Company* last week about Bill Gates. They ask, "Will Bill Gates be the first trillionaire?" And what they pointed out is that Bill Gates net worth right now varies between \$80 million and \$1 billion, depending on the "hiccups" of the Stock Market. You

know \$5 billion here, \$5 billion there – pretty soon you are talking real money. Well, if his net worth just increased at the same rate it has in the last 10 years, about 28% a year, he would be a trillionaire by the age of about 55. If it increased at about 18 – 19%, the Stock Market rate, he'd be a trillionaire by the age of 63 – 64. If his net worth just increased by 11%, which is the growth of the Stock Market for the last 80 years, he'd be about 103 before he'd be a so he'd have to live a long time – and with his money, he's going to live a long time! Can you image that, he could be the first trillionaire. He could have a net worth of several countries – can you image that? The point is this -- there are a lot of wealthy people out there and the interesting thing is, I've met a lot of them, and they are not smarter than you! They are no better than you. Some of them didn't finish school, some of them are not great geniuses, some of them are new immigrants, and some of them came over with no English language skills. People who are doing better than us are not better than us --- they just figured out how. And that's the interesting thing.

Now if I asked Randy (in the audience). “Randy, I'll give you a call later on with that information. Give me your phone number.” Now, I have his phone number, and if he doesn't live in town, I have to dial 10 digits to him. So Randy gives me his telephone number. I can call Randy from anyplace in the world on the telephone, and if I dial the right numbers, he's going to answer. Now, if I give you Randy's number, you can call him and you'll get through as well. If you have the number anyone can get through. That's the wonderful thing about our systems today, they've been designed by geniuses to be followed by morons. Okay. So an idiot can get Randy's number, and I decide I want to get ahold of Randy and I don't know his number or his last name, I could dial the numbers and push the buttons forever and never get through. Are you with me so far?

All I have is the number and I could be an ordinary person. If you have the combinations and formulas for success, which I will give you, then I can promise, that if you just follow them, you will find that just ordinary people can accomplish extraordinary things if they just follow the formula. And that's what the Telecom Agent Association (TAA) does, it gives you formulas, and recipes, and forms and instructions, and if you just follow them, simply like breathing in and breathing out, you will get results vastly beyond anything that you've done before. And you can get your 1/1000th% a day, ½ percent a week, 2% a month, 26% a year – double your income every 2 – 3 years. Is that possible? “Yes.”

This room is full of people who have doubled their income in the last couple of years, we'll just keep doing it and doing it. That's what Bill Gates does. He may be a bit smarter than us, but nonetheless, we can do it. You know what happens if you keep doubling your income? It's like doubling a penny every day for 30 days – it's a lot. Someone says, “Well, you just care about money. I'm just concerned about other things.” And, we say that people who will lie about that, will lie about other things as well. The fact of the matter is, rich is better! It doesn't take away your problems, but it gives you a better class of problems.

CHAPTER ONE

SEVEN CHARACTERISTICS OF TOP TELECOM AGENTS

1. **AMBITIOUS: they see themselves as capable of being the best.**
 - **Top 20% of salespeople make 80% of the sales.**

What we know is the #1 quality for success is *self-confidence*. You and I are surrounded like a fish in water, we are drowning in an ocean of opportunity. We are living in a nation of the greatest affluence and opportunity in the history of the world, and telecommunications is one of the great growth industries – it is expanding exponentially. Did anyone read what is taking place in Finland today? In Finland, they have already gone to wireless telecommunications, 60% of the Finnish population is now using cell phones and they don't even wire the homes anymore. New homes are no longer wired, everything is just done by cell. And the things they are doing with cell phones, which they will be doing with telecommunications here – we'll catch up with Finland soon enough – they are just a backward country up on the Baltic Sea – we'll catch up with them, we're trying. When we catch up with Finland, what you will be able to do with telephones and telecommunications and the services you'll be able to offer will blow your mind. It will make today look like horse and buggy days, and we will be there within 3 years. This industry will be so different in 3 years, you will be, if you choose to be, some of the most valuable consultants and advisors in our society. Your services will be priceless. People will be lined up to have you come out and they will WANT to give you money for giving advice.

So, here's what we know – we have entered into the age of the entrepreneur and the key to the entrepreneur is *self-confidence*. This is the most important thing of all, and self-confidence is based on self-esteem, and self-esteem is based on how much you like yourself. How much you like yourself, how much you respect yourself, how much you feel yourself to be a valuable and worthwhile person.

I began my studies in speaking and success many years ago and I found the most incredible thing is that your outer world is merely a reflection of your inner world. And, that all of the great thinkers, all of the religions, all of the philosophy's, all psychology's, all metaphysics, all success is based on that very simple principle --- **your outer world is a reflection of your inner world**. You become what you think about most of the time. It's so simple! So the two most important questions in the world are: What do you think about most of the time? and, How do you think about it most of the time? And at the very core of your psyche is how much you like yourself. Say, **"I like myself! I like myself! I like myself!"** Lots of people wonder about this ... "I'll have to ask my wife." The fact of the matter is that the most powerful influence in your life is what you say to yourself and believe. Say, **"I like myself! I like myself! I like myself!"** It's like pumping up your self-confidence. You pump it up like a tire. The more you pump yourself, the more you like yourself -- the more you like yourself, the better you do -- the more you like yourself, the more people you call on -- the more you like yourself, the more people you ask for business -- the more you like yourself, the more contacts you make -

- the more you like yourself, the more activity you have -- and, the more you like yourself, the less you fear rejection and failure, all the things that hold us back. So, therefore, one of the most important pieces of advice I can ever give you is to start off every day by saying 10 – 20 – 30 –

Talk to yourself the way you want to feel. And when you really like yourself, you like others -- and when you like others, they like you -- and when they like you, they want to do business with you. And here's the great rule --- *the more a person likes you and respects you and enjoys your company, the more business they will do with you, and the less concern they will have about cost and details.* They say that if a person really likes you, and trusts you, the details will not get in the way of doing business. If they don't, or if they question it, the details will trip you up every step of the way. Whenever you are dealing with someone where you are fighting over nickels and dimes all of the time – it's because there's no relationship. When you have a great relationship, it just flows like Old Man River. So, the starting point of a relationship is how you feel about yourself. You can't fake it! The fact of the matter is, the better you feel about yourself, the more relaxed you are, the more confident you are, the more personable, the more helpful, the more friendly – the more people like you, the more they trust you, and so on.

So when you say, “**I like myself**”, that's really important – that's the most important part of your psychology. Do you want to raise happy, healthy kids? Be a parent who likes himself. You want to have lots of customers and clients? Like yourself. Just work on yourself. If you go to work on yourself, your outer world takes care of itself.

So, what we have found when interviewing hundreds of thousands of sales people, is since your inner world and your outer world are like a mirror, we find that 80% of your success in this business is psychological, 80% is mental. Some people now say it is 85%. Goldman at Harvard, in his work on emotional quotient, says that about 85% of your success is your emotional quotient, not your intellectual quotient. It's your EQ, not your IQ! It's the way you feel about yourself and the way you get along with others. So, we know that if we are going to be successful we have got to go to work on this part. This part not only determines how successful we are, it also determines how happy we are. It determines how popular we are, determines how good we feel about our lives and ourselves; it determines our friendships and our families, and our kids and our relationships, and everything else. So, we become what we think about most of the time – which by the way is not entirely true, because if it was, everyone young man would turn into a woman by the age of 20. We have interviewed hundreds of thousands of successful people and we've compared how they think against their income. It's a very interesting thing, because if you want to be successful, the smartest thing you can do is find out how successful people think. And then think the same way. Pretty simple – dial the same numbers intellectually that they dialed.

And so what we have found in comparing incomes as you go up into the top 10% - and this seminar for the rest of the days is for people who are either in the top 10% in their field, or who intend to be. Does that cover us all? Does anybody not understand that question? – Okay, so we are all in the top 10% or we intend to be, right? Now, remember the great rule, it doesn't matter where you are coming from, all that really matters is where you are going. So, therefore,

if you are here and you made the effort and the trouble and the expense to be here, it's because you intend to be in the top 10%. And our job is to show you how to get there.

Well, we know if you interview people in the top 10%, they think a particular way. As a result of the way you think, you act and react in a particular way. So therefore what we have found is that if you think the way the top 10% of people think, eventually it becomes a part of your automatic habits. So here's what they are ... here's #1 --- this by the way is worth the price

People are ambitious. Top sales people are ambitious – they see themselves capable of being the best. Now this is very important, they know that the top 20% of sales people make 80% of the sales. And they are determined to be in the top 20%. Now, someone has to be in the top 20%, so it might as well be you. Someone also has to be in the top 10%, so it might as well be you.

You know the way the system is structured, they are going to take half of it in taxes anyway. So, the government is going to get it. If you don't want to make the money for yourself, think of it as a patriotic chore -- you are doing it for your country. Okay, you're being successful for your country. In America, we call this "success tax" – if you are successful, they tax you to death!

So the best are ambitious. Now, here's an interesting thing: If you have low self-esteem, which most of us start off with, or most of us have, the idea of being the best is a remarkable thought. In fact, most of us feel we don't deserve to be the best and we feel uneasy about the very idea. Do you know that if you just make the decision, "I'm going to be the best in my field ... by gum, I'm going to take whatever time it takes, I'm going to pay whatever price, I'm going to study, learn, practice ... by gum, I'm going to be one of the best in my field." If you just make that decision, do you know what? It changes your whole future, you become a totally different person. It's like saying, "I'm going to get married to this person." It's a whole new life for you, however long it lasts.

If you decide to take a job or specialize in a career, or to move from the East Coast to the West Coast, or to get full blast into telecom services ... this is a major inflection point in your life, it's like you've come to the fork in the road. Yogi Berra said, when you come to a fork in the road, take it! You come to a decision point, you make a decision ... you go one way or the other. It's very important that you make the decision, that, "By gum, I'm

Here's what I learned that changed my life. I was 28 years old, I was unemployed, I was uneducated, and I was unskilled. I was living out of my car, I had no money, I was deeply in debt and I never thought I could be good at anything because of all the stuff that happened to me as a child. And, I learned later, by the way, that everybody had a lousy childhood. Did everybody here have a lousy childhood? Good ... now, GET OVER IT!

The point is this, I suddenly realized that everybody can be excellent at something. **If you really like something, it's an indication that you have the capacity to be good at it.** So, if you want to be successful, find out what it is that you really enjoy, and then throw your whole heart into being good at it. That's really the key to success in America. If you have children, tell

your children, "If you want to be successful, find something that you really enjoy, and throw your whole heart into becoming good at it!"

Here's the second thing, and this is the great one. I found that everyone today who is in the top 10% today started in the bottom 10%. Everybody who is doing well today, was once doing poorly. Everybody who is in the front of the line in life, started at the back of the line. So therefore, anybody who is doing well today, was once doing poorly and anything they can do ... remember that song from Annie Oakley, "Anything you can do, I can do better. I can do anything better than you." You all remember that song?

The point is this ... that anything anyone else is doing, we can do too. If they are making \$100K, you can make \$100K a year. There's no law against you making all that you want. If they can do it, you can do it. At one time they weren't even in the business. At one time they were the worst in the business. At one time they were at the bottom of the ladder and at the back of the line. Any what they did is, they got the phone numbers ... they did certain things in certain ways. **The turning point in your life comes when you decide, that "by gum, I'm**

Now, I've been teaching sales people for 20 years. I built my own sales organizations before that and I can tell you this -- I have never met a sales professional or an entrepreneur who decided to be the best, who didn't get there. I've never met one, because if you decide to be the best, then by gum you will be, as long as you don't stop. And I've never met one who failed to make the decision. If you don't make the decision, your life drifts. But if you make the decision – and I could tell you the psychology about this, there are libraries full of books that explain why that decision is so important – it changes the chemistry in your brain, it changes the orientation, changes the way your brain functions. **So make a decision to be the best.**

How do the top people speak? They say "I'm the best! **I'm the best! I'm the best! I'm the best!**"

Some people will say, "excuse me Mr. Tracy, but what if you're not the best ... isn't that lying to yourself?" It's not lying to yourself, it's telling the truth *in advance*. Now let me ask you a simple question ... Who do you know who sets goals for last year? We set goals for the future, don't we? And, so when we say "I'm the best!" ... that's a goal and we say it in the present tense because that's the way our subconscious mind accepts it as a command. We just keep saying, "I like myself and I'm the best!" And if you keep saying that over and over again, you'll find yourself naturally drawn to doing the things that will actually make it true. So you tell the truth in advance, you talk about yourself the way you want to be, not the way, you might just happen to be today. It's very, very important! **All successful people talk to themselves and think about themselves the way they want to be.** Unsuccessful people always think and talk about the way they may have been in the past. And if you keep thinking about the way you have been in the past, ... which may have not been that particularly great ... you just keep repeating an unhappy past.

"Jeez, I've never been successful."

“What do you ever talk about?”

“I just talk about the fact that I’ve never been successful.”

“Well, why do you think you’re not successful?”

“Because I always talk about the fact that I’m never successful.”

Yes!!! You see people like this coming down the road, and they want to take you to lunch ... introduce them to each other and have them go off and ruin their own lives.

2. **COURAGEOUS: they work to confront the fears that hold most salespeople back.**

This is really important, **successful people are courageous**. They work to confront the fears that hold most sales people back. This is very important, because everybody is afraid. This was a turning point for me, as well. Everybody is afraid! What does that mean? It means that you are afraid, I’m afraid. We’re afraid of rejection, we’re afraid of ridicule, we’re afraid of loss, we’re afraid of embarrassment, we’re afraid of ill health, we’re afraid of people not liking us, we’re afraid of disapproval, we’re afraid of criticism. That’s the way we all are, because as children, we grow up and we become oriented toward getting the approval and praise of our parents. So therefore, as adults, we want the approval and acceptance of other people. It’s an unconscious thing.

The point is this ... because we are so oriented toward people’s approval, we need tremendous courage to make calls. *The #1 reason that people succeed in this business, is they call on more people.* I know that’s a deep thought, but I wanted to pass it on to you. *They reason that people fail is because they call on too few people.* The head of Amoco Petroleum was once asked, “Why is it that you have more proven and probably reserves of gas than any other major oil company?” He said, “It’s simple, we just drill more holes!” That’s real deep thinking. You just make more contacts. The thing that holds us back from making contacts is ... we are afraid. So we can overcome our fear by repeating over and over again these words which are psychologically powerful words. And the words are ... “I CAN DO IT!” “I can do it!” Like the little train, “I think I can, I think I can, I think I can!” “I know I can, I know I can, I know I can!” When you’re afraid to pick up the phone, say, “I can do it, I can do it!” When you make the call and ask for the order, think, “I can do it, I can do it!” Just say ... “I can do it!” I

Now whenever you feel nervous or uneasy, just say “I can do it, I can do it!” When you are thinking about picking up the phone, prospecting, calling up people, asking for referrals, say, “I can do it, I can do it!” When you say, “I can do it”, it pushes your fears down ... like pushing a ball under the water, or even better, like pushing a teeter-totter. As your fears go down, your confidence and courage go up. And you can do it by saying, “I can do it whenever you think of anything that’s causing you to feel a little bit nervous, say, “I can do it!”

By the way, there's a wonderful line from Shakespeare that says, "The fragrance of the rose lingers on the hand that casts it." Now what it says also is that the fragrance of whatever you say to others, lingers on your hand. So be careful what you cast. The point is that whenever you tell someone else, "You can do it!", they feel more encouraged ... and so do you. When you say, "You look good today", you feel better about yourself. When you say, "Thank you", you feel happier about yourself. Whenever you say anything that causes anybody else to feel better, you feel better as well. So the kindest and most wonderful thing you can do for your friends and family and your spouse and your kids, is to say, "You can do it, You can do it!" "You can do

Whenever you say, "YOU CAN DO IT", not only does it encourage them and give them courage to overcome their fears and doubts, but it also encourages you and makes you stronger as well. So you find the most wonderful people in our society are always characterized as inspiring people. "That person changed my life, he told me I could do it when I didn't know that I could. And, when I tried it, it worked out." So always be the kind of person that encourages others.

Don't be the kind of person that says, "Oh, you can't do it ... it costs too much ... you can't be sure ... and what about this ... and what about that." Oh SHUT UP! Good grief! These people have "loseritis". It gets all over them, like slime. Yuk! So just be courageous and say, "I can do it, I can do it, I can do it!" **Whenever you think of anything that you want to do, remember, nobody's better than you, nobody's smarter than you ... if they can do it, you can do it.** They have just figured out how. At one time they weren't in the business, now they are.

3. **COMMITTED: they believe in their companies, their products/services, and their customers.**
- **Caring is the critical element in successful selling.**

Number 3 is that **successful people are committed.** *They believe in themselves, they believe in their products and services, they believe in their companies. They are committed to what they do.* Caring is the critical element in modern selling.

The important part about being committed to your work, is product knowledge. What I have found is that the highest paid professionals in every industry have the highest product knowledge. If they forget all of their brochures and leave them at home, they don't need them because they have memorized them. They read them and go through everything. They know their product COLD!

Why do you think great product knowledge leads to greater self esteem, self confidence, courage, boldness, and everything else? It's because of the credibility. You have far more credibility with your client when you can answer questions and you don't have to refer to things, and you can talk and show different ways of using and benefiting from telecom agent services.

When you can talk without having to refer to something, not only do you feel great, they feel great as well. So therefore, product knowledge shows that you really care.

Here is the wonderful thing about this work, I've said this before ... **find out what you really enjoy.** We have found out that the top 10% of people in this industry love what they do. If they won the lottery, they would want to keep doing what they do. They may want to do it differently and at a higher level, but they would want to continue doing it.

So what are the words you'd use ... "I love my work!" So if you ask the highest paid people in this industry, the top 10% like themselves, they are committed to being the best, they believe that they are the best, they face their fears, and they love their work. "I LOVE MY

I used to get up every morning and I'd say, "I LIKE MYSELF and I LOVE MY WORK!" "I LIKE MYSELF, I LOVE MY WORK!" "I LIKE MYSELF, I LOVE MY WORK!"

Now, some mornings you are not going to get up and say "Good morning, God." You will get up and say, "Good God, it's morning!" And you are not going to like yourself or particularly love your work, you are going to feel like, "Oh God, another day!" But, you can get yourself psyched up. Just like you can get yourself warmed up physically by warming up your body, you can get yourself psyched up physically just by talking to yourself in a positive way. So it's really important that you talk to yourself the way you want to be ... "I like myself." "I love my work." "I can do it ... I can do anything." "I'm the best!" "Oh, I'm good ... Damn, jeez, get out of my way!" That's how successful people think about themselves. And, if they have a setback or a reversal, or somebody throws them out physically from their office, they say, "Ack, that guys a jerk, let's move onto the next one!" In other words, it doesn't bother them. When you have high self esteem, it doesn't bother you. When you have programmed yourself internally, the up's and down's from the outside don't bother you.

4. PROFESSIONAL: they see themselves as consultants, not sales people.

Here's the fourth one ... **Successful people are professional.** *They are professional in that they see themselves as consultants rather than as sales people.* This is very important! You are telecom consultants ... and when you are consultants you position yourself differently in the mind and heart of your prospects. You position yourself as an advisor ... as a friend ... as an expert ... as a problem solver. You position yourself as a teacher ... a helper ... a counselor. You position yourself totally differently. So if anybody ever asks you what you do, you are a **consultant.** No matter what you do for the rest of your life ... **see yourself as a consultant.** A consultant is better educated, more highly paid, more valued, gives good objective helpful advice, acts as a counselor ... almost like a doctor of business to the individual in your particular area of specialty. A consultant sees themselves differently ... acts, walks, talks differently ... treats their clients differently, and is treated differently by their clients. **So see yourself as a professional.**

I have worked with people who sell siding, people who sell roofing, and people who sell ditch digging services change their business cards to read “Earth Moving Consultant”, “Siding Consultant”, and “Carpet Cleaning Consultant”. They have changed their business cards to “consultants”, and two interesting things happened.

#1 They treated themselves differently. They dressed better ... they were more punctual ... they were better organized ... they saw themselves differently ... self image modification.

#2 Their prospects treated them differently and their prospects listened to them. And their prospects dealt with them as consultants ... the same way you talk to a doctor about your needs and your problems and your pains. When you are dealing with a consultant, you tell them *everything* about your situation ... it’s not an adversarial situation as a consultant, it’s a collaborative situation where you work together to find a solution to the person’s particular needs.

So see yourself as a consultant that helps people to achieve their goals in a cost effective way. By the way, an interesting point is that **you all offer free services**. Basically, you offer some of the finest services available in America in telecommunications for free. You are on the search for people who qualify for free services. Are you with me so far? It’s a very important cost benefit ratio.

“What does it cost?”

“Well, actually it costs nothing ... it’s free.”

“I can offer you some of the best services available in America ... and it’s free. If you qualify, they’re free. If you don’t qualify, I won’t offer you the services in the first place.”

So you are going out offering free services to people desperately in need of it ... like you are selling water in the Sahara Desert. **This is a very good business to be in.**

See yourself as offering free services ... the cost of your clients using your services is ZIP ... it’s free. So you could say, “Basically, Mr. Prospect, not only am I a consultant to this industry, but our services are free, if your company qualifies. We can help you in a substantial way and our services are at no cost to you at all.” Now that’s a pretty good deal. Of all words in **FREE** is our favorite. It’s #1 ... if you want to get people to pay attention to your ad, put the word FREE in it. Now I’m not saying that you should put it in your ads, but you could just remember it when you explain to the consultant ... because, are customers afraid of getting burned? Yes. Of course they are. So you can say,

“I am not really here to sell you anything, I really see myself more as a consultant than a salesperson. What I would like to do is talk to you and see if we can provide you with our services at no cost.”

“Really.”

“Yes, this is an opportunity to provide you with some of the best advice in telecommunications in the United States ... but, at no cost. That’s how we like to do our work. Other people like to charge ... we like to do it at no cost. So, if I could have a few minutes of

Then you go into a consulting mode, and you ask questions. Are people going to open up and share information with you if you start off with that? Yes. It’s simply a way of repositioning what you do, so that it is more attractive to the customer.

5. *Prepared: they review every detail before each sales call.*

The fifth key is that **successful people are prepared**. What we know is that preparation is the mark of the professionals. *They go over every detail before every sales call. They are prepared thoroughly ... they review and they review and they review again.* The mark of the top 10% of professionals ... the highest money earners in our industry ... they prepare thoroughly and the mark of the NON-professional is that they try to “wing” it. The interesting thing is that customers today are very smart ... customers can sense if you’ve prepared and they love you and respect you for it. They like you and they trust you more. And customers can sense if your are winging it ... like you just didn’t bother to prepare ... like you’ve got their name misspelled, or mispronounced, or you don’t even know what they do. You say, “Well, what do you do here anyway?” You are surrounded by widgets on all sides. “Well, we do widgets.” “Oh, heck of a business.” Nothing will cause a business customer to turn-off and to turn cold faster than for you to walk in and not know what they do. That’s the worst question you could ever ask a person in business, is “What do you do?” What that says is that “I have so little respect for you, I could not even spend one or two minutes to read the sign coming in the door.”

Therefore, a little bit of preparation goes along way ... find out about the customer ... ask good questions ... keep notes. The key is to keep really good notes of every conversation so that when you see the customer again, you can remove your notes and look back. Customers love it when the professional can refer to what they talked about in their last conversation, because the customer knows that this person took notes and has referred to the notes before they returned. People want to do business with professionals like that.

How can you tell that this approach is a good approach? The answer is simple: Is this how you want people to treat you? Now, I will tell you that we can stop the seminar right now ... I’ll tell you how be successful in this business. **Practice the Golden Rule: It’s just sell and consult and advise unto others, they way you would like them to do it to you.** In every single case you can even think of this as your organizing philosophy ... I will deal with everyone exactly as I would want him or her to deal with me if I were in the same situation. I want them to treat me carefully and honestly, and carefully prepare, and be thoughtful and look for ways to help me in a cost effective and no cost manner. If you do that, customers will line up.

How can you tell if you are doing your job well? I will tell you how. Do your clients use your services ... do they continue to use your services and bring their friends? Using your

services for the first time is hard. But most important is for them to continue to use your services. The most important of all is for them to bring their friends. It takes 1/15th of the effort to sell to a referral as to sell to a brand new cold call. The highest paid professionals in this industry have a string of referrals. They have referral after referral after referral. And they just simply go and call on people whose names have been given to them by their friends and colleagues in the industry. Their sales are so much easier ... instead of taking hours to make a sale ... it takes you minutes. In many cases they will say, "Just show me where I have to sign, because if Charlie / Susie is using it and what they say is that you're great ... I'll take whatever it is." Those sales are pretty easy to deal with. Does anybody here get sales like that? Yes. "Wow, if I could do this all day long, I'd be rich." Isn't that what you'd think ... and do you know what? The top people do it all day long. Why? Because they plan to do it in advance. They service their customers so well, the customers say, "Jeez, I've got friends that should be

6. **Continuous learners: they read, listen to audio tapes and take additional training.**

Successful people are continuous learners. This is very important. *It means that they read 30 – 60 minutes each day in their field.* The highest paid Americans read 2 – 3 hours a day in all areas ... excepts for sports, newspapers, magazines, and junk. In other words, they read in their field ... they read magazines, they read trade journals, they read about the process, they study selling. In other words, they are constantly upgrading themselves intellectually. But if you just read for 1 hour per day, 1 hour per day would translate into 1 book per week. The average American reads less than 1 book per year. One book per week would translate into approximately 50 books a year. Fifty books a year would give you the equivalent of a Ph.D. at a leading university. If you read 50 books a year, it would be 500 books in 10 years. At the very least you would need a bigger house just to hold your books.

Where do you get the hour? I put the newspaper aside and spend my first 60 minutes reading something of value. After that, you will find you go through the newspaper very fast. Some people will go through 3 or 4 newspapers in 15 – 20 minutes. Most of the stuff in the newspapers is repetitive anyway. Reading the headline and the first paragraph will keep you current with the whole world. Read something ... what we call "mental protein". **Newspapers are mental candy. Sports pages are mental candy.** Think what would happen if you ate candy all day long. What successful people do is read mental protein. **So read on a regular basis.**

The other thing is to **listen to audio programs** ... especially mine, of course! I will tell you why. According to the University of Southern California, regular audio program listening in your car, very focussed educational listening ... you will have 500 – 1000 hours per annum in your car. And that's if you don't get stuck on the Los Angeles freeways ... in which case it goes up. That's 3 – 6 months of 40-hour weeks ... that's the equivalent of 1 – 2 full-time university semesters. You can actually get a university degree in practical skills by listening to audio programs as you drive around. *You could become one of the best educated and highest paid people in America just by turning driving time into learning time.*

A good audio program contains the best ideas of 30 – 50 books. So it saves you hundreds of thousands of dollars and hundreds of hours of reading the books yourselves, because you get someone else who spends years and years reading them and synthesizing them and putting all of the best ideas onto an audio tape program.

The third thing is to **take all of the training you can get.** *We have entered the information age and knowledge is the raw material of the future. Take all of the training you can get.* Peter Drucker says that the **only** successful person of the 21st Century will be the person who is constantly increasing their knowledge and know-how. The person that has learned to learn is the person who owns the 21st Century. The wonderful thing is that in this business, because it is changing so rapidly, it's like a passing stream ... you can step into the river. You can step in, start learning and come up to speed in two or three months. You can be one of the most knowledgeable people you'll meet ... and the most wonderful thing is that you will be more knowledgeable than any customer you have ever talked to. And that makes customers very happy ... to know that the person they are talking to really knows what they are doing.

7. *Responsible: they see themselves as the president of their own professional sales company.*

Here's the last quality of the top people. **Successful people are completely responsible.** This is the most important thing of all for entrepreneurs. There is a difference between an entrepreneur and anyone else. An entrepreneur means to undertake the risk of adventure ... entrepreneurs are paid for results ... entrepreneurs don't get any money unless they get a result for someone ... unless they create, sell, manufacture, or market a product or service. People who work an hourly rate get paid whether they produce anything or not ... at least for a while. And then they get a chance to explore new careers. Which is happening in every large company.

The point is this ... entrepreneurs are totally responsible. The mark of the highest paid and most successful and happy people in America is that they are very highly responsible. They say, "I am responsible!" Successful people don't blame, they don't make excuses, they accept responsibility. They say, "If it's to be, it's up to me!"

In this business, we say that successful people see themselves as the presidents of their own personal service corporations ... their own professional sales corporations. President, by the way, has been a very popular title up until last year. It still is popular in some circles.

So I have a question for you. How many people here are self-employed? [to the audience] Without looking, what is the percentage of people who are self-employed? 100%. You are absolutely right. The biggest mistake we can ever make in our whole lives is to think we ever work for anyone else but ourselves. Everyone of us is self-employed. From the time you take your first job until the time you retire, you are the president of your own company. You are the president of an entrepreneurial company with one employee – yourself. You have only one product to sell in a competitive market place. Which is? Yourself! Your own personal services. Your job throughout your life is to increase the value of your corporation ... to increase the value of the services that you bring to the marketplace. It's almost like you are

setting up a booth in the fair, and your wares are your services ... and your services are the “results” you can get for others ... and your job throughout your career is to work to increase the value of the results you can get for other people. There is no limit to how much more valuable you can make yourself. There is no limit. You can just go to work on yourself and some people make \$10,000 a year, and some \$50,000, and some \$150,000, and some \$250,000. And, the only difference is that the ones making the most have worked on themselves to increase the value of their services. They just drill more holes. They just offer their services to more people and ask for more referrals. So therefore, see yourself as self responsible. In fact, if you have a business card, take it and stroke out whatever title you have on the card, and write in the word “President”. It looks very nice next to your name.

By the way, what does it take to become the president of your own company in the United States under our current commercial legal system? Zip, zero, nada, nothing. It doesn't take anything. All you have to do is say, “I'm now the president of my own company.” And, you are, legally. If you name it after yourself, you don't even have to register it.

[To audience] Randy, what's your last name? “Keller”

So it's Randy Keller & Associates. Put that on your business card. Now go down to your local quick copy shop and make up your own business cards. I promise you, they don't have a swat team, and they won't arrest you. Just write in Randy Keller & Associates ... Randy Keller, President ... put your home address and phone number. Next time you are out with someone ... what you do is, if they say,

You say, “Yes, call me on my private line.”

“Randy, I thought you worked with AT&T.”

“Really, I've never heard of Keller & Associates.”

“Well, we are a private company, we keep a low profile.”

“How long have you been in business?”

How long has it been since you took your first job, Randy? “20 years.” You've been in business for 20 years. Where do you live, Randy? “Denver.”

All right, so this person says, ‘Jeez, is this a Denver corporation?’”

Randy, do you know anybody who lives outside the State of Colorado? “Yes.” You’re a national corporation!

Do you know anybody outside the U.S., Randy? “Yes.” Okay, you are a multi-national corporation. You are a multi-national corporation who has associates and affiliates throughout the United States, Canada, and other foreign countries.

“Wow, jeez, what kind of things do you do?” Randy, let me ask you a question? Do you have a bank account ... do you have any insurance ... do you have a home ... do you have a car ... do you go to restaurants ... stay in hotels ... fly with the airlines ... use a computer? Okay.

If somebody asks, you can say, ‘Well, we are in banking, insurance, real estate, computers, telecommunications, hotels, restaurants, automotives. If I tell you more than that, I’ll have to kill you.’”

“Wow, how big is your company?”

“Well, we’re a private company, only the IRS knows for sure.”

In fact, this is a special pen and it’s 18 carat gold – it’s not one of those cheap black things that you have, Randy. It’s 18 carat gold and it has special powers. And with this pen, I am allowed to anoint people with Senior Executive status. So, I hereby dub you all – PRESIDENT. From this moment forth, when you arise you are the presidents of your own companies, you own lives, your own finances, your own families, and your own futures. You’re all PRESIDENTS – Congratulations!

If anybody asked you where you were Sunday and Monday, say you were at a Presidents Conference down in San Diego. They’ll say, “I never heard of it.” Reply, “You weren’t on the list. Only presidents were invited.” Reply, “Well, jeez, what did they talk about.” You say, “Well mostly presidential matters. They would be of no interest to staff.” In fact, you can go and call your honey at the break and say, “Honey, I’m now the president of my own company.” Honey will say, “Oh my God, you’ve been fired again!”

You are all PRESIDENTS, right? Yes. Good – now that’s how you think about yourself because that’s how the highest earning people in America think about themselves. Even if you work for another company all of your life, the top 3% of executives of corporations in America see themselves as self-responsible. See themselves in charge! See themselves as bosses of their lives! And what that does is it is tremendously empowering. It makes you feel strong – it makes you feel like you can conquer the world. When you like yourself and you know that you are the best and getting better, and you are not afraid ... you can do anything that you put your mind to ... and you love your work and you see yourself as a consultant ... and you are constantly getting better ... and you are taking full responsibility ... then you have the mind set that will guarantee you a wonderful life. Your self esteem will be at the maximum. You will have tremendous resilience and flexibility. You will be tremendously adaptable. You will want to try new things. You will be UN-afraid.

Are you with me so far? It's really important. And all of these mental skills are learned! Like you learned to type and you learned to ride a bicycle ... you learn to think like the best people think. And, because you are on the outside the way you think and feel on the inside, as you change your thinking on the inside, your outer world changes ... so it's a mirror image of it. Very, very important!

CHAPTER TWO

RELATIONSHIP SELLING AND BUILDING CREDIBILITY

1. In selling Telecom services, the sale goes on after the sale.

In the second chapter I want to talk you about Relationship Selling and Building Credibility. This is very important ... I could spend a whole day on this, it is the key to success in our business. According to Theodore Levitt of the Harvard Business School, relationships are the key to selling in the 21st Century. **Everything is relationships.** Remember this in life – everything is relationships. Everything is relationships! The quality of your relationships is going to determine the quality of your entire life. *Whether it's with your customers, whether it's with your suppliers, whether it's with your friends, your spouses, your children, your bankers ... everything is relationships.*

Therefore, it behooves us, if everything is relationships, if our whole success is going to be determined by the quality of your relationships ... it would probably be a good idea for us to have a system to develop high quality relationships.

I will give you the keys ... these are the practices discovered during 55,000 interviews where we have used video tapes and audio tapes with the consultant sitting in the back with a 103-point checklist, watching sales calls and sales transactions, interviewing the sales people before the meeting, interviewing them after the meeting, and interviewing the customer before and after the meeting, we have found that there is a particular profile that takes place. If sales people who have never sold before, begin to act like I'm going to teach you, their sales go up.

I had one gentleman recently who said, in 30 days using this model – which I will explain to you now – his sales went up 400%. He was 52 years old, selling since he was 20, in the same industry, without changing his industry or his company, his sales went up 400%. Now that's a lot! What if your sales only went up 40%, could you live with that? Yes.

So here's how it works ... number one, we say in selling telecom services, the sale goes on after the sale. Now this is very important – what it means is the relationship continues and therefore the customer is thinking about the on-going relationship before they enter into another relationship. Buying telecom services from you is like entering into a marriage with you. People are very reluctant to enter into a marriage because it's a long-term commitment. Therefore, the fact that the relationship goes on after the sale, causes the relationship to be the critical determinant. Do I want, will I be comfortable with a long-term relationship with this person? That's the key question. Not, are the services good, cheap, helpful, do they improve the way I'm doing things?, and so on ... but, am I comfortable with this person. Do I like you? If I don't like you, I don't care how good your services are. If I like you, I'm willing to accept almost anything. So therefore, the relationship is important because the relationship goes on. The person who sells you newspapers can be a thoroughly unlikable person, it doesn't matter. You

never have to see them again. But, in our business, we have to see them over and over. So your like-ability is the critical factor.

By the way, what determines how likeable you are in an interaction with any other person? How much you like yourself! Exactly.

2. Because of the complexity of Telecom services, the relationship is more important than the services.

Because of the complexity of Telecom services, the relationship is more important than the product or services. Who, in God's name, can ever figure out the complexity of what you are offering. Nobody can do it. Only you can do it by staying on top of it. So therefore, as a customer I'm going to have to accept a lot of information on faith. So the relationship that I'm going to take on faith, and trust that the rest of it is going to be OK.

3. The customer today wants a relationship first.

Now, what is the surest way to slam the door on a client? It is to start to talk about products and services before you establish the relationship. I'm going to tell you something that *mental set*. If I told you that when you came into this room, the room is going to be at a perfect temperature – it's going to be nice and cool and comfortable. And you came in here and it was either bitterly cold or too hot, you'd be angry. Why? Because your mental set was jarred. Your expectations were disappointed.

You can create mental set at the beginning of a meeting or a relationship with a customer by saying, "Mr. Customer, my philosophy is to enter into long-term, high-quality relationships with my clients that go on year after year because of my services. And that's what I'd like to do with you. And if that's your philosophy as well, then I would like to ask you some questions and see how we can help you in the most cost effective way to achieve your goals to achieve telecom services."

When you offer a relationship at the very beginning and you say your philosophy is to enter into long-term relationships, then the customers whole orientation toward dealing with you will change -- because we all want long-term relationships with our suppliers. If you offer it and then you ask questions and then more detailed questions, and make suggestions and recommendations, and so on, customers love it. Someone else may come along and try to get between you and the customer and try to offer you services for less money – the customer will never change as long as you have a relationship. So it's very, very important that you offer it at the beginning and that you focus on building the relationship.

How do we know that this is true? Because when we talk to the customers of the top 10% of sales people, the customers feel they have a really good relationship with their supplier.

They say, “Well, we have a special relationship ... we have a good relationship. I look upon him or her more as a friend and as a consultant, than as any outside supplier.” So, therefore, that’s your job ... to build the perception within the customer’s mind.

4. There are two main obstacles to sales success as a Telecom agent:

- **Fear of failure.**
- **Fear of rejection.**

There are two main obstacles to selling success. **The first is the fear of failure** – which is 80% of the reason why people do not purchase services from you. They are afraid of getting the wrong services, paying too much, and being under-serviced. Good grief, you are offering free services to qualified prospects, why wouldn’t they all just line up and buy from you? The answer is that they are just afraid that they are going to get burnt.

Has anybody here made a bad buying decision? Bought something that didn’t work ... paid too much ... couldn’t get it serviced ... were so frustrated you wish you’d never done it at all! Well, every customer you talk to has had that same experience a thousand times. They have been given every promise that God has ever seen fit to put into words over the years. When you walk in they say, “Oh God, there’s another one of them ... they are going to promise me everything and give me nothing, leave me in the lurch, never answer my phone calls.” So therefore, this natural skepticism is what you have to get over.

Here’s something at no extra cost --- It’s what I call the brush-aside for all initial sales resistance. No matter what the customer says, you can use these words and neutralize their resistance. The words are, “That’s alright, most people in your situation felt the same way when I first called on them. But, now they’ve become our best clients and they recommend us to their friends.” Again, the key words are ... “That’s alright, most people in your situation felt the same way when I first called on them. But, now they’ve become our best clients and they recommend

The more specific you can be about the words “your situation” ... for example, take a person who is in manufacturing ... “That’s alright, most people in manufacturing felt the same way when we first called on them.” The law ... “That’s alright, most people in legal services felt the same way when we first called on them.” Office supplies ... “That’s alright, most people in the office supply industry felt the same way when we first called on them. But, now they’ve become our best clients and they recommend us to their friends.”

What this will do is completely neutralize the objection, and the customer will say, “Really, what is it anyway ... how’s it work ... what’s involved ... what does it cost ... etc.” In other words instead of saying, “I can’t afford it.” “That’s alright, most people in your situation felt the same.” “We’re not in the market.” “That’s alright, most people in your situation felt the same way.” “We’re perfectly happy with our existing supplier.” “That’s alright, most people in your situation felt the same way.” “We’re working with someone else.” “That’s alright, most

Are you with me so far? This is the 100% all purpose solvent for initial sales resistance from people who have been burnt. And, you just say it very gently and the question that will

come back. “Well, what is it anyway?” And you say, “Well, it’s exactly what I would like to show you and I just need a few minutes of your time to ask you a few questions and see if we can’t help you in a cost effective way.”

Never discuss your services over the phone. Never discuss prices over the phone. Never offer discounts over the phone. Never go into a sales transaction over the phone. This will kill your opportunity of seeing that person faster than stomping on a bug. So all you do is sell 10 minutes. Say, “All I need is 10 minutes of your time and I’ll show you what we do and you can decide for yourself.” The word “show” means that you cannot convey it to them over the phone. “I have something I have to show you.” “I will show you what we do.” “I want to show you a couple of things, and then you can decide for yourself whether we can be of help to you and there’s absolutely no charge. No cost, no obligation, I’ll just show you what we can do and you decide for yourself.” This is a very easy way to get appointments with qualified prospects.

The **second fear is the fear of rejection** and the fear of rejection is 80% of the reason why sales people don’t ask for the sale. We’re afraid of being told, “NO”. By the way, if you are having problems with the word “no”, you’ve picked a very interesting field in which to work.

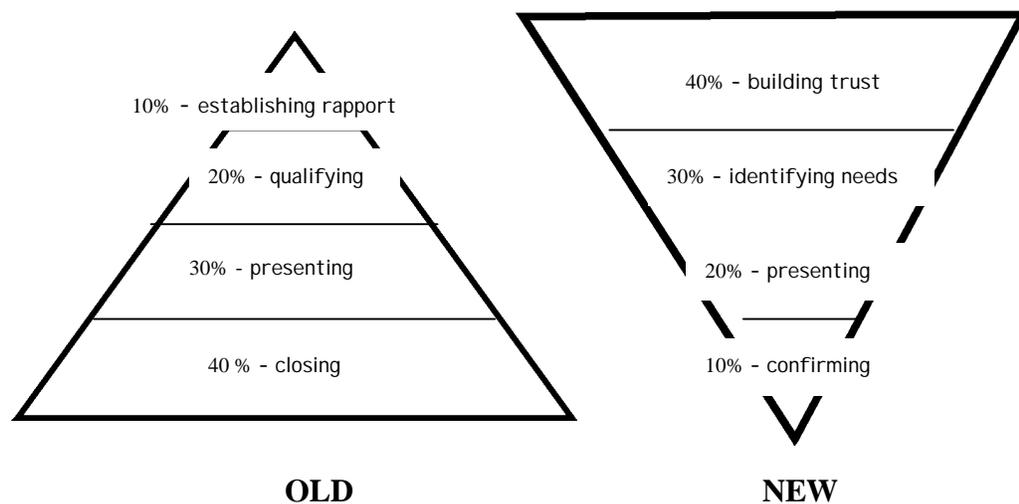
5. With a larger sale, more people involved, longer life of product, or first time buyer, the critical variable is risk!

With a larger sale, with more people involved, with a longer life of the product, or with a first time buyer – for the person who has never used your services before, the critical variable is the variable of risk. Risk is the critical variable. It’s taking the chance ... it’s maybe losing money ... it’s confusion ... it’s breakdown ... it’s transition ... it’s lack of service ... Risk is the critical variable that causes people not to buy. It’s not that they don’t want the benefits of telecommunications, of course they do, it’s just that they are afraid that the risk will be too high. The risk of changeover, the risk of it not working, the risk of cost, the risk of something new and uncertain that they haven’t tried before. So this brings us to number 6.

6. Your job? Position yourself as the low-risk provider of your product/service.

Your job is to position yourself as the low-risk provider. Not the low price – you never try to position yourself as low price, you try to position yourself as low risk. Easy, low hassle, no hassle, convenient, complete, smooth – you try to position yourself so that it makes a lot of sense for the person to do business with you. The way you do it is this –

7. Relationship selling model.



We call this the difference between the old model of selling and the new model of selling. We call this the Relationship Selling Model. The relationship selling model contrasts the old model of selling with the new model of selling. The old model of selling had 4 levels:

The **first** 10% of the old model was establishing rapport. “Hello ... how are you ... getting right down to the purpose of your business. This is OLD model selling which does not work anymore because customers want a relationship.

The **second** part – 20% of the old model was qualifying. Find out how much money they have before you waste any time on them ... this is what we were told in the old model.

The **third** part – 30% of the old model of selling was presenting. Presenting is where you try to talk them into doing business with you ... try to talk them out of the money that you had determined that they had in Phase 2.

The **fourth** 40% of the old model of selling was closing. And we were told that buyers are liars, so close them early and often.

This model of selling was popular up until the 1960's ... it began to fade like a cloud in the 1970's ... it was gone by the 1980's. And today the model has switched to the new model of selling.

The new model of selling has 4 levels. The **first** level in the new model of selling is 40% of the process is building trust.

The **second** level, 30%, is identifying needs. And the interesting thing is that the more you focus on needs ... asking questions and listening to the answers, the more they trust you.

The more they trust you, the more they open up to you. The more they open up to you, the more you listen, and the more they trust you. So the whole focus of your business for the rest of your career is to focus in like a laser beam on the needs or problems that the customer has.

It's interesting that when we talked to the customers of the top sales people, we say, "Why do you continue to buy from them?" They say, "Well, he/she really, really understands my situation. He/She really seems to be focused on my problems or needs." Now how is it that a customer gets the impression that you really, really are concerned about their needs? That's what you ask them about and talk to them about all of the time. You keep the focus on them. Whenever you talk to a person about money, you deal with their head; when you talk to them about their needs, you deal with their heart. All buying decisions are made with the heart. You need to ask them what their needs are, what they are trying to accomplish, where they plan to be in the future, how they plan to get there, how's it working now, what would they like to see more of and less of.

The **next** 20% of the new model is presenting. Presenting is where you show them how you can satisfy the needs that you have mutually identified with your services.

The **last** 10% is confirming. Just getting confirmations ... "does this make sense to you" ... "does this look like a good decision to you" ... "would this be an improvement on what you are currently doing" ... "is this the direction that you would like to go in" ... and so on. Confirming that you have gone through the process intelligently.

Notice – in the old model, tremendous emphasis was put on closing; in the new model, closing is very easy if you have done the first 3 parts ... you've built a high level of trust ... you've really got a clear idea of what they need ... you've made an intelligent presentation of how you can help them, and confirming is very simple.

8. Rule: Listening builds trust.

Number 8 is the great rule – which is: **Listening builds trust.** Now, this is the most important rule of all. The more you listen, the more trust you build; the more trust you build, the lower becomes the customer's suspicion, fear, doubt, concern, worry; the more trust you build, the more the customer likes you, trusts you, believes in you; the more trust you build, the higher the quality of the relationship ... the easier the sale is.

Let me prove this is true. Think of your very best clients. I can describe them to you: they are people that you like and who like you; they are people that you get along with really well; they are people, that when you call them, they take your call; when they call you, you get right back to them; they are people who give you recommendations; and when you go and see them, it's always a pleasure. You look upon them with something special ... you have a warm spot in your heart for your best clients. Isn't that true? This is a description of top clients, and everyone of your relationships are built on trust and high quality relationships and you listen carefully to them and you really enjoy helping them. As a matter of fact, the biggest buzz we get

in this business is doing our job well. Really, actually helping them in a demonstrable way and showing what we have been able to accomplish for them. Isn't that true? Not only do we get a great thrill out of it, our customers get a great thrill out of it as well.

9. How to listen for sales success:

- (i) Listen attentively, no interruptions.**
- (ii) Pause before replying.**
- (iii) Question for clarification.**
- (iv) Feed it back, paraphrase in your own words.**

This point is the KEY to listening success. And there are basically 4 keys to listening success. **Key #1 is to listen attentively; listen without interruptions;** listen as though the person is about to give you the winning lottery number and they will only say it once. Listen as though the person will be buying all of your services for the next 20 years. But LISTEN. Listening is called "white magic" in that it casts such a wonderful spell on people when you just listen. Ask good questions, and listen carefully to the answers. Face the customer directly ... lean slightly forward ... take notes ... nod, smile, and watch them carefully when you listen. Very, very powerful.

Key #2 method of listening is to pause before replying. Don't feel like you have to jump in ... pause for 3 to 5 seconds. When you pause, you tell the customer that you are really thinking over what they said. When you pause, you give yourself a chance to absorb what they said and you actually understand it better. And when you pause, you raise the persons self-esteem, because they feel that what they said was of value, so they must be of value. Do you know that when you really listen intently to a person, their heart rate, blood pressure, and respiratory rate actually goes up, their skin temperature goes up. When they put all kinds of little gauges on people and when they are intensely listened to, their body changes. Adults do not show it as much, but children ... if you listen to a child or baby intently and just focus on them completely, they actually jump when they get so excited. So you raise a person's self-esteem by listening to them very intently when they talk which is much easier than trying to talk them out of something ... just ask questions and listen.

Key #3 is: Question for clarification. Now what does this mean? I'm going to give you the best question that you are going to learn in dealing with objections or dealing with responses from customers. Here it is! "How do you mean?" "Well, we're not in the market." "How do you mean?" "We can't afford it." "How do you mean?" "We are really too busy." "How do you mean?" "We are quite satisfied with how we are doing." "How do you mean?"

"How do you mean?" is a universal question that you can ask over and over again – but it's also an invisible question. No matter how many times you ask it, they are not aware of it. And "how do you mean?" brings out more and more information. Remember this, the person that asks questions has control. Whenever you ask a question you take control of the conversation, and you are supposed to be in control of the conversation. So when the customer asks you a question, for example they may say, "Well, how much do you charge for this

anyway?" How do you respond? You say, "That's a good question. Let me ask you something." Then go right on. Or, "How do you mean?" "Well, how do you mean exactly?" Or, always when they ask you a question, acknowledge and say "That's a very good question. Let me ask you something." And then you go on ... just like you are taking the question and putting it aside ... and just go on. Or, "Let me come back to that in a second, but let me ask you

So remember, the person who asks questions, has control. They say if a salesperson makes more than three sentences in a row, they've lost the sales conversation. Three sentences in a row and the customer's mind starts to glaze over. So, therefore, never say it, if you can ask it. Don't say, "We can save you money on your services." Rather, "Are you aware that our services are actually free to a company like yours?" "No, how does it work." "Well And then you ask questions; you develop your entire presentation by asking questions. Instead of saying it, ask it as a question. Because we remember questions for months; we forget statements in minutes, sometimes seconds.

So how do you mean? A person says, "Well, I don't like your industry ... I don't like your company ... I don't like your products ... Especially, I don't like you!" "Well, how do you

Finally, key #4 is to feed it back and paraphrase it in your own words. This by the way is called **the acid test of listening**. The acid test of listening is when you paraphrase it and feed it back in your own words. When you say it back to the customer, say, "Okay, let me make sure I understand what you're saying." Or, "Let me make sure I understand what you are trying to accomplish." And you repeat back to them what they have just said to you.

Does anybody here write proposal letters? Sometimes they will ask you for a proposal. I **never** write a proposal. By the way, here's the rule: I don't do proposals! If somebody says, "Can you do us a proposal?" "Sorry, I don't do proposals ... we don't do proposals." "Oh, the other people all do proposals. That's how I get rid of them." A proposal means I'm just looking for a polite way to get rid of you. You say, "What we do is discuss what we can do for you and if you feel that this would be of advantage to you, then we formalize it in writing so that it is clear to both of us and to our staff." Don't do proposals in an attempt to get business!

However, when they say that they want to do business with you and you do write a letter to confirm it, here's the way you write the proposal: The first paragraph is very simple ... it is a restatement of everything they have told you which demonstrates that you were listening. The second paragraph is a statement of all the things you will do for them -- which can go on and on. The third paragraph, which is the shortest, is what you charge. So there is huge restatement, huge benefits, and then a small paragraph that outlines what you charge. This is a very simple way of writing proposals and I've done million dollar deals over the years using it and it really works.

Some people start off by talking about how much they charge, or they talk about what their services are ... so always start your proposal by repeating back to them what your understanding of what their needs are and what their situation is. This raises your credibility,

Now the point that I'm making is this – whenever you feed back to a person what they just said to you, you have demonstrated that you were truly listening, you weren't just going through the motions like the dog in the back of the car that wiggles it's head ... you are actually listening, so that's the acid test. Before you respond, always feed it back in your own words to prove that you were really paying close attention. And then give them an opportunity to correct you ... like you may have gotten it wrong. Until you and the other person understand clearly what the situation is, only then can you begin to make recommendations. Right?

After Break -----

So what do we know so far? We know that:

- we like ourselves,
- we are the best,
- we can do anything,
- we are consultants,
- we are responsible for, and in charge of, our own destiny's,
- we love our work,
- we are presidents, and
- we are all going to be rich.

You know there are about 4 million self-made millionaires in America today; they reckon that by the year 2010 - 2020, there will be 20 million. Which means, 1 in 5 Americans will have a net worth of more than a million dollars. And why is that? It's because they will earn good livings by giving professional services and they will not spend it all. Sorry to have to mention that, but one of the keys in life is that if you want to be rich, you have to spend less than you earn. Other keys include -- is if you want to be thin, eat less and exercise more; and, if you want to be successful in selling, see more people, spend more time with better prospects.

Everybody asks me if there is one idea that will make me successful and I'll tell you what it is. First of all, I'd don't believe in a single idea ... but here it is: **Do what you resolve to do!** That's it. All you have to do to be successful is to follow-through on your resolutions. Don't we know that? "Yes." If we would just do what we resolve to do, by gum, we'd all be successful. That's the great challenge. They say that the great need in life is self-discipline ... the discipline to force ourselves to do what we should do, when we should do it, whether we feel like it or not. If we will do that, there are no limits!

- 10. Mega-Credibility is the key to the sale.**
- (i) You – attitude, appearance, dress.**
 - (ii) Company - reputation , longevity, size;**
 - (iii) Testimonials - letters, lists, photos;**
 - (iv) Presentation - customer focused, practiced, prepared;**
 - (v) Product - ideal solution, value outweighs price.**

We say that it takes credibility to get a hearing, but mega-credibility is the key to the sale. It takes mega-credibility to get a sale.

Now, what is credibility? Credibility means they believe you enough to talk to you, but mega-credibility means your credibility is off-the-clock. What we know with regard to mega-credibility is that there is a rule for success in life. There are some great rules. A friend of mine spent 54 years and came up with a thousand of them. Let me give you one of the great ones: **Everything counts!** Everything counts. With regard to credibility, when you are talking to people about their business and their money, you are talking about something that is very sensitive to people and everything counts. Everything either helps or it hurts ... it adds up, or it takes away ... it's either moving you toward the sale, or moving you away from it, but everything counts.

Successful people are always people who say ... "everything counts". Unsuccessful people say ... "Oh, it won't matter" ... "Nobody will notice" ... "It's OK" ... "We'll do it later". I would just suggest this to you ... if ever you need surgery for yourself or a loved one, I hope the surgeon you get is one that believes that everything counts.

So, we know that there are five keys to building very high levels of credibility ... mega-credibility, off the chart credibility ... because, what is the major obstacle to buying? Fear! The major obstacle to any decision is fear. Therefore, mega-credibility is when you raise your

credibility like the teeter-totter, you lower the perception of fear and risk on the part of the customer. Your job is to position yourself as a low-risk provider and as you raise your credibility the perception of risk drops. Here are the five ways:

First, is YOU. You are a critical factor with regard to credibility. You are the most important factor of all. It is not the company, because people don't buy products or services, they buy people ... they buy you. That's the reason that they buy. And that's why a person with a great personality, who has really done their job well, can sell an average product at high prices. Whereas, a person with a poor personality, who has not prepared well, can not sell an outstanding product at low prices. Therefore, you are the key. There are three keys to it: attitude, appearance, and dress.

Now what kind of an attitude do you think goes hand-in-hand with high sales in this industry? Cheerful attitude! When tens of thousands of customers were asked, "Why do you buy from top people?", the number one word they used to describe them is NICE. "Well, he/she Here's an important thing ... I spent several hundred thousand dollars in sales research ... I've got stuff that would blow your eyes out ... just incredible stuff ... but, one of the things they found in interviewing tens of thousands of customers is that customers summarize the entirety of yourself, everything that you are in a single word. People don't think, "Well, he is nice, generous, kind, compassionate, willing, able, dependable, punctual, and everything else." They summarize it in a word, and the most popular single word used to describe the highest paid sales people is, "He/she is a nice person." Why do you go there? "Well, they're nice people." Why do you buy at that place? "Well, he/she is a nice person." **Nice** is very powerful and nice comes from the inside. You can not be phony "nice" ... you can not fake "nice". You really have to feel happy about yourself to be nice to other people, and you

The other thing I want to talk about is dress. There are a lot of people today who are talking about dressing-down. This is perfectly appropriate in many cases. However, when you sell to businesses, you must look like their advisors look. You must look like their bankers and their lawyers and their accountants. Remember you are a consultant in the same league as other consulting professionals, so when you call on your clients, look like the kind of people that they are accustomed to taking advice from. In the animal kingdom, it's called plumage. In other words, if you are going to position yourself as a person who gives advice in a high-tech field, then you must look like a person worthy of accepting advice from. Many people do not realize this.

You only dress-down if you have no customer contact; if you have customer contact dressing down is going to hurt you more than you can imagine. Ninety-five percent of the first impression you make on other people is made with your clothes. Why do you think that is? Because, even on a warm day, your clothes cover 95% of your body ... 95% of the first impact is visual. People make their first opinion of you in 4 seconds, and the first opinion is "yes" or "no" persons mind is made up. If you don't look the part, you don't stand a chance. They won't even listen to you ... they can't hear you, i.e., "Your clothes insult me so much, I can't hear a word you are saying" ... "I'm blinded by your clothes."

Therefore, I will give you one piece of advice which made a great difference in my career as a young man ... go out and buy at least one book on how to dress for success in business. Read it from cover to cover and organize your wardrobe based on it. Go through your closets with a garbage bag, take out all of those clothes you thought were neat to wear in business ... put them all in a garbage bag and give it to one of your competitors and ruin their career.

Number two is the company, and the most important part of the company is the reputation. Eighty-five percent of sales in America are word of mouth and reputation is “word of mouth.” It’s what people say about you. There are several forms of reputation: longevity, how long you have been in business, the size of your company, and so on. One of the most important things you can do in this business is to brag about your company ... talk about your affiliation with AT&T ... talk about your association with other companies ... talk about how long you have been in business. Don’t be afraid to say **great reputation!** It’s amazing how many sales people don’t say that. “We have a wonderful reputation for customer service.” “Virtually all of our clients come to us and stay with us for years, as long as they are in business.” Later on someone will say, “Why are you going to use their services?” “Well, they’ve got a great reputation for customer service.” “Well, how do you know that?” “They told me!” They aren’t going to argue with you, they aren’t going to ask for a sworn document to that effect. Brag about your company ... be proud of the fact that you give great service. Build reputation where reputation does not exist.

The number three key to credibility is testimonials. Letters from satisfied customers are so important; lists of satisfied customers; photographs of satisfied customers. One of the most powerful of all selling tools is what I call anecdotal selling. Anecdotal selling is where you tell stories of satisfied customers. Stories are how we think. A friend of mine said this wonderfully, he said, “stories are the factor of connection in human relationships.” We connect with others through stories. So tell them a story of a client who was hesitant to use your services, who had the same reasons that people are giving you as objections, but has been using your services now for some time ... and this is what they told you just the other day.

Does anybody here have success stories? Yes. Of course! Part of your discussion is to tell success stories because success stories raise credibility faster than a whole list of statistics will. Letters from satisfied clients are so important, it’s unbelievable. Testimonial letters are so important that sales professionals who do not use testimonial letters have skinny kids.

Fourth – the presentation should be customer focused, practiced and prepared. Now what’s the number one word used in a customer focus presentation ... it’s the word “you”; it’s the second most popular word amongst all languages ... “free” and “you”. The other words are: easy, guaranteed, new, up-to-date, modern, state-of-art ... these are all words that you can use. So, if you say, “We have a new, up-to-date, state-of-art, easy, modern, free way for you to save more money.” “Wow, that’s good.” You should have a sentence that has all of those buzz words in it.

Fifth – the product is the ideal solution, and the value clearly outweighs the price. This is really important. No matter what they say about price ... you say, “Look, what we offer really turns out to be free and it includes even more. It’s free +++.” This is a really good thing

for people to understand. “If you are not qualified for it, we wouldn’t recommend it; if you are, there is no cost to you to get some of the very best telecom services available in the world today. Wow, it will save you time, save you trouble, save you hassle, and it’s easy, free, convenient,

So those are the keys to mega-credibility.

CHAPTER THREE

YOUR MOST VALUABLE ASSET

This chapter contains some of the most important principles you can learn in this field and they have taken me from rags to non-rags. They've taken me from struggling, knocking on doors, making \$20 sales to making million dollar sales by using these very simple principles. They are not complicated.

Philosophical rule: All great truths are simple truths. Anything that you hear today, you should say ... "Yes, that makes sense." It shouldn't be complicated. "That makes sense." Why?

One of the great rules I've learned over the years -- if it's true, it's true for you ... and it feels true. You never have to bend your mind to accept a new truth. If it doesn't feel right, it's probably not right.

1. Your highest, most dependable source of cash flow is your earning ability.

We say that your highest, most dependable source of cash flow is your earning ability. Now, why are you at this conference? Because you are "cutting edge", you are in the top 10%, you are here to increase your earning ability. And, the smartest thing you could possibly do during your working years is to always be looking for ways to increase your ability to apply yourself to your world to earn more money. Remember, people earning \$25,000 and people earning \$100,000 are often no different in basic talents. But the one earning \$100,000 has learned how to increase their earning ability, which means in our free society to increase our ability to give value to other people. That's what we do. We increase our ability to make a contribution to others.

Someone asked me, "How do you phrase your business?" I said, "It's very simple, you never talk about change, you always talk about improvement." It's not "will change" ... what you are doing is ... "We will show you some ways to dramatically improve what you are doing." Nobody likes change, but everybody likes improvement. So always be talking about improvement.

2. Your most precious resource, all you really have to sell, is your time.

Number two is your most precious resource, all you have to sell is your time. In fact, your time is a trade. Everyday, every week, every month you go out and you trade your time for

life. You trade it for money; you trade it for happiness. The only question is, “Are you a good trader?” Do you get a good trade back? Do you get a good return on your investment of time? Some people trade their time very well and get very, very high returns. Some people trade their time poorly and get poor returns. But, remember the basic talents and abilities are the same ... just others are good traders. Good news ... you can learn to be a good trader.

I had a gentleman in my seminar recently and I was telling this story in Chicago last week and his name was Mikhail. Mikhail was from Russia and he spoke like a person from Russia; his English was Russian English. He arrived from Russia with nothing. In his first year he learned English using my tapes and books ... my programs are used to teach English in 18 foreign languages ... the reason is because my English is pure, correct, and un-accented. So, Mikhail came over, and they asked him, “how do you learn to be successful in America.” He said, “here, study this material that will teach you, not only English, but how to be successful in English.” His second year, he got a job selling life insurance for Mutual of Omaha ... which is a very big company and has many thousands of agents. His third year, he was number one in the world for Mutual of Omaha and made over \$800,000. And, this gentleman in Chicago came up to me and said, “are you talking about Mikhail Boryis.....?” Yes. He said, “I was just with him in Omaha, he’s the Chairman of the President’s Council of Mutual of Omaha. He’s the highest paid person in our entire company.” This was about 2 – 3 years later ... and they asked him, “Mikhail, where do you get Russians to sell to?” He says, “Russians? I don’t know no Russians. I sell to Americans. I don’t know any Russian people. Russian people got no money anyway. I sell to the Americans.” Here’s a guy who can’t even speak clearly and he’s number one among the highly skilled, well-educated, professional agents. Why? It’s because he used his time well. He’s traded his time well to learn his trade and he’s constantly upgrading his skills. You will find that the highest paid people are the ones who are upgrading their skills more often.

3. Best investment of time / money? Increase your earning ability!.

Number three - the best investment of your time and money is very simple, it is to increase your earning ability. They did a study in New York recently and they asked about 100 businessmen and scholars ... “If you had \$100,000 that you managed to make from your business clear, what would be the best way to invest it?” And, do you know what the answer was? The best answer was, “The best place to invest it would be back into yourself, getting better at whatever skill it took to earn the money in the first place.” They said that would be the best investment of all. Why? It’s because the return on it would be higher and more predictable than anything else you could do. If you invested it in the Stock Market ... it depends upon the Stock Market and the company and a thousand factors. Let me ask you a question ... If you were investing in yourself, are you going to take in information in courses that are most helpful or least helpful? Of course. When you invest in yourself, you will get the very highest trade value in learning. So investing in yourself is very important!

4. Become an expert in time management.

Number four – become an expert in time management. As we say, amateur hour is over; becoming an expert in time management will enable you to multiply and simplify your life faster than any other factor. We find that all of the highest paid people in our business are very good time managers. They spend more and more time with better and better prospects and customers. And the poorest paid people spend too much time in non-productive activities and with low value prospects and customers. Does this make sense? Time management is really important ... I learned this some years ago and it just changed my life.

5. The Pareto Principle, the 80/20 rule, applies to all aspects of selling.

Number five – the Pareto Principle, the 80/20 rule, which is the foundation rule of time management, applies to every aspect of selling. Now, the Pareto Principle, the 80/20 rule, says that 20% of what you do accounts for 80% the value of what you do. If you have 10 things to do, two of those items will be worth all of the others put together. Your job is to always be working on the one or two items that are more valuable than all of the others.

Now the big, valuable, important items are also the hardest, the most difficult, and the most likely to be procrastinated upon. The fun, little, easy, irrelevant things are the ones that we mostly spend our time on. So, the key is to discipline yourself to work on those few things that have the biggest pay-off of all.

6. Job description of a salesperson? Create and keep a customer!.

Number six – the job description of a salesperson is to create and keep customers. As you know, these are two very important parts in telecom – because you must first of all create them and second of all, you must keep them. The two are important, but the starting point is to **create** them in the first place. If somebody asks you what your job is, aside from being a consultant, say you are a **business development specialist**. Your job is to develop new business.

7. Spend 80% of your time creating customers; spend 20% of your time keeping customers.

So, what we say here is to spend 80% of your time creating customers, and spend only 20% of your time keeping them. Spend 80% of your time developing new business. It's very, very important. Don't make the mistake of spending all of your time with your old customers.

You are in the business of new business development ... so 80% of every day should be new business development.

A friend of mine named Frank Casseta took over the worst office of Xerox (out of 2,000 offices world-wide); he took it to number one status within three years and he had a very simple formula. He said, "Nobody does proposals. Nobody does paperwork. Nobody does preparation or planning or reading or studying or meeting with other sales people when customers are available to be seen. From 9:00 to 5:00, or 8:30 to 5:00, in our office, I don't want to see anybody here. There are no customers here. The customers are out there." They said, "we don't have to take this. We are used to coming into the office, sitting around, drinking coffee, and talking about how tough business is." So what happened is about 1/3 of his people quit. Within 2 – 3 years, he had the highest producing office in Xerox. The critical thing was ... he got rid of the chairs. No chairs. When you came into the office, you could only stand ... there were no chairs. He found that chairs and sales people have a magnetic affinity to each other. So, he just got rid of the chairs. When people came into the office, they just took care of their business standing up and if there was no point in standing there and he would come out, "What are you doing here? Did you bring a customer with you? Why are you here?" "What about proposals ... I'm used to spending half my day typing proposals." "Well, you type your proposals before 7:00 in the morning and after 6:00." "Well, geez, I've never thought of that before." What happened was their sales went up and up, they became some of the highest paid people in the industry, and the office became the highest producing office in the world, because he forced his people to go out there and spend all of their time developing new business. It's a very simple thing ... but, if you force that on yourself, it will change your life.

8. The work of a Telecom agent consists of three activities:

- 1. Prospect;**
- 2. Present;**
- 3. Follow-up.**

Number eight – the work of a telecom agent consists of three activities: Number one is to prospect; number two is the present; number three is the follow-up. Prospect, present, and follow-up! This is the truth of your business ... by the way it has been true for selling throughout all of human history. Prospect, present, and follow-up. Some people don't know it, but selling is the oldest profession. Oh, you think ... no, no, no. That is merely a sub-category of selling! What you are thinking about ... no, it's just a sub-category and in that sub-category, you must also prospect, present, and follow-up. So your job, just like a ballet instructor: prospect, present and follow-up. "What do you do for a living?" "I prospect, present, and follow-up." "And what determines your standard of living?" "Well, it's how well and how often I prospect, present, and follow-up." "What determines how big a house we live in ... "How well I prospect, present, and follow-up." That's what you do. People say, "Hi, what do you do for a living?" "Prospect, present, and follow-up. What do you do?" "Well, I'm sort of like an advisor." "What does that mean?" "Well, I sit in my office and wait for the phone to ring after sending out postcards." He needs to be taken out in the back and beaten with a stick.

We know that there's a ratio of prospects. Let's say you have to call 20 prospects to get five presentations ... and you have to make five presentations to get two follow-ups ... and two follow-ups to get one sale. Out of bottom of your hopper, comes sales, clients, business. This means that you have a 20:1 ratio. Your job is to do two things: 1) keep the hopper full. You have got to have lots of prospects because so many of them will fail. And 2) is to improve your ratio by getting better at prospecting, better at presenting, and better at following up.

I worked with a salesman some time ago who took his ratio from 20:1 in one year up to 15:1 to 10:1 to 5:1 to 3:1. He increased his sales, as you can see, by 700%. He retired 5 years later as a self-made millionaire and now lives in Santa Fe, New Mexico, because what he did is he just constantly worked on getting better at prospecting, better at presenting, and better at following-up and delivery. What happened was that the better he got at it, the more referrals he got, so the easier it was for him to get face-to-face with better prospects, spend more time with better prospects, easier to make sales and prospect, present, and follow-up. That is what we do. That's what determines the quality of our lives.

9. Spend 80% of your time prospecting and presenting; spend 20% of your time following-up.

Number nine - are you ready?, can you guess? Spend 80% of your time prospecting and presenting, which is the part of selling that most people avoid; and only 20% of your time following-up. Don't mix them up! I can not tell you how many sales people's careers have gone sideways because they stopped prospecting. They started farming their follow-ups, they started calling back on the same people, or trying to call back on the same people. Remember the hopper – keep the hopper full, keep pouring it in. Keep thinking about it and working on prospecting so you have, in the course of a day, more people to see than you have time. This is an important point – All top sales people have more prospects than they have time to follow-up on. Therefore, they have to sort them and qualify them by telephone to make sure they are calling on top prospects. Poor sales people in this industry don't know where their next prospect is going to come from, and they wake up every morning in a state of terror. They have no idea where the customer's going to come from. Your job is to keep that hopper full ... make sure you have too many people to see in the time that you have, rather than too few.

10. Average salesperson works only 20% of the time.

Number ten – the average salesperson works only 20% of the time. The average salesperson, according to Columbia University, only works 1½ hours per day. I've had people who have said, "If you know anybody who works that much, we'll hire them, because that's

Now, let me ask you a question. When, exactly are you working? There are only three times when you are working. See if you can figure it out? If you can, you will actually get a

break for lunch, if you don't you will have to stay after. **There are three times when we are working! They are when you are prospecting, presenting, and following-up!** Wonderful.

The point is this, you are only paid for face time. Please understand that! You can be the finest athlete in the world and you get paid for playing ... you can train for hours and hours and weeks and months and years, but you get paid when you are on the field. You are on the field when you are face to face, head to head, knee to knee with somebody who can and will purchase your services. In between calls you are unemployed. When you wake up in the morning, you are unemployed. You are not in the "time and effort" economy ... you are not on an hourly rate ... you are only paid for results. You can only get results when you are prospecting, presenting, and following-up. Therefore, your job is to spend more face time with prospects. Just imagine, this is when you are paid ... face time with prospects. This is when you are paid ... when you have face time.

Now, I have a little theory by the way ... it's a double your income theory. My first theory was if you just become 1/10th of 1% better, which you can if you just start to use your time better and better. The other is my "minutes by minutes" theory ... it's my own personal contribution to selling. It says that if you are earning all of what you are earning today with the amount of minutes that you are spending face to face with customers today ... and the average is about 90 minutes a day ... then, if you just double the number of minutes that you are spending face to face with prospects, you will double your income. If you don't change another single thing. If you just increase the number of minutes each day so you are spending twice as many minutes as now, you will double your income. Are you with me so far?

You think, "Well, how could that be?" The fact is, if you just see people twice as much, you will make twice as much. And, so your job has to be from morning until night ... I'm going to give you a piece of advice that was great for me as a young person ... try to schedule your first appointment as early as possible. The earliest appointment I ever got was at 6 a.m. It was with a top executive who came into work early – one of these workaholics – his staff was expected to be there by 7:00 ... so, the only time you could see him was between 6 – 7:00 a.m. I remember it was a winter and it was cold, and the snow was blowing, and I had to get up at 4:00 in the morning ... he said, "I'll see you at 6 a.m., if you are here, we'll talk, if you're not, we won't." So I got there early ... I got there at 20 minutes before six. It was this cold parking lot, I had to keep the engine running because it was in the North and the snow was blowing, it was chilly, it was 20 below zero, and I'm sitting there and it's dark and the engines running and I'm cold and there's not another car for miles ... it looks like there's been a bomb scare ... and there's nothing ... and as the minutes tick by, I'm thinking, "I've been had". I'm sitting there and I'm ready and at 2 minutes to 6:00 he drove up and I got out of my car and sat down with him and did hundreds of thousands of dollars worth of business with him over the next few years. The key is start early!

Now, what do you do when you finish an appointment at 7:00 a.m.? Well, you better have somebody else to see, too. So what you do is start seeing people as early as possible. Your very best decision makers are most available before regular working hours and one or two hours after work. If you call a small company after 5 or 6:00, who do you think answers the phone?

The owner. That's why they are the owner ... that's why they make the big bucks. So, try to schedule your first call early so that you can get a real good run on the day.

11. Plan your sales work geographically, reduce traveling time.

Number eleven – plan your sales work geographically. Don't travel from one end of town to the other end of town and then back again. Divide your territory into quarters and then number your quarters, and then work one-quarter of your territory each day or half-day. Arrange your appointments so that you reduce traveling time ... so that you can see the greatest number of people with as little traveling time as possible – you can then increase your face time.

Don't travel all the way up here and then all of the way down to the other end of town and then all of the way back up again. Why do people do that? Fear of rejection. How can you be rejected if you are driving in traffic. "Boy, I was busy all day ... I was going all day ... north and south." "Did you ever see anybody?" "No, nobody was there, but, boy, I was going all day long." We convince ourselves that we are really working hard. You are only working when you are prospecting, presenting, and following-up. It is only when you are face-to-face with people who can and will use your services that you are working. All of the rest of the time is merely self-delusion.

12. Upgrade your skills continually; get better at your key tasks!

Number twelve – upgrade your skills continually; get better at your key tasks. This is one of the greatest time saving techniques in the history of man ... it's to constantly get better at the important things you do.

Fortune Magazine did an article a couple of years ago on the highest paid non-salaried Americans. Two of the 12 individuals were sales people; both were graduates of my selling programs; one of them worked for Sherson Lehman, the other worked for New York Life; one was making \$3.6 million, the other was making \$5.4 million ... straight commission. Both of them had started off with the Yellow Pages as their basic selling tool. They were given the Yellow Pages and told to dial and call people; from that point on, they went on to create great careers. The individual from Sherson Lehman is a friend of mine who became an expert on the telephone. He became so good on telephone prospecting that he could do 99% of his business by the telephone. You and I can't because that's not our business; but, he was so brilliant with the telephone that, basically, he could create and build high quality relationships that added up to millions of dollars just by using the telephone. Does anybody here use the telephone to prospect? Of course. The rest of you don't, the rest of you fly over the city and wave and people wave at you to come down and land ... come on!

If telephone prospecting is a critical skill of yours, then I have some advice for you – get really good at it! Become the “Texas Chain Saw Massacre” of telephone prospecting; become so good, you need a license from the police department to work in a particular neighborhood. I mean, you can become so good, you are a threat to man and beast. Become good at telephone prospecting, because that’s the spigot that turns on the tap of your income. Are you with me so far? So, get a great big wrench so you can turn that spigot on so that you become really good on the phone.

Now, is it possible to become brilliant on the telephone? Yes, of course it is. Everybody who is brilliant on the telephone, at one time never used the telephone. And some of them came from foreign countries and they didn’t even have telephones as part of their cultures. So, therefore, if they can do it ... you can do it ... nobody’s better than you ... nobody’s smarter than
!

13. Continuous personal / professional development is your key to the future.

- a) **Read one hour every day.**
- b) **Attend sales seminars four times per year.**
- c) **Listen to audio programs in your car.**

Number thirteen – continuous personal/professional development is your key to the future. This is so important – as I was saying at the break, if I could only do one thing in my whole life, I would spend the rest of my life just walking around the country with a drum - beating the drum of personal development, because personal development increases your income, raises your self-esteem, improves the quality of your life. There is nothing like it. Personal development is like physical fitness. So here are the rules:

- a) **Read one hour every day.** One hour per day will translate into a book per week, a book a week equals 50 books a year. You could become one of the highest paid and most success people in American history just by reading in your field.
- b) **Attend sales seminars four times a year.** Attend every seminar, every conference, every meeting like this that you possibly can. What I have found over the years, because I have had a chance to address other meetings, is that the best people are always here. One of you said before, “I’m the best”, it’s true. You are the best. The best people are always at these meetings. Now, you may say, “If you knew how much I’m making, you wouldn’t say I’m the best.” But, remember it doesn’t matter where you are coming from, all that matters is where you are going. And the best people, the people who are going someplace, are at these meetings. The best people are at the seminars; the best people are hungry to learn how to be better. It’s so important in America with information becoming obsolete so rapidly.
- c) **Listen to audio programs in your car.** I have told you about audio program listening, but I can tell you stories that are phenomenal in the terms of the increase they have made in people’s incomes. I remember one gentleman who bought one

program at one of these seminars, and he increased his income by \$70,000 in one year ... and he was already a top salesman. They said it was absolutely incredible. This guy was one of the top people and his income jumped \$70,000 and he came to me, and said "it was solely attributable to your programs." I had another fellow come up to me recently and he said, "I went in to see this person ... I made a presentation and I lost it ... I realized he wasn't going to buy it. And, I started toward the door saying, 'Thank you very much', and then I remembered the words from your program ... so I turned around to the customer and I said the words and the customer responded exactly the way you said he would; he invited me to come and sit down ... I sat down, opened up my briefcase, answered his last objection, closed the sale." He said he "made \$2,000. I'm 23 years old, it's the most money I've ever made at one time in my whole life. I remembered the words ... I remembered the words." (this is called the 'lost sale close' ... what you say when you've lost the sale),

There's a story about Ollie and Sven ... they live up in Minnesota. They shoot a deer and they are dragging the deer back to the truck by the tail. And they keep slipping and losing their grip and a farmer comes along and says, "Boys, what are you doing?" "Well, we are dragging the deer back to the truck." "Boys, you are not supposed to drag a deer by the tail. God has provided that deer with handles for dragging, they are called antlers. You are supposed to drag the deer by it's antlers." "Well, that makes a lot of sense. Thank you very much, sir." So they went around and started dragging the deer by the antlers. After about five minutes moving along, Ollie says to Sven, "Sven, the farmer was right it goes a lot easier by the antlers." "Yeah, Ollie, but we are getting further and further from the truck."

The point of that story is very simply this ... the world is full of people who are dragging the easy way. They are doing what is fun and easy ... they are going to have "fun, fun, fun 'til their Daddy takes their T-Bird away". They will drive around listening to music and they will read the paper and they watch television and then wonder why their lives do not get better. Do you know that the highest paid people in America watch five hours of television per week; the lowest paid people in America watch 6 – 7 hours a day. There is a direct relationship between television watching and income: the more you watch, the less you make; the less you watch, the more you make. But even more than that, the less you watch, the higher quality of relationships you have with your family. People who are watching television all of the time just basically shut out the family. People say, "I'm at home every evening watching television." Well, you might as well rent a room downtown in a motel because you are no good to your family there.

CHAPTER FOUR

SEVEN PROVEN PRINCIPLES FOR SALES SUCCESS

1. **“Get Serious,” make a decision to go all the way to the top.**

Number one is “get serious.” This is very important. The principle mission of this conference is for you to get serious about this business, because this business offers such wonderful opportunities for the indefinite future as to be beyond belief. There is no limit on how far you can go or how much you can make, except the limits you place on yourself. So get serious, make a decision to go all of the way to the top.

Remember that the reason people are at the top is because, by gum, they decided to go there. And the reason people aren't, is because they haven't decided to go there yet. They are not smarter or better than other people, they are just very clear about where they are going and they just put one foot after another until they got there.

2. **Identify your “limiting skill“ to sales success.**

Number two is identify your “limiting skill” to sales success. What is your limiting skill? What is the one skill that can help you the most? Ask your friends, ask your associates ... everybody knows in their heart what their limiting skill is. But there is one skill that if you can bring it up will do more to double your income than any other skill. It may be prospecting, it may be presenting, it may be following-up. But whatever it is, it is pretty simple ... you know what it is ... and what you do is focus on becoming so good at that skill, that you can make more and more sales.

3. **Get around the right people.**

Number three is get around the right people. Associate with what kind of people? Successful people! Get around winners! They say if you want to fly with the eagles, you can't continue to scratch with the turkeys. Get away from negative people, get away from the complainers and the whiners and the thumb suckers and the no-hoppers. Get away from them. Eighty percent of the people out there whine and complain all the time about their life. “How are you doing?” “Well, I don't know. I couldn't find a parking space ... the water's got too much ice in it ... my coffee was cold.” Ah, shut up! Be an optimist, be cheerful, look for the good in everything! Get around positive people, people with goals, people who are going someplace!

4. Take excellent care of your physical health.

Number four, take excellent care of your physical health. Make a decision ... there has never been a time in human history where people can live longer and live better than today. So make a decision that you are going to have a long, healthy, happy, vigorous life, and you are going to be killed diving out of the window by an irate spouse at the age of 93.

5. Positive Visualization; see yourself as the very best in your field.

Number five – positive visualization. See yourself ... remember the person you see is the person you will be. So see yourself as the very best in your field. This mental image that you have of yourself as the very best in your field is priceless to you. You always perform on the outside, the way you see yourself on the inside.

6. Positive self-talk; talk to yourself; control your inner dialogue.

Number six is positive self-talk. It is very important to control your inner dialogue. Fully 95% of your emotions are determined by the way you talk to yourself, by the flow of words going through your mind. So, if you are thinking positive happy thoughts, emotionally you will be positive and happy. Just like when you watch something that is funny and you laugh, you tend to be a happier person. If you think negative thoughts, or suspicious thoughts, then you will be a negative, pessimistic person. So it's very important that you talk to yourself in a positive way. And fortunately, we have taken a course on the way the top 10% of the people talk to themselves.

So let's do a quick review. Let's hear the words ...

**I like myself!
I'm the best!
I can do it!
I love my work!
I'm a consultant!
I am responsible!**

That's how you talk ... that's how the top people think about themselves. They like their work, they like themselves, they love what they are doing, they are happy, they are responsible. When you think like that on the inside, you start to enjoy the same results as the top people on the outside.

7. Positive action; get going, get busy, move fast.

Number seven, and perhaps the most important of all – the essence of every study I have ever seen on successful people is “positive action”. Successful people engage in positive action; they have a sense of urgency. They get on with it. They think of something, they see an opportunity, they move quickly. They think of a prospect – they move on the prospect. They think of an idea – they apply it. Remember this, most of the things you try won’t work. But, only a *few* have to work! And, there is a direct relationship between how often you try and how much you will triumph.

So our business is a business of numbers. And that means, the more different things you try, the more different things you do, the more action you take – the more successful you will be.

SUMMARY

Let me summarize this with just a couple of words. We are living at the best time in all of human history. By your decision to come here, consciously or unconsciously, you have decided to be players in this time of history. You have decided that you are among the best and you are going to get better. You are in the telecom industry, and this industry is one of the great growth industries of the world for the indefinite future! There are some industries that are not growing; some industries are dying. But this is a great growth industry, so when I say, "Do you want to double your income?", "Do you want to make next year the best year of your life?", you have the tools. Decide what you want – write it down – make a plan to get it – concentrate on becoming good at what you do – get better and better – work on yourself – and throw your whole heart into it! And if you do, the next century is going to be the best time of all of your life, and I hope it is.

Thank you very much. God bless you. You are the best! You are the best! Thank you, Dan.