
INDEX

- ACEC methodology, 206–208
- Achievement, in Potential Process, 112–113
- Act! Database, 152–153, 239
- Action items
- managing, 236–241
 - planning, 109–111
 - in sales plan, 227–232
 - in sales process, 137, 141–142
- Addictions, 89, 94
- Adversity
- case studies, 23–27
 - overcoming, 7–9, 21–22
 - in Potential Process, 112
- Alignment. *See* ACEC methodology
- American Society for Training & Development. *See* ASTD
- Anxiety. *See* Stress
- Arc of potential. *See also* Potential Process
- adversity and, 7–9, 112
 - boosting, 3–7, 242–247
 - defining, 9–12
 - trajectory graph, 9
 - working toward, 50–51
- Associations, industry, 38–39
- ASTD, 49
- Attitude. *See* Negativity; Positivity
- Authenticity. *See* Honesty
- Awareness and Choice* (Khalsa), 126
- Baker, Ronald J., 199–200
- Behavior
- attitude and, 15
 - changing, 74–82, 89–92
 - complacency-induced, 85–86
 - counterproductive, 73–74, 92–94
 - fear-induced, 82–85
 - mental health issues, 89
 - negativity-induced, 86–87
 - self-esteem issues, 87–89
 - versus temperament, 57–58
- Behaviorists, 75–76
- Beliefs
- as communication tool, 171–172
 - and value proposition, 181–182, 186
- Benchmarks. *See* Milestones
- Bern's Steakhouse, 33–34
- “Best thinking” concept, 137, 193
- Blink* (Gladwell), 195, 164
- Blogging, as prospecting strategy, 152
- Blueprinting, personality, 57–65
- Brain, reprogramming, 74–75, 77, 96, 116
- Breathing, as self-control tool, 114
- Calendar, organizational, 238–239, 241
- Canvassing, as prospecting strategy, 154–155
- Case studies
- backhoe sales, 223–224, 228–232
 - Bern's Steakhouse, 33–34
 - handling objections, 214–215
 - Pikes Peak marathon, 5–9, 228
 - presentation-related, 197–199
 - sales process, 142–143
 - will, skill, and drill issues, 23–27
- Challenges. *See* Adversity
- Chemical dependency, 89, 94
- Cherry-picking, defined, 222
- Clarification. *See* ACEC methodology
- Clichés
- as communication tool, 171–172
 - and value proposition, 181–182, 186
- Closing
- caveats, 200–202
 - considerations in, 202–203
 - defined, 191–192, 200, 202
 - improving rate of, 48
 - metrics related to, 222–225, 232
 - presentation, 193–197
 - pricing options, 197–200
 - as sales element, 121–122, 136–137, 240
 - tips for, 192–193
- Coaching. *See* Training

250 Index

- Cold calling
 - association colleagues, 38
 - expected-outcomes theory, 86
 - as prospecting strategy, 229–230
 - scripts for, 26
- Commitment
 - as component of trust, 165–166, 167
 - to improve knowledge, 34–35
- Communication, 168–177
 - caveats, 172–174
 - components of, 170–171
 - effective, 174–177
 - malfunctions in, 168–170, 205, 216
 - in sales process, 171–172
 - and value proposition, 181–186, 190
- Competitors, 41–47
 - bashing, 41–44
 - differentiating from, 44–45
 - knowledge of, 41
 - strategic advantage, 45–47
- Complacency
 - causes of, 74, 93
 - overcoming, 85–86
- Concerns, answering prospect's, 208–209
- Confirmation. *See* ACEC methodology
- Conflict. *See* Stress
- Conformity quadrant, 58, 59, 62–63
- Conversation, 174–175. *See also*
 - Communication
- Core issues. *See* Psychological issues
- Corporate Self-Preservation (CSP), 42
- Costs, opportunity. *See* Opportunity costs
- Covey, Stephen, 161, 163, 191, 244
- Creed, personal, 107–108, 114
- C to A ratio, 222–225, 232
- Customer process, 137–139
- Customers. *See* Prospecting; Prospects

- Decision making. *See* Closing; Opportunity
 - Costs
- Demographics, prospecting, 149–150
- Dialogue. *See also* Communication
 - elements of, 171, 181
 - guidelines for, 176
 - mapping, 181–183
- Diet, and goal setting, 6–8
- Differentiation, 44–46
- Discovery, 183. *See also* Needs analysis
- DISC profile, 59
- Dominance, 58–60
- Drill
 - case study, 23–24
 - defined, xiv, 28
 - executing, 240–241
 - mastering, 242–247
 - planning, 232–233
- Drive, importance of, 67–70
- “Drop your pants” close, 205, 214
- Duct Tape Marketing* (Jantsch), 152
- Duct Tape Marketing company, 152
- Due diligence, 139
- Dunn & Bradstreet, 149

- Economy, role of sales in, 21
- Effective close rate, 48, 222
- 80/20 Rule
 - in communicating, 170, 177, 183
 - defined, 22–23
 - in presentation, 228
 - sales-related, 81
- Ellis, Jana, 85
- “Emological” selling, 123, 171
- Emotion
 - in buying decision, 192, 202
 - as communication tool, 171–172
 - versus conduct, 57
 - Hurt and Rescue, 122–126
 - reading, 164
 - as selling skill, 127–132
 - and value proposition, 181–182, 186
- Energy, importance of, 67–70
- Environment, as stressor, 89–92
- Evaluating Training Programs* (Kirkpatrick), 49
- Exercise, as goal, 4–7
- Expectancy Theory, 85, 115–116
- Expertise. *See* Knowledge
- Explanation. *See* ACEC methodology
- External voice, 14–15
- Extroversion, 58, 59, 60–61

- Facebook, 152
- Face-to-face prospecting, 154–155, 229–230
- Facts
 - as communication tool, 171–172
 - and value proposition, 181–182, 186
- Failure. *See also* Adversity
 - embracing, 155, 156
 - personal responsibility for, 17–20
- Farmer selling, defined, 163
- FBA, defined, 45–46, 51
- Fear
 - adverse effects of, 74, 93
 - controlling, 82–85
 - as motivator, 68
 - negativity and, 87
 - overcoming, 77–79, 156

- of prospecting, 84, 148
- of public speaking, 174
- Feedback, eliciting, 197, 203
- Financial issues
 - income from sales, 21
 - Potential Process survey, 99–100
 - raises, 16–18
- Firefighting, 237
- Forgiveness, 104
- Fosbury, Dick, 78
- Four Levels of Evaluation Model, 49–50

- Galford, Robert, 33
- Geography, prospecting, 149–150
- Gladwell, Malcolm, 105, 164
- Goal setting. *See also* Drill
 - guidelines for, 236–241
 - in Potential Process, 108–112, 115
 - resolutions and, 3–4
 - in sales plan, 221, 226–229, 232–233
 - in trust development, 165, 166
- Green, Charles, 33

- Harvard Business School, 111
- Hawthorne Effect, 111
- Hell or high water lists, 239–240, 244–245
- Helping Salespeople Succeed, 11
- High Achievement Zone, 96, 116
- Hippocrates, 59
- Honesty
 - committing to, 18–20
 - in self-assessment, 103
- Hunter selling, defined, 163
- Hurt and Rescue method, 18, 122–126
- Huthwaite International, 50

- Income opportunities. *See* Financial issues
- Industry, knowledge of, 37–41
- Initial meetings, 228, 229–232
- Intelligence gathering, 41
- Intensity, importance of, 244–246
- Intent, 164–165, 167, 243
- Internal voice, 14–15, 20
- Internet Public Library, 38

- Jantsch, John, 152
- Johnson, Chelsea, 85
- Johnson, Rob (author)
 - in construction job, 234–236
 - as golfer, 31
 - as marathoner, 4–9
 - overcoming fears, 77–79, 85
 - personal creed of, 107–108
 - personality traits, 63–64
 - as software salesman, 13–18
 - in vacuum cleaner sales, 123–125
- Journal of American Society of Training Directors*, 49
- Journals, industry, 39

- Khalsa, Mahan, 22, 43–44, 126, 183
- Kirkpatrick, Donald, 49–50
- Knowledge. *See also* Skills
 - as basis of potential, 32–34
 - of competition, 41–47
 - continuous learning, 116
 - importance of, 243
 - of industry, 37–40
 - of product, 35–36
 - sales skills, 47–50
 - as trust component, 164–165, 167
- Language. *See* Communication
- Law of Corporate Self-Preservation, 42
- Law of Direction, 105, 117
- Laws of value, 179–180
- Laxer, Ben, 33
- Laxer, Tom, 33
- Lead generation. *See also* Prospecting
 - inadequate, 24, 27
 - metrics, 223–225, 232
 - strategies, 229–232
- Learned Optimism* (Seligman), 87
- Learning. *See* Knowledge; Training
- Let's Get Real or Let's Not Play* (Khalsa), 22, 183
- Life trajectory, 9–11
- LinkedIn, 152
- Listening skills, 168–177, 243–244
- Locus of Control, 85
- Long, Hilary, 85
- Logic
 - in buying decision, 192, 202
 - versus emotion, 128–132
 - as selling skill, 121–122, 127

- Marathon. *See* Pikes Peak marathon
- Marketing strategies, 151–155
- Measuring. *See* Metrics
- Meditation, 114
- Meetings. *See* Presentation, sales
- Meister, David, 33
- Mental health. *See* Psychological issues
- Mentors
 - in adversity management, 112
 - choosing, 96–97, 116–117
 - mentoring others, 246
 - as ongoing guide, 115

252 Index

- Mentors (*continued*)
 in outreach strategy, 155
 in self-assessment, 103–104
 sharing intent with, 165
 in vision development, 108
- Messaging, internal, 15, 74, 86–87, 93
- Metal memory, defined, 96
- Metrics
 effective close rate, 48, 222
 goal-oriented, 109–111
 in planning process, 222–225, 232–233
 prospecting, 151
 in sales process, 136, 145
 selling, 48–50
- Milestones
 advantages of, 136
 developing, 141, 143
 goal-related, 111, 227
 in sales process, 137, 145
- Motivation, internal, 21–23, 28. *See also*
 Will
- Myers-Briggs profile, 59
- Needs analysis
 objections to, 214–215
 in sales process, 140, 141, 172
 in value proposition, 181–183, 188–190
- Negativity
 adverse effects of, 10, 74, 86–87, 93
 competitor bashing, 41–44
 manifestations of, 91
 versus positivity, 14–15, 81
 in Potential Process, 98
- Networking, 151–152
- Neural pathways. *See* Brain, reprogramming
- New Year's resolutions. *See* Resolutions
- NIM, 86–87
- "No decision" issues. *See* Opportunity costs
- Objections
 commonly used, 212–215
 overcoming, 206–212, 216–217
 reasons for, 204–206
- OCD, 89, 94
- Opportunities, prospecting. *See* Prospecting
- Opportunity costs
 "no decision" alternative, 131, 178
 "no decision" as competitor, 46–47, 178, 191
 prospect's awareness of, 136–139
 of unsolved personal issues, 102–103
- OPUS Productivity, 58, 63, 70
- Outreach strategy, 151–156
- Overconfidence, caveat, 19
- Pareto, Vilfredo, 23
- Pareto's Law, 23, 170, 177, 228
- Passion
 career-related, 24–25, 27
 importance of, 243
- Patience quadrant, 58, 59, 61–62
- PDPWorks, 58, 59, 63–64
- Percentage of fit, defined, 15
- Performance
 actual versus projected, 224–225
 attitude and, 15–17
 barriers to, 73–74, 92–94
 improving, 113–118, 243
 inconsistency in, 13–14
 past versus future, 224–225
 responsibility for, 17–20
 review/recap, 231, 233
 self-assessment, 98–104
- Periodicals, industry, 39
- Personality types
 Conformity, 62–63
 Dominance, 59–60
 evaluating, 56–65
 Extroversion, 60–61
 listening styles of, 172
 myths debunked, 70–72
 Patience, 61–62
 rapport building, 65
 Rotter's theories, 85–86
 in sales process, 133–134, 135
 self-awareness, 66–70
 stereotypical, 55–56
- Phone calls, as prospecting strategy, 152–153, 229–230
- Pikes Peak marathon, 5–9, 12, 228
- Pipeline of leads. *See* Lead generation;
 Prospecting
- Pivot technique, 185, 190
- Planning process. *See* Sales plan
- Positivity
 effect on achievements, 10–12
 manifestations of, 91
 versus negativity, 14–15, 81
 in personal creed, 107–108, 114
- Potential. *See* Arc of potential; Potential Process
- Potential Process. *See also* Arc of potential
 achievement step, 112–113
 adversity-recovery step, 112
 defined, 97–98, 117–118
 goal-setting step, 108–112
 maintenance of, 113–118
 mentoring and, 96–97

- positive thinking in, 243
- self-acceptance step, 98–104
- vision-setting step, 104–108
- Power of Now, The* (Tolle), 77, 87
- Practice, importance of, 30–32, 121
- Preparation checklists, 193–194
- Presentation, sales. *See also* Communication
 - case studies, 185–187, 197–199
 - initial meeting, 140, 229–232, 233
 - mechanics of, 194–196
 - needs analysis, 140, 141, 172
 - preparation for, 193–194
 - as sales element, 121–122, 136–137, 240
 - summary of findings, 181–187, 190
 - value proposition, 178–190
 - wrap-up, 196–202
- Price
 - as competitive factor, 41, 44
 - negotiating, 139, 162–163
 - options strategy, 197–200, 203
 - underlying objections, 211
 - versus value, 180, 189
- Pricing on Purpose* (Baker), 199
- Pryor, Anita, 7, 160, 173
- Pryor, Riley, 85
- Pryor, Seth, 85
- Prioritizing tasks, 236–241
- Process map. *See* Sales process
- Procrastination, 74, 84, 93
- Product
 - differentiating, 44–46
 - knowledge of, 35–36
- Productivity, managing, 236–241
- Professional DynaMetric Programs. *See* PDPWorks
- Profiling
 - personality (*see* Personality types)
 - prospects, 149–150
- Profit, effect of trust on, 161–162, 163
- Programming, internal, 89–92, 96
- Promises, keeping. *See* Trust
- Prospecting. *See also* Cold calling
 - defined, 136–137
 - fear of, 84, 156
 - follow-through, 23–24
 - importance of, 137, 145, 240
 - matrix, 149–150, 155–156, 157
 - outreach, 147–148, 151–156
 - process-oriented, 138–141
 - profiling target, 149–150
 - as sales element, 121–122, 136–137, 240
 - step-by-step, 157–158
 - strategies for, 151–155
 - universe targeting, 150–151
- Prospects
 - C to A ratio, 222–225
 - via databases, 149, 152
 - defining, 149–150
 - developing, 157–158
 - pitching to, 44–47
 - profiling, 149–150
 - qualifying, 121–122, 136–137, 240
 - reluctant, 210–217
 - warning signs from, 205, 209, 216–217
- Psychiatrists, 75–76
- Psychographics, prospecting role, 149–150
- Psychological issues
 - blueprinting, 58–59
 - impact on career, 25–27
 - unresolved, 89
 - as will killers, 73–82, 92–94
- Psychologists, 75–76
- Publicity, 153–155
- Public speaking
 - fear of, 174
 - as sales strategy, 153–154, 229
- Quadrants, personality, 58–63
- Qualifying prospects. *See also* Prospecting
 - importance of, 137, 145, 240
 - via needs analysis, 181–186, 188–189
 - as sales element, 121–122, 136–137, 240
 - during sales process, 140–141
 - via summary of findings, 186–187
 - weakness in, 191–192, 202
- Quality, versus price, 180
- Questions, answering prospect's, 204–208
- Quotas, versus goals, 226
- Rackham, Neil, 50
- Raises, performance-related, 16–18
- Rapport building
 - caveat, 132
 - by personality type, 65
 - as sales technique, 128–129
- Referrals
 - as prospecting strategy, 151–152, 229
 - trust-based, 162–163
- Reichheld, Fred, 163
- Rejection
 - fear of, 74–75, 157
 - learning from, 156, 245
 - warning signs, 205, 209, 216–217
- Resentments, overcoming, 100–102
- Resolutions, versus goals, 3–4

254 Index

- Responsibility, personal, 17–20
 blame game and, xiii
 excuses versus results, 246–247
 in Potential Process, 98–104
 Return on investment, 178–179, 189
 Rob's Law of Direction, 105, 117
 Rob's Laws of Value, 179–180
 Rob's Rule of Closing, 191, 202
 Rohn, Jim, 84–85
 ROI. *See* Return on investment
 Rotter, Julian B., 85, 91, 115–116
- Sage Sales Academy, 48–49, 58, 143, 147
 Salary issues. *See* Financial issues
 Salespeople. *See* Personality types; Sales profession
 Sales plan
 activities, 229–232
 components of, 221, 232
 executing, 236–241
 goals, 226–227
 metrics, 222–225
 strategies, 227–229
 Sales presentation. *See* Presentation, sales
 Sales process
 advantages of, 133–136
 case study, 142–143
 creating, 137–146
 defined, 134–135
 80/20 rule in, 170
 elements of, 121–122, 136–137, 240
 ineffective, 23–24
 map for, 144
 planning, 232–233
 Sales profession. *See also* Selling
 as career choice, 71–23
 expertise in, 34–35, 47
 income potential, 21
 personality types, 55–57, 70–72
 skills development, 47–50
 success factors, xiii–xiv, 13, 67–70
 Sandbagging, defined, 222, 226
 Scheduling tips, 236–241
 Sears & Roebuck, 198
Secrets of Closing the Sale (Ziglar), 35–36, 170
Secrets of Good-Carb Low-Carb Living
 (Woodruff), 7
 Self-acceptance, 98–104
 Self-confidence, 16–18
 Self-esteem issues, 82, 87–89
 Seligman, Martin, 87
 Selling. *See also* Sales profession
 elements of, 121–122, 136–137, 240
 emotion/logic tools, 126–132
 golf analogy, 30–32
 metrics of, 48–50
 negative, 122–126
 Shaull, Steve, 4–9, 31
 Skills
 case study, 23–24
 closing, 202–203
 defined, xiv, 28
 developing, 30–32
 fact finding, 189–190
 listening, 176–177
 logic versus emotion, 131–132
 mastering, 242–247
 objection handling, 216–217
 prospecting, 157–158
 sales process, 145–146
 trust building, 167
 value development, 139–190
 Social Learning Theory, 85
 Speaking
 versus listening, 170
 public, 153–154, 174, 229
 Specialization, advantages of, 37–38
Speed of Trust, The (Covey), 161
 SSA. *See* Sage Sales Academy
 Stalled sales, 213–214, 217
 Strategic advantage, 44–46, 47, 51
 Stress
 complacency-induced, 82, 85–86
 fear-induced, 82–85
 mental health issues, 82, 89
 negativity-induced, 82, 86–87
 reducing, 113–116, 240
 responding to, 74–75, 76–77, 89–92
 self-esteem issues, 82, 87–89
 Summary of findings, 181–182, 186–188,
 190
- Tasks. *See* Action items
 Temperament, versus behavior,
 57–58
 Therapy, psychological, 75–76
 Tiered pricing, 197–200, 203
 Time management, 236–241
 Timetable, goal-related, 109–111
 Toastmasters, 153
 Tolle, Eckhart, 77, 87
 Trade associations, 38–39
 Training
 at Bern's Steakhouse, 33–34
 continuous learning, 116
 effectiveness of, 49–50
 failure rates of, 13–14
 Sage Sales Academy, 48–49, 143

- traditional, 135–136
 - value of practice, 30–32, 121
- Trajectory, life. *See* Life trajectory
- Trust, 159–167
 - benefits of, 161–163
 - establishing, 164–167
 - importance of, 234–244
 - loss of, 159–160
 - prospect bonding, 126
- Trusted Advisor, The* (Meister, Green, and Galford), 33
- Ultimate Question, The* (Reichheld), 163
- University of Colorado, Center for Applied Psychology, 58
- Unprofessional conduct, 43–44
- Value pricing, 197–200, 203
- Value proposition
 - in customer process, 139
 - defined, 178–180
 - developing, 181–190
- Value quotient, 46–47
- Velocity, sales, 161, 163, 245–246
- VeraSage Institute, 199n
- Vision, creating personal, 104–108, 115
- Voices, internal. *See* Negativity; Positivity
- Volunteering, 38–39, 153–154
- Web sites
 - Act! Database, 152
 - downloadable workbook, xv, 11
 - Duct Tape Marketing, 152
 - Helping Salespeople Succeed, 11
 - for industry associations, 38
 - marketing help, 156, 232
 - mentoring help, 246
 - OPUS Productivity, 70
 - Pikes Peak marathon, 12
 - pricing strategies, 199n
 - Toastmasters, 153
 - VeraSage Institute, 199n
- Western Electric, 111
- Will
 - case studies, 24–27
 - defined, xiii–xiv, 28
 - derailing, 95–96
 - energizing, 116–118
 - killers of, 92–94
 - mastering, 242–247
 - personality types and, 70–72
- Woodruff, Sandra, 7
- Workbook, *Kick Your Own Ass*, xv, 11
- Ziglar, Zig
 - on listening skills, 170
 - on mentor relationship, 115
 - on negative selling, 43–44
 - on product knowledge, 35–36