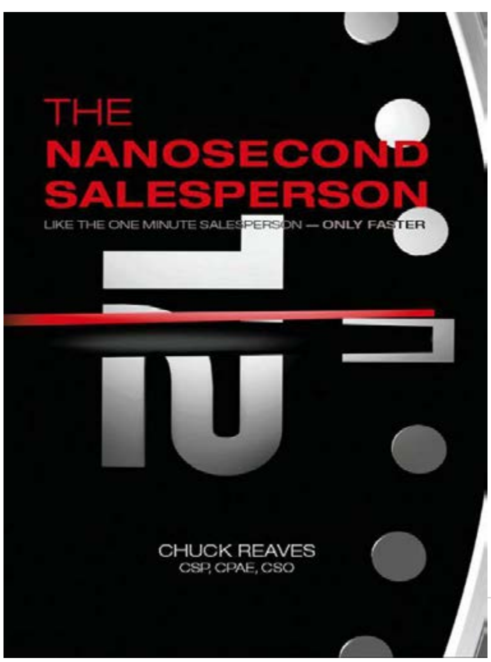
The Nanosecond Salesperson
Study Guide for Leaders

"In the history of recorded time,
no customer has ever said,
"Your price is too high,"
and meant it."

- Chuckism #6



Note from the author:

Sales is a science. Even though no two salespeople are the same, no two customers are the same and no customer is the same on subsequent calls. It's like being a surgeon. No two surgeons are the same, no two patients are the same and no patient is the same on subsequent visits. Still, surgeons use the same protocol, process and measurements regardless of who they are and who the patient is.

Isn't it interesting that we do not think of accounting, engineering or operations as anything but a science? Yet, somehow, we see sales as an art form.

As with any other science, sales is evolving. New technologies and processes are being introduced regularly. Continuous Quality Improvement, CQI, is a way of life for all business disciplines. Just as new concepts are being introduced in other areas of your organization, your sales team can be encouraged to find ways of enhancing your current sales abilities.

This program is designed to ***stimulate discussion,*** *not to offer solutions. Your organization is different from any other so the ideas your team develops will be unique as well. Use this program as a springboard for your* ***next new thing in sales****.*

Teach Others!

Chuck

Contents

Introduction

Welcome to *The Nanosecond Salesperson's* Study Guide for Leaders, a relevant resource to help you week by week to engage your sales staff in making the most of Chuck Reaves's revolutionary ideas about changing the way you sell.

Whether you have a large sales staff spread across many locations or a team of two or three, this unique sales training will result in increased revenue and productivity and stream-lined sales cycles.

This leaders' sales guide is specially designed to coincide with the *The Nanosecond Salesperson's* Study Guide for Students that will be used simultaneously by your staff.

Your guide will help you to encourage discussion and participation around key goals and to adapt the overall general lessons to your specific circumstances.

As with all training, ensuring that time is permitted within the employee's work schedule to dedicate to training is paramount, as is recognition or rewards for those participating. That does not have to be monetary, since the salesperson who takes the course will inevitably earn more money.

But you can offer certificates, a Friday off before a long weekend, or some other kind of attractive promotion.

Prior to starting, ensure that everyone has a copy of the book and has the technical capacity to be able to follow discussions about using technology in the workplace. They do not have to be trained in that technology, but basic computer skills will greatly enhance the reality of the discussions.

If taken week by week for a period between 40 to 90 minutes, the course duration is 14 weeks. It can also be delivered over the course of a two-day session or, depending on discussion time, reduced to even one day if everyone has read the book thoroughly in advance.

Because of the salesperson's mindset that translates time not spent actually selling as lost or wasted time, it is vital from the start that the value of what your team is learning is evident. The book has been specially designed to deal with that consideration, so right from the discussion there will be meaty bones of discussion to chew on and a clear path mapped to increased success at the end.

The hardest reality to be taught through this course is that what even a veteran salesperson knew to be true yesterday may no longer be valid. It takes everyone in the room on a growth cycle, expanding minds and exploring options.

As a sales leader or manager, you know already that the market has changed, the consumer has changed, and we have changed as a society. If you and your team do not rise to that challenge, you will slowly fall below your quotas and find yourself replaced with someone who grasps the new rules.

In this course your team will learn how to:

- Engage in a process of continuous improvement to shorten the sales cycle and make it more efficient
- Avoid making mistakes because there is simply no time for a do-over

- Adjust work habits to the reality of a speeded-up world
- Distinguish the difference between fast and immediate
- Use technology to make the workflow smoother
- Warm up the sales leads process
- Communicate more effectively with customers

Although you personally have likely taken many courses and read many books about the art of sales, this book flies in the face of them. That is because Reaves firmly believes that sales is a science, not an art at all. He sees sales as measurable, predictable and a process that can be replicated.

He is also convinced that sales people need to start immediately to make better use of technology to eliminate some of their routine tasks and find ways to bring more efficiency to the sales cycle process.

For best results ensure that no more than a week elapses between training sessions. Set a designated time so appointments can be booked around it. For example, a Tuesday or Wednesday lunch time might be easily accommodated into most people's schedules.

You and your team will benefit the most if full participation is encouraged. This study guide is specifically designed to avoid true and false type answers or the simple regurgitation of facts. Instead, it is focused on helping you and your team engage in a progressive series of discussions that examine the way you work and the potential for it to be done better. Try to ensure the rookie in the room is as comfortable expressing themselves as the 30-year veteran.

If actions stem from some of your discussions, and that is devoutly to be wished, then make sure that time is allocated in subsequent sessions to ensure that these actions are noted and feedback on them is collected.

Use white boards or flip-charts to keep track of great ideas that emerge. You do not have to keep minutes; this is not a meeting, it is a discussion. However, you and your team will benefit greatly if someone can be tasked with keeping a log of highlights of discussion points and potential strategies.

Although you may wish to set the tone by facilitating the first session, you can heighten participation and gain new perspectives by asking other team members to occasionally take on facilitating subsequent sessions. Spend a little time going over with that person the key points to be stressed, and ensure they have their Student Guide, and then sit back and see how the team reacts.

About the author

Chuck Reaves, CSP, CPAE, CSO, writes from the perspective of one who has walked in your shoes. After spending 10 years as an entry-level employee at AT&T, he was promoted to account executive and was the highest producer out of 1,100 salespeople. He was then named sales manager and received numerous sales honors and awards. His ability to manage difficult situations gained him distinction within the Bell System, and made him a frequent speaker at AT&T sales schools.

He is the founded of Twenty-One Associates Inc., an Atlanta-based sales training and consulting company. His first book, *The Theory of 21,* is the result of his years of success in the corporate environment. In his second book, *Never Take Money From A Stranger*, he teaches readers how to ask for whatever they want and get it.

Even though he commands substantial fees for his sales courses and speaking engagements, if he works with a team he guarantees that if their sales or other performance does not increase by more than his fee as a result of his work, he will make a refund. After 30 years and 3,500 presentations, nobody has ever asked for a refund.

Why did he write *The Nanosecond Salesperson* as his third book? Because he knew the timing was right based on the turmoil in the markets, the growing sophistication of customers, and the more controlling aspects of buyers.

Getting the most out of your Leaders Guide

To retain and make practical use of what Chuck Reaves advises in *The Nanosecond Salesperson*, as a leader you should first read the entire book from cover to cover. This will give you a better idea of where it is heading and help you to facilitate better discussions.

Then go back and break it up into the weekly lessons that coincide with your guide.

Unlike many courses that require your team to study or memorize “correct” answers, this program is more about opening minds to new possibilities for making more money. You should introduce it that way so everyone knows from the start what the goal is and why they should buy into it.

In your leaders guide, each lesson is broken up into a requested reading. Your goal as a leader will be clearly outlined for each segment, key concepts summarized, and discussion points suggested.

Each lesson also has new rules to remember. These should be posted on the White Board or flip-chart half-way through the meeting. At the end of each session, send each participant an email thanking them for their participation and listing the "new rules" adopted at the session. Midway through the week before their next session, send a second email that outlines the results of any action taken or research conducted as a result of the previous lesson.

In this way, you maintain the excitement and presence of the training, even when everyone is not gathered in the same room taking a new lesson.

Change is a process and the more ways you can subtly support it and set an example of its importance, the more effectively your team will receive and accept that message.

Lesson 1 - “Fast” is the new sales speed

Goal for your team to grasp:

Sales is a science, not an art. As such, it is a measureable, predictable and a process that can be replicated.

Reading Assignment

Introduction of *The Nanosecond Salesperson*

Summary of Key Concepts Discussed

As a leader, find an example within your firm about how business was conducted a few years ago that would be far too cumbersome to continue today (i.e. delivery of goods by horse and wagon, etc.)

Use it to illustrate how much you have had to improve your speed to cope with the demands of your customers.

Remind the team that the number one trend in sales is “fast.” Acceleration of the sales process can be the difference between success and failure.

Yet while the speed is accelerating, the quality of sales calls needs to improve as well. Customers want quality information that will allow them to make quality decisions and they want it fast.

The science of sales is changing to accommodate that.

Mention some recent changes that have gone on in other departments within your firm that support the efforts of the sales department. This could look at an efficiency in the processing and/or delivery of orders, the use of computer programs to maintain updates of product data, and the growth of the corporate website to issue up to date information.

As a sales team, remind the participants that the trend toward fast is not going away and they should start considering now the ways time could be saved and sales figures secured.

For example, some face-to-face calls could be replaced with video emails.

Supplement your video email with some generic collateral materials and you can deliver a better, faster, and lower cost sales presentation.

Stress that with the right sales systems in place, you can identify prospects, conduct a qualified and quantified needs analysis, do a qualified and quantified feature-benefit-solution presentation, overcome their price resistance with a qualified and quantified cost justification and close the sale before your competitors can schedule an appointment.

New Rules to Remember

1. Spend less, sell better and do it faster.
2. Replace face-to-face calls whenever possible. Time is saved and your cost-of-sales (COS) is lower.

Definition

Cost of Sales – Also known as cost of revenue and even cost of goods sold, your cost of sales reflects the amount it costs a business to produce or purchase a good or service to be sold to customers.

Points to Discuss

1. Start a discussion going around this question:

“Setting extraordinary goals is the first step to achieving extraordinary success. As you begin this course, what results do you hope to achieve as a result of your time and thought investment in this program?”

2. Pull up the smart board, white board, blackboard or paper and markers and title the next discussion:

“Steps to reducing the number of face-to-face calls:”

Ask everyone in attendance what they personally feel they would need to have a comfort level with sending an electronic message instead of a personal visit with one of their clients.

Potential answers, if prompting is needed, could start with video of product demonstrations and attractive and well written sales collateral covering specific products, and then step back and see what they will come up with.

You may not have the exact specifications of how this can work at this stage of your program, but at least you can draw up an action list of material that should be developed to reduce face-to-face sales calls as an end goal.

Be sure that all of these suggestions are saved and circulated mid-week as follow-up to team members.

Lesson 2 – What you don't know can hurt you

Goal for Your Team to Grasp

You can no longer believe that the tried and true stories about sales will work in today's marketplace. Use as your example "build a better mousetrap and the world will beat a path to your door."

Thinking that if you build a better mousetrap the world will beat a path to your door denies three assumptions:

(a) That the world knows you have a better mousetrap – that's the function of marketing.

(b) That the world knows where your door is – that's sales.

(c) That the world knows it has mice. If they don't have mice, or don't realize they have mice, they're not going to be interested in your mousetrap, no matter how good it is.

Reading Assignment

Chapter 1 of *The Nanosecond Salesperson*

Goals for your Team to Grasp

Tell your team that while it has long been a company mantra to say that "the customer comes first," it is now time to take that up a notch.

It is time for each team member, yourself included, to start focusing on what we can do for our customers, not just what you can do. Customers don't just want our products and services. They want to know what our products and services can do or them right now.

This might be a difficult concept for your team to absorb, especially if sales have not been robust lately. But it is essential that the focus move from the team to the customer and their needs.

Talk about the slump that "Ed" is experiencing and invite people to share their own experiences of being in a slump.

Then ask your team how they would feel if they could find new ways to sell that would even out their sales performances, ensuring that they did not have to experience the desperation of "the slump." Assure them that upcoming discussions and lessons are going to illustrate how that can be done.

New Rule to Remember

1. No product has ever sold itself. Ever. If you think yours will, take a customer out to your warehouse at 2 a.m. and listen.

Points to Discuss

1. What can we do for your customers to persuade them they must have our products or services? Make a list of key areas in which we can be particularly helpful.
2. Invite each member of your team to make a list of five long-time clients they have and five new clients they are trying to secure. What product or service could they offer those customers that would ease a burden for them or help them do their jobs better? How does what we sell fit into our customer's work? How does what we do benefit them?

Be sure to keep these ideas and circulate them mid-week to all course participants. You do not have to write a White Paper about this. Just send a one or two page list entitled: "How Our Customers Benefit from What We Offer." Invite them to add any other ideas they might have.

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Lesson 3 – Sometimes you do have to re-invent the wheel

Goal for your Team to Grasp

No matter whether you are a rookie or a veteran salesperson, you cannot abandon the process of pre-call planning. It is an absolutely essential part of your sales cycle.

By the end of this session, you want each person to have determined a set pattern of research that will help them avoid being blindsided by clients.

Reading Assignment

Read Chapter 2 of *The Nanosecond Sales Person*.

Summary

When we get a sales lead, we normally determine its viability and establish a priority for it. Then we engage in pre-call planning, set an appointment with the potential client and go out for the initial needs analysis.

Depending on what we learn in your first face-to-face meeting, we determine whether to see them face-to-face for a second time, or rely on electronic communication.

These may be tried and true processes, but the more seasoned a salesperson becomes, the more apt they are to get sloppy with the process. The first thing to be gone is the pre-call planning.

The veteran salesperson develops templates that they can pull out and apply to similar industries. They justify this with the assumption that it is not necessary to re-invent the wheel.

Stress that sometimes we do have to start from square one gain, and re-invent and re-engage with our process. That is because circumstances and marketplaces change, so old rules are sometimes simply not valid.

Refer back to previous discussions about how it felt to go through a slump, and identify pre-calling planning as one way to ensure that your team does not make the same mistake Ed did.

Does your organization have pre-call planning protocols in place? If so, this is the lesson in which they must be brought forward for discussion to ensure they are still relevant or new procedures should be added.

If you do not have any formal system in place, stress the importance of pre-call research.

Discuss with your team the difference between being busy doing tasks that are helpful, and being busy doing tasks that are essential. Pre-planning research is essential.

This is the time to ensure that your sales team is well-versed on what has been going on to increase efficiency in other parts of your company. For this session, it would be a good idea to invite two or three people representing other departments to come in and speak briefly to your team about the most exciting initiative they have undertaken in the past year, and how it will help the sales department do their jobs better.

Even more importantly, ask them to discuss how what they have done will impact the customer and the service they receive.

Set up an informal system that will encourage the sharing of information among your company's departments. Try to ensure that your sales team gets regular updates, perhaps through quarterly briefly sessions with other departments or some other mutually acceptable process for staying informed.

Remind your team at the end that no matter how vital their work is as salespeople, they cannot go to the customer as if they were an island within the larger context of the firm. They have to know what is happening within their own company and within their own industry.

New Rules to Remember

1. If you work in sales, it is a mistake to think that the sales department is the only one relevant to you. They are all relevant, and you should know what is going on throughout your organization. You do not want to be blindsided by a client.

Points to Discuss

1. Invite your team members to take a few minutes to write down the number of departments that exist within your company, the name of a key contact person in each of those departments, and to summarize the biggest initiative they conducted successfully in the past year. If you cannot do any part of this project, that's okay. It means more communication is needed. Brainstorm with your team about some ways this can be done.

Lesson 4 – What you don't know can hurt you

Goal for your Team to Grasp

"Winging it" is not an option, ever. No matter how long you have been serving an account or how many times you have interacted with them, there are things you don't know. What you don't know can hurt you.

Summary of Key Concepts Discussed

Whenever we work in any business for a long time, we develop certain habits. When we find that these things work well for us, we carve them in stone, place that stone in our mind, and let it occupy so much space it often blocks potential improvements to our system from being considered.

Discuss the way that Ed was blindsided on his sales call and note that it is actually easier for a veteran salesperson to be blindsided than a rookie because we can fall into the habit of "winging it." We believe that we really know our customers well and we forget that circumstances can happen outside their business that have a profound impact on them.

Pre-call planning is one of the first activities seasoned salespeople tend to abandon, and that is a huge mistake. If we arrive to call on a customer and your information is not completely up to date, we may lose a sale.

New Rules to Remember

1. There is no such thing as having too much information; there is such a thing as giving too much.
2. The person at the table who knows the most about the other person's business wins.

Definition

Pre-call planning – This refers to the process of research, planning and anticipating and considering various scenarios that might occur prior to engaging in a sales call.

Points to Discuss

1. Ask some of your senior team members to talk about their pre-call planning systems. Ask if they have ever been blindsided like Ed, and what they learned from it.
2. Activate the White Board or flip-chart again. Discuss with your team the methods they use regularly to stay abreast of news that impacts clients. Is there a formal pre-call planning protocol? Would it be helpful to develop one or even an informal list? Ask your staff for ideas for sources of information to be checked. Do they have the liaisons they need with other departments, such as accounting, to ensure that the customer's account is up to date prior to calling on them again?

Collect all of the potential sources and ideas. Circulate them midweek as a reminder of pre-call planning protocols. Ask members of the team to add to the list if they have since found a new source or a new way to keep up to date with their clients.

Additional Resource:

Distribute *The Nanosecond Salesperson's* Pre-Call Planning Protocols Guide as a hand-out at this lesson, or circulate it through the week between course sessions.

The Nanosecond Salesperson's Pre-Call Planning Protocols Guide

Review

Prior to every sales call, review all previous contracts, previous buying habits and notes from previous sales meetings. If you had promised to deliver follow-up information, did you? Is there something you should be sending the client prior to your call?

Research

Go to the company's website and refresh yourself on all their products and/or services. Read corporate blogs and check news releases to see if new developments are in the offing.

Download a copy of their annual report if they are a public company and read it thoroughly to be acquainted with the message they want people to know about themselves. You will also gain hints about long term strategy that can be useful in your sales presentation to them and gain data about their financial health.

At the same time, run the business sector they represent through Feedly to see what kind of stories are trending in their segment of the market.

Check the local newspaper to determine if there are any other issues at a local or regional front that might be impacting them.

Talk to others

If there are people within your own organization who have worked with this client before you, gather feedback from them. More good, anecdotal information can be gleaned by speaking with vendors whom you might know who sell non-competing products. They might offer some insight.

Check with other departments within your own company such as shipping and accounts to ensure there are no outstanding issues or that there has not been any problems since your last visit to the client.

Gather information about the people you will be meeting

Run the names of everyone expected at the sales meeting through Linked In and Google just to see what comes up. You may find a common area of interest or a warning indication of a hidden agenda.

Prepare to ask good questions to gather more information

Write at least five good, open-ended questions that will encourage your client to talk about themselves and their business.

Study not only what information exists, but also what doesn't

If you would normally expect to see certain information on their website and it isn't there, take note of the gap and consider reasons for it.

Practice your sales presentation privately

Make your presentation to yourself in front of the mirror and watch the areas in which you hesitate and are insecure with your data. Try to anticipate questions or objects that you client will have.

Vet your presentation with your sales manager

Depending on your circumstances and the importance of the client, it's a good idea to run your presentation's key points past your sales manager or even a colleague in sales to ensure that you are not missing anything obvious.

Give your presentation the bottom line test

Everything you do in your sales presentation should be designed to bring the client to a sale and close the deal. Review your presentation from that perspective and ensure that what is included is relevant to your goal.

If your presentation does not get a "yes," remember to find out why?

If you are rejected in your sales proposal, very few business people will be upset with you if you politely ask why, especially if you explain you are trying to serve them well and want to know what prompted their decision. That is where the real learning takes place.

Lesson 5 – Listen more than you talk

Goal for your Team to Grasp

Salespeople are often said to be blessed with "the gift of gab." The real gift today is to practice the "art of listening."

Reading assignment

Read Chapter 4 in *The Nanosecond Salesperson*

Summary of Key Concepts

Intuition, that gut feeling identified with making us a good judge of character, helps a salesperson a great deal, but it isn't enough. Intuition in today's more complex marketplace has to be balanced with knowledge and facts about the client.

We sell to everyone differently based on who they are and how they like to be sold. This is a skill every good salesperson learns. It is not insincerity of personality that prompts us to appear to change as the client changes. Rather, it is a sign that we are capable of applying both our science and intuition to achieve the most favorable result.

Always approach a client armed with as much knowledge as you can gather about their business. Then encourage them to talk more about it.

New Rules to Remember

1. The more you talk about your client, the more your client appreciates you.
2. Good salespeople use knowledge; great salespeople learn to balance knowledge and intuition.

Definition

Intuition – Intuition is your faculty for understanding something or knowing it without solid proof.

Points to Discuss

1. Ask your team to consider these questions: Has your small talk with your clients become shallow? Do you make the routine inquiry about their family and then launch right into talking about yourself and your products? What kinds of questions could you ask that would encourage them to open up more about their business and themselves? Keep a running list of good, open-ended questions that encourage customers to talk about themselves and their businesses. Be sure to circulate this mid-week between sessions.
2. Discuss the idea that everyone's favorite topic is themselves. Once your team members are successful in getting clients to talk about themselves, what techniques do they use to analyze the information they receive and use it in their sales presentation?
   For example, if your customer tells you they have been exceptionally busy in the last quarter, how do you interpret that in terms of potential future sales? If they tell you the company is being sold or being moved or changing its approach to manufacturing or production, how do you lead the conversation to figuring out how these developments will impact your sales? Discuss this and keep note of any good hints that come out of the exchange of ideas.

Suggest to your team that they analyze their conversations with clients and try to determine the percentages of how long they talk compared to how long the customer talks.

Lesson 6 – Everything can be improved. Everything.

Goal for your Team to Grasp

If team members are determined that they are doing certain processes the absolutely best possible way and they are determined that change is not needed, in this lesson you have to open their minds a little to the idea that perhaps there is always room for improvement.

Reading Assignment

Read Chapter 5 of *The Nanosecond Salesperson*.

Summary of Key Concepts Discussed

Whatever improvement programs --- productivity, quality, etc. – that are being used in other parts of the organization need to be used in sales as well. The sales department is not an island.

We have already promoted that reality by earlier inviting representatives from other departments into one of our courses to share what is going on in their areas of the firm.

Now we have to consider one vital aspect of sales specifically and how it works. That is lead generation and the sales funnel.

Talk about whatever system is in place for generating leads, where these leads come from, the percentage of leads that translate into sales, and whether the leads received from other corporate departments, such as marketing, are cold or warm.

Is the situation working effectively?

Suggest to your team that by examining just this one area of the sales process this week, you are beginning to introduce the concept of Kaizen, a process of looking at each step that needs to be done and questioning how it can be done better, faster and at a lower overall cost.

Kaizen is a Japanese word that means, generally, continuous improvement. The Kaizen process is a formal defined series of steps that leads to a reduction in time and cost of production.

Once you determine what you can do to improve the situation, you look at how you can improve the process by which you hand off the process to the next person or department.

One of the primary and most obvious targets for Kaizen is the idea that something cannot be improved. It can. The way it was is not the way it needs to be, and therefore, it must change.

New Rules to Remember

1. Major improvements usually begin with small, even minute, events.
2. Thinking through the situation and then asking the hard questions is the beginning of the solution.

Definitions

Sales Funnel – The number of leads a sales person has that ultimately funnel through to actual sales. Managing the sales funnel means that we find ways of increasing the number of leads that result in sales.

Kaizen – A philosophy translated as a business management system designed to produce ongoing improvements throughout an organization, notably in efficiency and quality.

Points to Discuss

1. In this reading assignment, did your team notice how Charlie made a note to himself when he came up with the idea of the “warming oven” and its implications for sales leads? How do team members capture their on-the-spot ideas to develop them later? Do they carry a physical notebook, text themselves, or use some other method of remembering their flashes of insight that could lead to significant improvements in how you work? Circulate a collection of these ideas mid-week between lessons.
2. How do team members receive the bulk of their leads? Is this process effective? What are its strengths and weaknesses? How could it be improved? Consider other sources for leads, the ratio of leads to sales, and the process by which leads are vetted.

Lesson 7 – No time for making mistakes

Goal for Your Team to Grasp

Technology is readily available to anyone who wants it. Salespeople need to take advantage of it.

Reading Assignment

Read Chapter 6 of *The Nanosecond Salesperson*

Summary

The business of sales is changing and it is changing fast. We have to take our sales process and focus on every aspect of it if we are to take it to the next level. And once we arrive there, it will be time to change again.

There is less and less room for error. The old tools, like differentiations, have grown dull.

We have to consider new ideas like Real Sales Automation (RSA) and Enterprise Resource Planning (ERP) systems to keep all departments on the same page of the same songbook at the same time.

Continuous improvement systems like Kaizen must be implemented, and more and more firms are looking at designated Client Relationship Managers (CRMs).

All of these programs being new and challenging opportunities that are fun for successful people.

At the same time, we must to continue analyze our failures since we often learn more through our failures than our successes.

New Rules to Remember

1. There is virtually no time for mistakes because there is no time for a do-over.
2. Differentiations do not last. Technology is available to everyone who wants it.

Definitions

Differentiations – The act or process of being different from the others. In business, it refers to modifications to goods and services that attempt to distinguish them from competitor's offerings.

Real Sales Automation – Also known as sales force automation, this term refers to the process of taking the basic business tasks of sales and automating them. Aspects that can be automated start with order processing, order tracking, sales forecast analysis, employee performance evaluation, contact management and customer manager, but can be far more extensive.

ERP systems – Enterprise Resource Planning systems are business management software that can provide an integrated view of the core business process all at once, in real time.

Client Relationship Managers – The client relationship manager in an organization works with strategies, processes and systems that help them develop clients for life.

Noose Questions – Noose questions are questions that have enough rope in them to allow you to hang yourself.

Points to Discuss

1. Who are the encouragers in your life, the people who put the courage in you? Encourage your team to talk about the people in their lives who motivate them. In this experience of sharing on a more personal level, your team will also become closer together.
2. We often learn more from our failures than our successes. Invite your team members to think back over their work in the last six months and determine one situation that did not end as well as they had hoped. What did they learn from that experience? What could they have done to have changed the outcome? Identify common areas of problems and potential solutions to release mid-week. Invite members to continue to share on this topic.

Lesson 8 – Focusing on communication in sales

Goal for Your Team to Grasp

Having wrong information can be more problematic than having no information.

Reading Assignment

Read Chapter 7 of *The Nanosecond Salesperson*.

Summary of key points

Effective salespeople are masterful communicators. They modify their behavioral and communications styles to improve their customer's ability to hear and understand their message.

People who have not been in sales will often see the behavioral shift as insincerity, as if the salesperson is a chameleon who changes just to meet whichever style to which the customer responds.

That is not the case.

Professional salespeople don't compromise ethics or integrity or alter their price, but they do alter their behavior in the interest of having the best possible communication experience.

Besides being listened to, today's customers want a quality response to what they are saying, and part of that quality is speed. Having the information they want is the other part.

The way to have the proper response is to ask good questions about what your customer is doing and listen and learn from their reply.

Consider the concept of Supply Chain Selling. As the saying goes, “Don’t sell to, sell through.”

Help your customers sell more of their stuff and they’ll buy more of yours.

Regardless of how your sales call goes, do a post-call critique on every significant call. If there are no legal restrictions in your state, record every call and go back and review it. You will find that is the most powerful and most effective sales coaching ever.

New Rules to Remember

1. Anyone can make a mistake – how you respond to it will determine your level of success.
2. Fast does not necessarily mean immediate.

Definitions

Supply Chain Selling – Don’t sell to, sell through. Help your customers to sell more of their products to their customers, and they will inevitably need more of your products.

Vertical Selling – Selling more products or services to existing clients.

Horizontal Selling – Selling products to new clients.

Jeopardy Selling – Phrasing everything in the form of a question.

Points to Discuss

1. Can Jeopardy Selling really work? Ask two team members to demonstrate. One acts as the customer, one as the sales person.

Demonstrate how this can work. If you have two team members with a bit of a sense of humor who might be willing to prepare an example in advance and present it at the meeting, ask them a week or two before this lesson to prepare something for delivery at this time. That way, you can have fun with this concept and still illustrate its effectiveness.

2. Memorizing and internalizing sales nuggets like “sell through, not to,” is essential for keeping selling on track. What are some nuggets that you like to mine as part of your sales process? Send this question out as a mid-week memo to your sales staff and ask them to bring their favorite nuggets to share at this lesson.

Lesson 9 - Bring Kaizen into your sales world

Goal for your Team to Grasp

Non-salespeople can often give us new insights into the way we are conducting our business. Just because they don't sell for a living doesn't necessarily mean that their knowledge is not valid.

Reading Assignment

Read Chapter 8 in *The Nanosecond Salesperson*

Summary of Key Points

In this chapter, a non-salesperson brings the concept of Kaizen to the table as an idea that he believes will be productive. It is important in our rapidly changing world not to close our minds to input from people outside our circle of business.

It is time to consider how new systems and technology can help you sell more effectively.

For example, at trade shows, business cards can be scanned so basic contact information is collected in one file immediately for quick follow-up. Different messages of follow-up can be devised based on the person's job title, so those handling technology get relevant messages that are different from the follow-up sent to managers.

The speed with which the Kaizen methods moves signals how sales departments need to respond to new initiatives.

A Kaizen event is a formal process that examines an entire process in the smallest detail. Once the process is laid out, each step, sub-step –even the simplest aspect – can be evaluated.

New Rules to Remember

1. Make faster decisions – ready, fire, aim.

Points to Discuss

1. Along with all the other changes you must absorb, a change of attitude towards accepting input from people who aren't necessarily experts in your particular part of business is crucial. Nobody has a corner on all the good ideas, and people who work in one sector sometimes fall into a habit of thinking alike. Being shaken up by a voice from the outside is invigorating.

   Ask team members to describe what steps they take to seek feedback about your business from people outside of it? Ask if anyone has a good example of how they gained unexpected insight or got a great idea that paid off for them.

2. Start to think about the process of breaking your sales cycle down to a series of steps, as small and as detailed as you can, in preparation for embracing the Kaizen system. Ask the team to identify various components of the sales cycle, in no particular order. Keep these descriptions on record. Circulate them mid-week in case anyone has another addition to the cycle list.

Note: Circulate a memo to all staff that next week's lesson will be a full or half-day Kaizen event.

Lesson 10 – Engaging in a Kaizen event

Goal for your Team to Grasp

Improvement is a continuous development. No process can be carved in stone. Your team needs to be prepared to change, and then change again.

Reading Assignment

Read Chapter 9 of *The Nanosecond Salesperson*.

Summary of Key Concepts Discussed

Welcome team members to what may be your first ever Kaizen event, an entire day dedicated to determining how to do your jobs better and faster. Week by week, you have been encouraging participation and gathering great ideas. Now is the time to bring them all together and push forward to generate even more ideas.

If you have the resources, turn this day over to a consultant who specializes staging Kaizen events. If the task stays on your shoulders, open the session by showing Chuck Reaves' video about Kaizen for Sales (http://www.screencast.com/t/B3kChmCg) to set the tone for the day.

List every step in your sales cycle. You have been collecting this over the last few weeks, so now is the time to place these steps on your Smart Board for all to see.

Start by setting your goals for the Kaizen event. Common goals are:

- Shorten sales cycle
- Make better sales calls and at a lower cost

- Automate much of the sales process.

Then start a discussion how, step by step, the sales process can be improved. Advise your team you want small ideas, not only big ones. Major change starts with small ideas.

Have one person delegated to keep track of all the ideas generated on this day to work into a master document at the end.

As you consider each step in the sales process, apply the EDA Factor: Eliminate, Delegate, or Automate if at all possible.

What tasks can actually be taken out of the cycle without harming revenue or productivity? What are some things that have always been done but are just not necessary anymore?

What tasks can be delegated away from the salesperson to an office administrator, another department, a technological program, or the customer?

What tasks could be automated?

This Kaizen event is an ongoing process that should be repeated several times over the course of the year.

One of the most amazing things that emerges is that the right attitude and the smart use of technology, things can happen quickly. And speed is important.

Chuck Reaves suggests for a mantra in his video: “Better, Faster, Lower Cost.” Use that criteria in assessing the ideas that come forward and the actions to be taken.

When the Kaizen event is concluded, determine a set of actions to be initiated immediately. Ask for team feedback as well and circulate this and key actions that will be taken immediately in your mid-week email.

New Rules to Remember

1. When a question is on the table, the first person to speak usually loses.
2. Respect for authority and hierarchy are not challenged by incidental activities like sharing coffee pots.
3. New customers are more likely to give us referrals than older ones – especially in the case of a competitive win.

Definition

EDA Factor: EDA stands for eliminate, delegate or automate, part of the kaizen approach to improving your business.

CSO – A chief sales officer is responsible for knowing all aspects of the sales strategy, development and management.

Points to Discuss

1. Every encounter with a customer (phone call, email, invoice, and the way the phone is answered) is a “customer touch” and is part of the sales cycle. In what ways could those touches be improved? Can you apply the EDA Factor to them?

Additional Resources

Click here to receive *The Nanosecond Salesperson's* Quick Guide to Kaizen Events.

The Nanosecond Salesperson's Quick Guide to Kaizen Events

What Kaizen Is

The process of Kaizen is often associated with manufacturing and production, but it is equally effective in sales. When it is done correctly, it brings a scientific method to all work processes and humanizes the workplace by encouraging innovation and experimentation.

It fosters participation of workers at all levels and generates new ideas, breaking a cycle of thought that centers on "we always did it this way so we will continue."

Essential components of a successful Kaizen event

Participation is the key component to success at a Kaizen event. In sales, for example, it might not just include sales staff but also representatives from different departments, innovative thinkers throughout the company, clients and even analysts from the academic world.

The idea is to broaden the range of ideas coming forward. Having said that, small groups trying to solve a specific problem can also use it effectively to focus on the issue at hand.

Leading a Kaizen event

Normally led by a supervisor, the Kaizen event stresses that no department operates as an island within the corporation. It draws in cross-departmental participation. Looking at solutions, a focus is on using machines and computing power to free human efforts for other tasks.

What can be expected

A Kaizen system differs significantly from the "command and control" atmosphere that dominates corporate America. Instead, it promotes small improvements through a culture of continual improvement. All the small steps ultimately lead to large, overall improvements. It is a process of making changes and monitoring what happens, and then adjusting and re-adjusting.

How Kaizen differs from traditional strategy

Instead of detailed, extensive strategic planning processes that have been in favor in recent years, the Kaizen system fosters smaller experiments whose results can be implemented immediately.

What is the cycle of a Kaizen event?

A Kaizen event can last for a weekend of a few days or even a week. The event is frequently referred to as a "blitz." Issues that are not solved in the designated time period are recorded to be used in later events. The person that all participants deem to have made the greatest contribution to the event is honored with the title of "Zenkai.
The Kaizen cycle includes standardizing process and activities, measuring the results, gauging the measured results against the essential requirements, innovating to meet requirements, and continuing the cycle indefinitely.

Lesson 11 – Celebrate your wins

Goal for your Team to Grasp

You can get your customers to manage many of your routine sales tasks, leaving you free to bring in more new clients.

Reading Assignment

Read Chapter 10 of *The Nanosecond Salesperson*.

Summary of Key Points Discussed

The sales process can be refined through the Kaizen system, making it faster, better and less expensive.

Specifically, by using EDA (eliminate, delegate and automate), doing business as we know it will never be the same again.

Aspects of the sales process that can benefit from EDA include:

- Making better sales calls
- Reducing time taken to close an account
- Reduce sales expenses
- Increase revenues
- Increase profits
- Better compensation for salespeople
- Useful sales tools
- Career advancement

With the right attitude and the smart use of technology, you can make better things happen quickly. How many times have you been in a meeting where the meeting notes were boring? How many times have we seen presentations that were not up to date?

Take the issue of sales leads. What is the process by which they are funneled to the sales staff? What selection criteria is used to determine which leads to follow? Can a criteria be given to the marketing department to help them create a better process of collecting leads?

How do you determine which leads are most valuable? Some suggested that there are industries and applications where the advantage of securing a client is obvious; in others, there has to be room for intuition as well.

It all comes down to a process of determining “probability of sale.” A Probability of Sales Calculator can help to automate this information.

The last step in the cycle is “referrals.” New customers are likely to give us referrals for two reasons: they are happy and they want someone else to buy what they just bought to validate their buying decisions

New Rules to Remember

1. New customers are likely to give us referrals than old ones.

Definition

EDA Factor: EDA stands for eliminate, delegate or automate, part of the kaizen approach to improving your business.

CSO – A chief sales officer is responsible for knowing all aspects of the sales strategy, development and management.

Points to Discuss

1. Determining which sales leads to pursue as a priority is a process than can benefit from consulting a standard criteria. What process works best for your team?
2. Apply Eliminate, Delegate and Automate (EDA) protocol to all tasks on your plate. Start immediately to get rid of those tasks that can be eliminated to allow yourself more time to do the work that will lead to increased sales and revenue.

Lesson 12 – Getting your customers to take over some tasks

Goals for your Team to Grasp

Tasks that eat up large amounts of time from your sales force when they should be generating new business need to be delegated.

Reading Assignment

Read Chapter 11 of *The Nanosecond Salesperson*.

Summary of key points discussed

Where can you delegate sales tasks?

One of the most obvious places is to the customers. The formal name for that is a Customer Managed Transaction and there are many advantages of it.

It is low cost, there are no labor costs for the vendor, there is little time invested and time is also saved for the customer. The customer can buy anytime, even when a staff sales person is not available. It frees up salespeople for other sales.

The downside is that there is no personal touch and the customer may not make the best decision. The question of what happens when a new product is introduced is also perplexing, as is new programing and new pricing. The company has to consider if they want to do Internet sales.

Product demos can also be delegated to customers largely through the use of your corporate website. To gauge whether this will be effective, a key question to be determined is whether the customer is more interested in how it works or what it will do for them.

Remind your staff that there are two audiences for product demos. The decision makers want to know what the product will do, and the decision influencers want to know how it does it.

Before making such significant changes in your sales cycle, however, it is imperative to step back and consider what percentage of your time is spent doing product demos for a customer's technical people.

In a discussion about this, salespeople noted it can vary considerably, since some technical people ask far more questions than others. However, a general figure of 20 percent is estimated.

If you can free up 20 percent of your time by having product demos done on the corporate website, you can theoretically generate 20 percent more revenue. Considering the impact of a whole team, this can have a tremendous impact on a company's bottom line. Take the time before this session to do the actual calculation of what could be generated if 20 percent more revenue was brought in and what it would mean, divided evenly, to each member of your sales team.

In addition to product demos, some other tasks can be delegated away from your sales team. These include things like automating restocking orders and then delegating them to customers.

New rules to remember

1. Customers want to know specifically what our product or service will do for them right now.
2. Look for parallel ideas from other industries.

Definition

Customer Managed Transaction – This is a task traditionally handled by a sales force person that is now handled by the customer.

Points to Discuss

1. Product demos placed on line can include downloadable comprehensive spec sheets and even a chat line for those wishing to talk to technical support. Of the product lines you sell, which ones lend themselves well to being demonstrated on the corporate website?
2. How many routine sales tasks could be managed by your customers on your website? What percentage of time can that free up for you?

Lesson 13 – What does “better” look like?

Goal for your Team to Grasp

Automating parts of traditional sales tasks is not doing a disservice to your customers or cheating them of a valued experience. Customers appreciate interactive tools that allow them to conduct their own analysis.

Reading Assignment

Read Chapter 12 of *The Nanosecond Salesperson*.

Key Concepts Being Discussed

The sales game has changed forever with the advent of increased automation and enhanced technology. In many ways, this new way of handling sales is considerably better than in the so-called “good old days.”

You can complete sales now at a lower cost to your company, you spend less time in front of the customer, less time planning your class, and less non-productive time tied up with travel and answering follow-up questions.

With new visuals and collateral materials, you have tools for enhanced communication. The day before a sales call, detailed information can be forwarded to customers.

The modern salesperson is an effective communicator, using visuals and collateral materials.

The sales cycle has changed substantially in that it is now solution based, not product or feature based and it adds qualified and quantified value to the customer.

In addition to video emails and web-based tools, face-to-face meetings can be reduced with the introduction of interactive PowerPoint and PDF documents.

There is less travel involved for the salesperson, better territory management and a realignment of territories.

The modern sales force has a better system of lead generation. Client profiles are pre-populated by marketing. Online databases are created as well and automated and delegated pre-call planning is a way of life.

As a result, salespeople are able to provide faster written responses (often using template RFP responses) and collateral materials are easy to access and forward to clients.

PowerPoint presentations are templated and easily customized.

Another new concept introduced in this chapter is that in this future, highly-automated sales environment, compensation for the salespeople will be calculated on profit, not revenue. You can reassure your team that this is just a concept being discussed in a book, but it could open a door to finding out how they feel about such a concept.

New Rules to Remember

1. Real sales automation can cause strange habits and bring great results.
2. Some people are out of the game before they realize it. Not adapting to change is the most common reason.
3. Quantity discounts are not mandatory.
4. Even lost sales can be won back by sophisticated salespeople.

Points to Discuss

1. The sales cycle has become solution based. Templates are based on specific problems and an entire library is created of customer problems. The important thing now is to make the best use of all the automated sales tools available to your team. What steps can your team suggest to help each person use these resources for maximum efficiency? Collect these ideas and circulate them mid-week.
2. Celebrate your wins. The next time a team member makes a sale using automation and technology, throw a celebration and talk about how it worked. Record this success and reflect on how the salesperson was able to use the tools at their disposal effectively. Are there other sales campaigns people are currently working on that could benefit from this new approach as well?

Lesson 14 – Going boldly forward into a new sales world

Goal for your Team to Grasp

In the history of recorded time no customer has ever said, "Your price is too high," and meant it.

Reading Assignment

Read the Epilogue of *The Nanosecond Salesperson*.

Summary of Key Points Discussed

All over the world, Business-to-Business and Business-to-Consumer salespeople are capitalizing on the advantages that come with sales sophistication.

You have the option of embracing, ignoring or resisting the changes that are happening in sales. Regardless of what you decide, you customers will be just fine.

If your organization refuses to change and does not embrace your customers and their needs, one of your competitors will.

No matter how you look at it, sales is a measurable, predictable and replicatable science.

New Rules to Remember

1. The more you use discounting as a sales tool, the more you will need to use it. It eventually leads to a sale with no profit and companies run on profit.

Point to Discuss

1. Customers are expecting a more qualified and quantified answer to the question, "Why should I pay more for your product/service? Are you able to meet their information needs now?
2. As you wrap up this course, consider what things you plan to do differently in the future. Write them down and then get started. Set up a system for recurring Kaizen events and periodic reviews of progress.

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