


ACHCA 2008

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**Selling Your Services
Without Selling Your Soul**

Irving Stackpole, RRT, MEd

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Historical View



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Today's Management Reality



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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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DILBERT by Scott Adams




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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

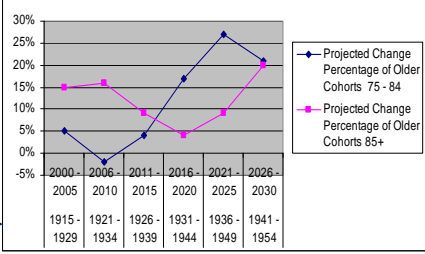
- Task Clarity
 - Do sales staff know the critical tasks?
- Task Alignment
 - Are sales & management aligned about tasks?

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Selling to Whom?

Demographics & Demand



Year	2000	2006	2011	2016	2021	2026
Birth Year	1915-1929	1921-1934	1926-1939	1931-1944	1936-1949	1941-1954


Source: Adapted from US Census Bureau, Current Population Reports, 1996
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Conclusions:

- The cohorts we are serving are not growing robustly
 - The Baby Boom surge begins 2011 and takes off 2016
- The cohorts we are serving have more choices
 - Extraordinary efforts to create more options
- The cohorts we are serving are motivated by need
 - No one wakes up one morning and say, "Yes, now I *really want* to go to a rehabilitation center!"
 - The population being served can / should be excellent ambassadors and 'word of mouth' marketers

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Conclusions:

- Differentiate or Die!
- Our current consumers, customers and employees can tell us *both* how to stay alive today and succeed tomorrow
 - Asking the right way
 - Acting on the results
- Difference between Satisfaction and Loyalty

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What We've Learned From Research

- **Task Clarity** is Critical to Sales Success
 - The sales team are clear about what they're supposed to be doing
- **Role Alignment** is Predictive of Success
 - Marketing, sales and the entire team accepts responsibility for Sales, as well as Customer / Consumer / Employee loyalty!
- **Deployment**
 - Not only must we be clear about the tasks, and roles, but we must place experienced / inexperienced, highly technical / highly personal representatives into the field in flexible configurations.


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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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How Is It Being Sold?

- *Pressure to ...*
 - *"Do whatever it takes..."*
 - *Close the deal*
 - *Fill the building*
 - *Make the budget*

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Truth or Consequences

- *Consequences of deception if undiscovered*
 - External marketplace
 - Internal marketplace
 - Personal Marketplace


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Truth or Consequences

- *Consequences of deception if discovered*
 - External Marketplace
 - Internal Marketplace
 - Personal Marketplace

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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.

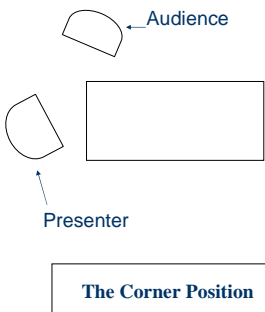
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Communicating with Humans

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One of the best positions for delivering presentations

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

The Corner Position

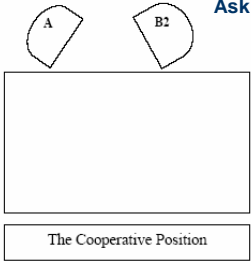
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A very good position to achieve cooperation

Ask Permission!

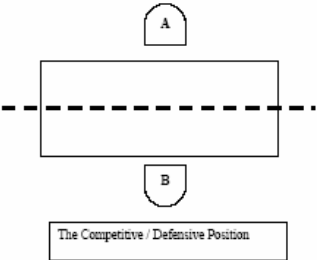


The Cooperative Position

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Confrontational Position

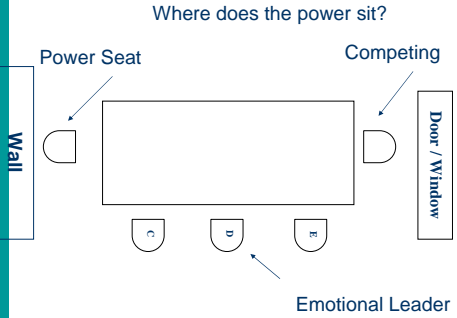


The Competitive / Defensive Position

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Where does the power sit?



Power Seat

Competing

Wall

Door / Window

Emotional Leader

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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

4 Personality Profiles

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

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Communicating with Humans

- **Dominant**
 - What do they look like?
 - What do they wear?
 - What color car do they drive?
 - What words do they want to hear?
 - What behaviors do they want to see?

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Communicating with Humans

- *Expressive*
What do they look like?
What do they wear?
What color car do they drive?
What words do they want to hear?
What behaviors do they want to see?


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Communicating with Humans

- *Analytic*
What do they look like?
What do they wear?
What color car do they drive?
What words do they want to hear?
What behaviors do they want to see?

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Communicating with Humans

- *Amiable*
What do they look like?
What do they wear?
What color car do they drive?
What words do they want to hear?
What behaviors do they want to see?


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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

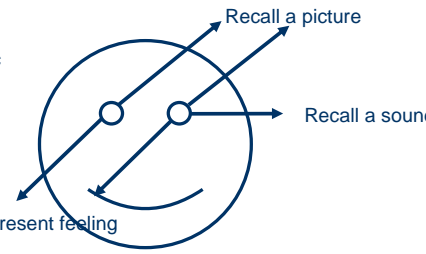
- *How do you prefer to learn?*
- *A large part of what we do is teaching*
- *We all have preferred learning styles*
 - Similar principles to preferred communication styles
- *Who reads the manual v. wants to physically interact?*
- *How do you “retrieve” memories of experiences?*
 - Visual -images -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

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 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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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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