


Ethical Influence



**Ethical Influence:
Selling Your Services
Without Selling Your Soul**

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Stackpole & Associates, Inc.




**Selling Your Services
without Selling Your Soul**

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Ninety percent of what we call
“management” consists of
making it difficult for other
people to get things done.


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A Few Definitions - For Clarity!


- *Sales – a definition*
 - Behaviors which persuade and influence customers and consumers to select yours vs. others’
 - Securing commitment

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Marketing

- Management of the company / customer interface
 - What do they think of us?
 - How to manage how they think of us?
- Generating leads
 - How many referrals
- Raising / maintaining awareness
 - When the need arises, who do “they” think of?

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Marketing vis-à-vis Sales

- Marketing Is Intellectual
- Sales Is Behavioral
 - Sales is a Full Contact Sport!

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Who Succeeds at Sales?


- Optimism v. Pessimism
 - Can we predict success?
- The Internal Conversation
- The External Conversation
 - A woman's intuition?
 - It's more than that!

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1. Men and women are different.
2. Very different
3. VERY, VERY DIFFERENT
4. Women & Men have a-b-s-o-l-u-t-e-l-y nothing in common
5. Women buy lotsa stuff
6. WOMEN BUY A-L-L THE STUFF
7. Women's Market = Opportunity No. 1
8. Men are (still) in charge
9. Men are ... totally, hopelessly, clueless about women.
10. Women's Market = Opportunity No. 1




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Clear about Sales & Marketing

- Marketers are *seldom* good sales persons
 - They're too realistic!
 - Who never gives up?
- Good marketers are *sometimes* good sales persons
 - Schizophrenia is fun!
- Good sales persons may *never* be good marketers
 - Do you want the report on time, or the volume?
- Don't agonize.. These *are* the choices


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Communicating with Humans

- In Marketing *and* Sales, we have to communicate with humans!
 - We are a weird species!
- Sales & Marketing our job is to "manage the communications"
- We are responsible for not only what we say, but to a large degree, what other's hear
 - It's not what you say, but what they hear that counts

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It's not what you say...

- Percentage of "communication" = words?
- Impact of greetings
 - First Impression
- "Position" for Influence vs. Confrontation
- Walking families down off the mountain
- Gestures as indications of internal states
 - Eyes as windows
 - Truth vs. Deception
- Preferred communications style

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Background

- Sales terms
 - Probing
 - Overcoming
 - Closing
 - Converting
 - Prospecting

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Successful Sales Systems

- Task Clarity
 - Do sales staff know the critical tasks?
- Task Alignment
 - Are sales & management aligned about tasks?

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Successful Sales Systems

- Sales Systems - Audit
 - Who Is Selling?
 - Sales activities for everyone!
 - Recruitment / selection of sales staff
 - Who Succeeds At Sales?
 - Optimists v. Realists
 - How Is It Being Sold?

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STACKPOLE & Associates, Inc. Selling to Whom?



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Results at any cost?

- *Hard Close is a Dead End*
 - Buyer's remorse up to 3 times as high when buyer perceives "pressure" from sales representative.
- *Smuggling Influence*
- *The High Price of Deception*
- *Negative News Travels Fastest*
- *Policy Regarding Truth and Deception*

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What is influence?

Power to effect others – seen only in the results

- *Is influence inherently unethical?*

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Ethical Use of Influence

- *Juggling 7 influence factors*
- *Bungling legitimate influence opportunities*
- *Smuggling influence where it doesn't belong*

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Influence Factors

- *Contrast*
- *Reciprocity*
- *Scarcity*
- *Authority*
- *Consensus*
- *Commitment / Consistency*
- *Friendship / Liking*

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Influence Factors

- **Contrast**
You can change perception, based on what is experienced just before.
- ❖ **Application**
Lead with your best feature(s)
Show most expensive first (if price is a factor)


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Influence Factors

- **Reciprocity**
We are obligated to give back to others the form of behavior that they have given to you.
- ❖ **Application**
Offer something of value
The "muffin debate"

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Influence Factors

- **Scarcity**
People are more motivated by the thought of losing a benefit, than gaining the same benefit.
- ❖ **Application**
Create the perception of scarcity without smuggling
Schedule for competition

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Influence Factors

- *Authority*
People are inclined to comply with perceived authority.
- ❖ *Application*
Communicate affiliations, accreditations
Degrees and credentials of staff

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Influence Factors

- *Consensus*
We base how we think, feel or what we do, based on what other people are thinking, feeling or doing.
- ❖ *Application*
Appear to be the place to be
Schedule for consensus

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Influence Factors

- *Commitment / Consistency*
We have a relentless desire to be, and to appear to be, consistent with what we've already done.
- ❖ *Application*
Publicize endorsements (add in Authority)
Create and distribute symbols

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Influence Factors

- *Friendship / Liking*
We are more favorably inclined to say "yes" to people we know and like.
- ❖ *Application*
Match the prospect to the staff person
Listen and learn about them.

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What are you *REALLY* saying?

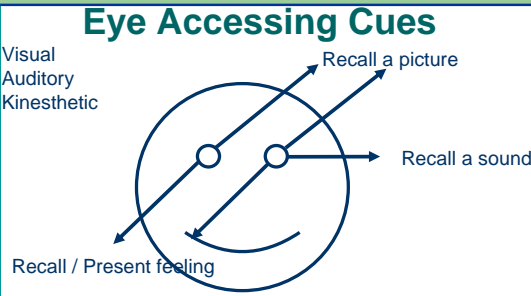
- Small % of communication is verbal content
- Most important are:
 - Eyes
 - Tone and pacing of voice
 - Gestures
 - Position of the "parts"

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STACKPOLE & Associates, Inc. "Tell me about the best / worst..."

Eye Accessing Cues

Visual
Auditory
Kinesthetic



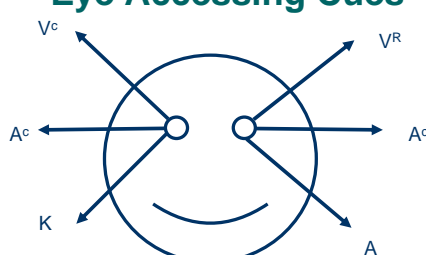
Recall a picture
Recall a sound
Recall / Present feeling

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STACKPOLE & Associates, Inc. "Tell me about the best / worst..."

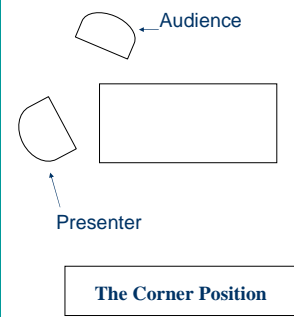
Eye Accessing Cues



Visual
Auditory
Kinesthetic

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One of the best positions for delivering presentations

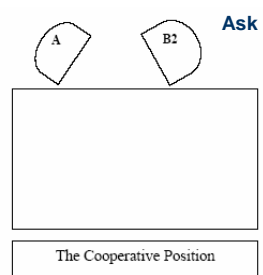
Deliver from your ***Left***,
Receive on the ***Right***

The Corner Position

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A very good position to achieve cooperation

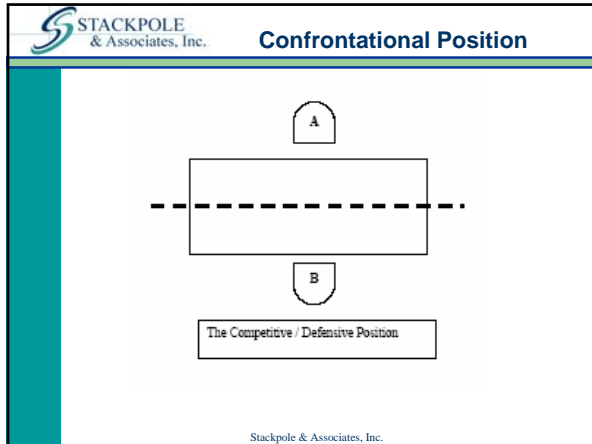


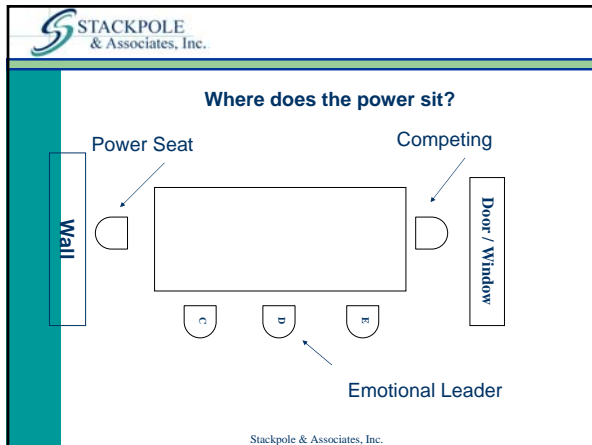
Ask Permission!

The Cooperative Position

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Positioning – Some Conclusions

- Sit with your back to something solid, if possible
- Unless you are confronting, create angles
- Present from the **left**, receive on the **right**
- **Don't** use confrontation position to influence or persuade

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Communicating with Humans

- How do you prefer to learn?
- A large part of what we do is teaching
- We all have preferred learning styles
 - Similar principles to preferred communication styles
- Who reads the manual v. wants to physically interact?
- How do you "retrieve" memories of experiences?
 - Visual - images - pictures
 - Auditory - lists - text
 - Kinesthetic - Physical experiences

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Communicating With Humans

4 Personality Profiles

	Thinking ←	→ Feeling	
Decisive ↑	Dominant •Thinks •Win •Control	Expressive •Feels •Relationship •Dialogue	
Indecisive ↓	Analytic •Details •Correct •Thinks	Amiable •Relationship •"Get Along" •Feels	

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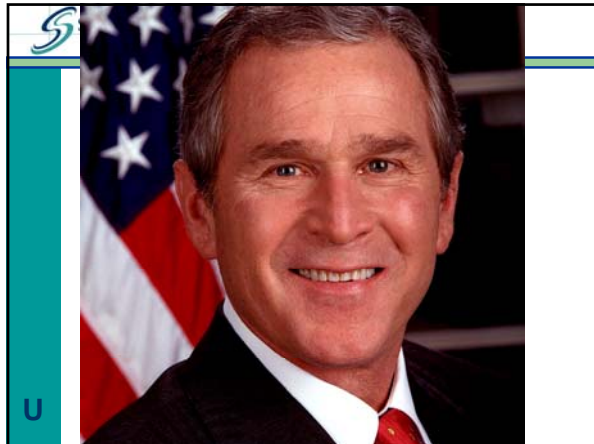
Communicating with Humans

- What about emotional states?
- Can we "see" what others are "feeling"
 - We do it all the time, but most often it's subliminal
- Left side ⇔ "Public" face
- Right side ⇔ "Private" face

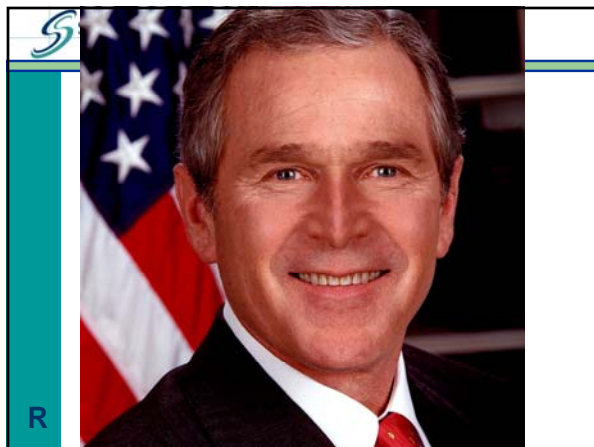
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Communicating with Humans


- **DON'T**
 - Over analyze or "psych people out"
- **DO**
 - Be responsible for the communications
 - Understand preferences and try to accommodate
 - Try to "see" and "listen" so you can be effective
 - Have your emotions, but don't let your emotions have you.

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(Cheap Subliminal Suggestion)



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