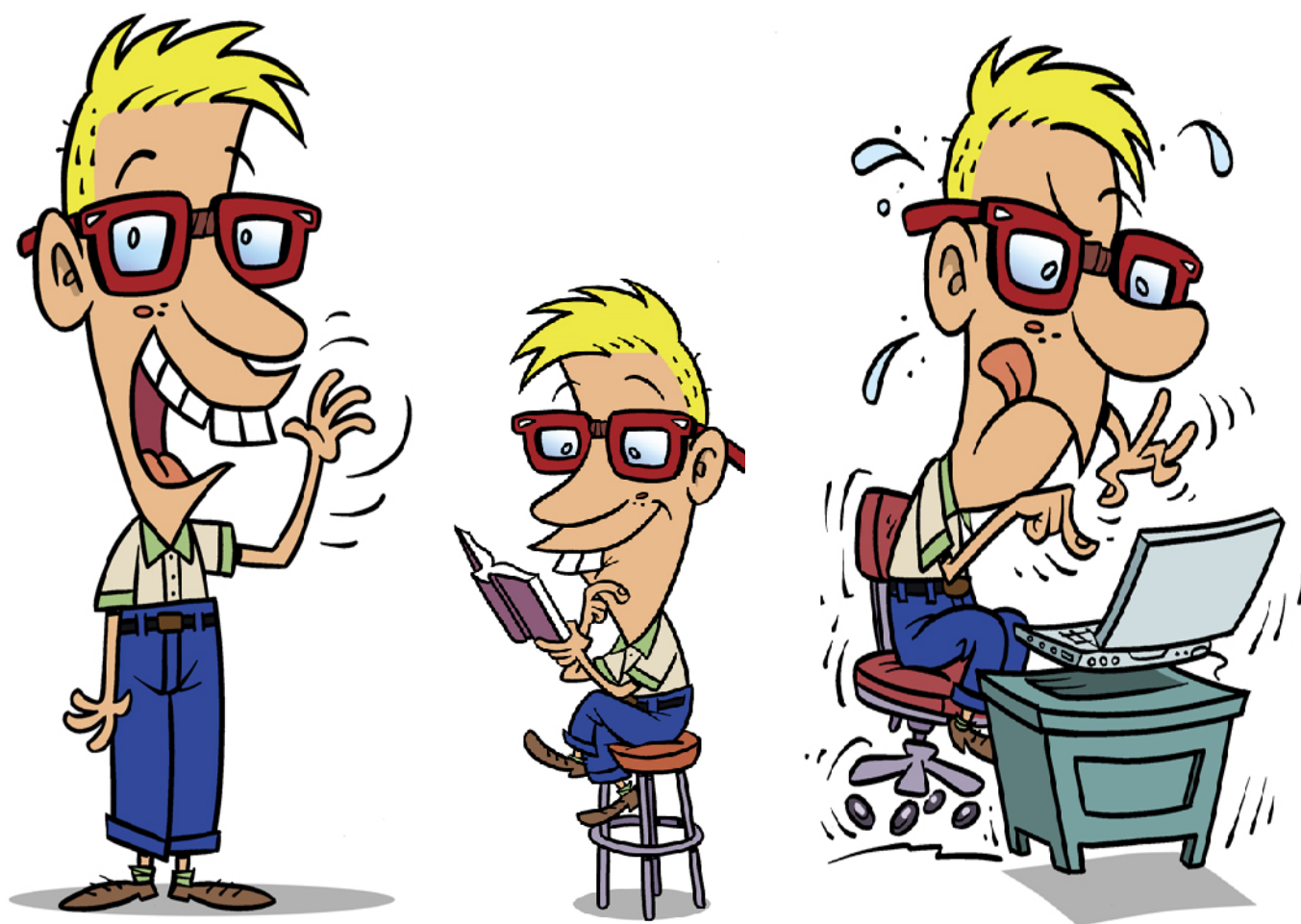


My Note Taking Nerd Report

"Giving You The Edge!"



"What My Note Taking Nerd Learned At
Anthony Robbins Influence Mastery
Course"

The following notes are on Mastering Influence, the 10 day program by Anthony Robbins

You have to take it as a given that you believe in what you're doing. Everything in this has to come from a place of honesty and belief in what you're doing. You can't try to use the principles and tactics in here to trick or to confuse or to try to cheat people, because it might work once or twice, but eventually and pretty quickly you'll find that people start to see through that, and see through you.

It's like Halbert said, a great premise will overcome mediocre copy, but a mediocre premise can't be successful with even great copy. The feeling behind it is the most important thing; all of the technique and principles are just about laserizing in and honing in on the greater success, with that intent or that feeling.

Influence is one of the primary tools of leadership. To be a leader, you have to influence others to your point of view. It's these tactics these principles that will allow to do that to its best effect, to get the most out of the people you have, get the most of the organization. Again, it all flows from being confident, being comfortable, and knowing in your heart that you're doing the best thing for people, because if you don't have that, then influence is a negative thing

A lot of people say they want to get rich quick, so they never have to work again. What usually ends up happening, though, is that you do it and then you end up working harder, because if you take the money out of something, then it's amazing what you can contribute, what you can do

Robbins found that after interviewing about a hundred of the best salespeople in the world, the biggest thing that set them apart, that they all consistently had that their peers didn't, was a compelling enough reason to drive them to give their best performance and their best effort at every stage of the game. So from early morning to late at night, every call, every prep, every set up, these people were able to drive themselves to work extremely hard, because they had a very compelling reason pulling them toward it. This is where goal-setting type of stuff, and reviewing those notes, comes in handy.

It's from Rohn, but Robbins says it well. "Success in anything is 80% why, and only 20% how." If you go in front of somebody and you want to sell them something, and you really strongly believe it's good for them, that it will help their life, their business, their career, and that it's so important for them... If you really believe that, then it doesn't matter if you're a great closer, because you're going to be showing them and giving them the "Why", and they'll basically sell themselves for you.

That's the trick of selling: Sell yourself on it, really believe in yourself, and then get it somebody else. The "Why" is also really important in just motivating yourself to get out there, to get out of bed, to go work, to do all of those things. The "Why" is important for yourself, for others, it's important everywhere in getting to success

Influence is the ability to get people to do what you want them to do, but for the reasons they come up with themselves, or for the reasons that they already have. When people set goals for themselves, they usually don't follow through because they don't have enough reasons for achieving that goal. It's not just setting a goal that motivates us and gets us to take action, but it's setting a goal and having a lot of compelling reasons to achieve that goal, that's what really motivates us.

A good thought on objections: When a prospect brings up an objection, the question you have to ask yourself is "In spite of the objection that they're bringing up, in spite of the concern that they're raising, do I still think that this product or service has more benefit to them and to their lives than the objection that they're raising?"

If you think that, then persist, come from the point of view of trying to help them. See how its so much more important than the objection that they're raising, and if you've got good rapport, if they believe that you're trying to help them, then they're going to be much more willing to give you that time to work your presentation further after their objections. If you're coming off as a high pressure ass, then they're not going to give you that time, they're going to tell you to fuck off.

It would probably be a very good idea to do a goal-setting seminar with myself at some point, set the goes, record them in an audio format, throw them on the MP3 player, and then listen to them on the elevator, on walks, while driving, to review the goals and strategies daily.

We have both internal and external pressure, and pressure is what makes somebody act; We may not procrastinate, we may get stuff out of the way long before a deadline, but the deadline itself, knowing it's there, causes us to act. It's eustress vs. distress. If you can create internal pressure in somebody, if you can make them think it's their idea to act, or if you can make it their idea to act, then they're much more likely to take action than if you just badger and pester them. Internal pressure is a much stronger motivator than external. Motivation, then, is the ability to create internal pressure in another.

People buy wants, not needs. If you can get somebody to want something enough, then they'll find the reasons to do it, and if you can make them want something they'll find the logic to back it up with just a little help from you

The twin drivers of motivation are the desire for pleasure, and the desire to avoid pain.

Most people will do more to avoid the pain than they will to gain pleasure. We're risk averse, as a whole. In motivation, we have to be able to motivate both with benefits and with removal of pain.

So we can motivate somebody by saying it will make them feel really good, or we can motivate by showing them how it will keep them from feeling really bad.

If a person doesn't buy, then it's simply because they associate more pain to buying than they do to not buying

Conversely, if they do buy, it's because they associate greater pleasure to buying than not buying

This is a great Covey point, but it works here as well. "Satisfied needs don't motivate; you're not really motivated to breathe until you can't." So the way to get somebody to buy is to make sure to stir up some unsatisfied needs, or some dissatisfaction with the status quo.

A really simple sales process:

1. Find out what people want
2. Show them how they're not getting it
3. Create some dissatisfaction
4. Show them how what you're offering can help them get it

Stated differently, selling is about finding people's pain points, creating a hurt, and then giving them different or new options to soothe that pain (the option usually being what you're selling)

This fits in really nicely with Chet Holmes model of using market information to attack pain points

If you have to close somebody really hard at the end of the sale, then you haven't done your job properly at the start. You haven't found what they want, you haven't shown them a way to get what they want. Your job is to create these wants, to sell these wants, and if you have to close really hard, or to use these high pressure tactics to convince them, then you haven't done your job right.

Persuasion is the process of getting your prospects to clearly associate their most desired feelings or states with your product or service.

It's that much more powerful if you can also get them to associate not buying with pain or states that they'd like to avoid

So you want to generate ERBN - emotional reasons to buy now - and the way you do that is that you find a want that they have... that they may not even know that they have... you bring that want to the surface, and then you put a pain in that want - the pain of not having it fulfilled. Then of course, you associate that want with your product or service, so they begin to think or learn that the way to get that want, the way to get the pleasure and avoid the pain, is to buy your product or service.

Now they're weighing this against the Dominant Reason to Avoid Buying, or DRAB. DRABs are usually fears. The fear being that if they buy now, it'll mean pain (either it won't live up to the hype, or they'll have wasted their money, or they won't get the value

they're paying for it, or it will be too much effort or too much time, or whatever their fears are)

So you can picture reasons to buy and reasons to not buy as 2 different weights on a scale, and the more reasons to buy you throw on there, the better your chances of them buying are, and the more or stronger reasons they have to avoid buying, then the better the chances they won't buy.

Now here's the rub: most salespeople try to sell what **they** love about their product or service, or what **they** think is great about what they're selling. Now, that will put on fairly small weighted emotional reason to buy now. What you should be doing is finding out what **that person** might love about your product or service, what benefits **they** might get, what pains it might help **them** avoid. If you can stack those on there, then you're going to overwhelm their DRABs.

If you've got somebody at the point of indecision, the way to tip them over the edge is NOT to give more information, but rather to induce more pain or more hurt, and the way that you do that is to ask questions. You ask questions that are designed to make them realize what they are giving up by not having your product or service, or what they can gain by having your product or service (or both).

If you've done all that, then you can add another weight called LRBN, or Logical Reasons to Buy Now. And this is what people who really want to buy need in order to justify it to themselves, so they can think it was a smart decision, that of course it makes sense. You have to do this, though, AFTER you've created the emotional reasons to buy.

Really good question or statement to generate hurt is this: "Of course you can buy whatever you want, or go wherever you want, but from what I know about you, having something that's second-best... that's not to make you feel as good as you could possibly feel, it really isn't the right match for a person like you... The couple of dollars that you're going to save wouldn't make you feel that much better, because you'd rather spend a little more in order to get the BEST quality, the BEST service." Something like that.

The way to sell to somebody is to stir up wants and pains, or wants and hurts. You get them to want something, you show them how it would hurt if they don't have it, you show them how you can soothe their hurts.

If that itself doesn't drive them to buy from you, then you can give them some logical reason, then you can give them a bit of supporting facts, and that way they get both ends; they get to buy it, and they feel like it's the smart thing to do.

LRBN is rarely what's needed to tip somebody over the edge into buying, usually what's needed is more hurt

There are 4 primary tools of influence:

Tool one: Rapport

If you can develop rapport with somebody - if they believe that you have their best interests in mind - then it's going to be really easy to sell to them.

Of course, you can cause change in somebody short-term with threats or coercion or trickery, but long-term change usually comes about because somebody feels like you have an investment in them and vice versa

Some ways to generate rapport:

Talk about things of mutual interest. This is what salespeople are normally trained to do.

Give them a gift, you'll instantly have rapport because you've induced reciprocation

Be able to ask them questions about their deep needs, or their deep wants,

You can gain rapport by telling them a story.

If you give somebody good service before they're your client

Just listening to somebody - actually listening, not just waiting for your turn to speak - can build tremendous rapport.

Tool Two: Questions

Questions serve a lot of purposes for you. First and foremost, if a person answers, questions allow you to see what's going on in their head, they'll allow you to find the person's beliefs, and if you can find their beliefs all you have to do is align with those beliefs and then show them how whatever you're selling is consistent with what they already believe.

Questions can help you do test closes along the way, to find out how you're doing in the sale.

Questions can take pressure off of you, and generate interest in the person you're talking to, by getting them involved. It's not just you speaking at them, it becomes a process where both people are involved.

Asking questions also serves to show the person you're talking to that you care about what they're thinking, which builds more rapport

And of course asking questions allows us to lead them to conclusions or emotional states or anything that we want them to come to. The person who asks the questions has the power.

Robbins says he ranked questions behind rapport only because if you ask questions without rapport it's unlikely that you get an answer from them

Tool 3: Congruency

Your words and your actions have to meet up. If you tell them “Yes, I can do X”, you can't come across as unsure or lacking confidence. When you tell them that you believe something, you can't coming across as being a shyster. Congruency basically means having it all together - having whatever it is that you say backed up by what you do

A further note about congruency, it's also a matter of having your posture, your body language, your voice tones, all of that matching your message

Congruency is a sense of certainty, and remember the person who's the most certain, and the most sure, is the one who influences

Tool Four: State management

The ability to control your emotional state at any given time is extremely important, because if you don't do that, then you're way too prone to emotional swings, you're way too prone to letting events dictate what happens to you, rather than taking control.

Aside from mastering those 4 tools, what you have to do in order to be successful is to answer the questions that always pop up, such as “What is it, what's in it for me, and can you prove it?”

These are questions that you should answer with your presentation, don't make them ask. Once you've answered those basic questions for the customer, and have them really buy into the answer, a few more questions, such as: “Will it really give me what I want and need? If I do this thing, will it be worth it? Would it be worth the inconvenience to my time, my money, my effort and capital?”

You have to answer “What will other people say?” You have to help them justify it, and you have to answer for them “Do I really need it now?” You have to get them to buy now!!

If you can answer those questions in advance, if you can consistently put people in states where they're getting what they want, then you've truly mastered the ability to influence others.

Nice little link: Robbins recommends taking each of the master steps of influence, and working on just one of them for a week, or consciously working on making just one of them better on a week by week basis. This is very similar to what Chet says to do in the PEQ training program. Take one thing and one thing only, consciously work to make it better, and then start again in this continuous loop of mastery

So decide on which of these 4 that you are the weakest in, and work on that one first, work in reverse order of strength in order to get them better and better.

If you do this consistently over the course of a year you'll have worked on each of the skills 12 times

Your state is probably one of the more important things in there, because if you're in the wrong state, you're not going to do it, so determine beforehand what state you have to be in in order to get the best of the different activities you do.

What's the best state to be in before a sales call? What's the best the to be in before cold calling, or prospecting? What's the best state to be in when you're going to be interviewing somebody? What's the best state to be in when you're talking with people who have been clients of yours, etc. etc. Then figure out how you can get yourself into those states - maybe set up some anchors, do that type of stuff

The current session is on beliefs, and Robbins is adamant in his belief that it's our beliefs that allow us to do what we do. Its our beliefs that determine the path of our success or failures, it's what we believe about ourselves and the world that determines what we're going to do, and how well we're going to do at it. So the ability to change our beliefs is crucial in the ability to influence ourselves.

Put simply, a belief is just a sense of certainty about what something will mean to you

The magic question is “Why.” If somebody is honest with you, and tells you why they're doing or not doing something, what they're basically telling you is what the belief that they have attached doing or not doing that thing is. And remember, before Tony said that the only reason we do something or don't do something is our belief about whether or not it will bring us pain or pleasure, we tend to do those things that move us away from pain and towards pleasure. So if we can change somebody's belief about what using our product or service will do, then that's when they're going to buy, and that's basically the process of selling.

So use the “Why” question on yourself, use it on others, use it multiple times, dig in and ask follow-up questions, to get to the belief about what an action means. It's so important to do this with yourself, because this is how you're going to find beliefs that may be limiting you.

Remember what Bandler and Robbins say, “A belief isn't real, it's a figment of your imagination. Feel free to choose a belief that you think is a lie, IF it's more useful to you, because it's not real, you can choose the ones that are the most useful to you.”

The number one belief the prospect must have for them to buy is that you have their best interests at heart. If they have any inkling at all that you don't care what's best for them, that you're only in it for yourself, then they're not going to buy.

So we've covered the questions that you have to answer either explicitly or through your presentation, but let's go little bit more in depth on some of them. One of them is "Is it going to be worth it to switch over, is it going to be worth the inconvenience?" There are a lot of inconveniences, especially if they're not buying a new product but switching.

They might have to tell a salesman that they've been dealing with for long time that they're not doing business anymore. That's a problem. They might have to upgrade their systems, they might have to do a lot of work if they're going to be using your product or service, so you have to believe 100% that it's well worth it, and that the benefits far outweigh the costs

Seems obvious, but never argue with a belief of your prospects or customers or clients, if you're arguing with a belief, you're telling them that the way they view the world is wrong, and nobody wants to hear that.

If that's your presentation, if that's your sales style, then you're in trouble. You have to find a way to get around it without telling them that they're wrong, or without saying that their belief is wrong. You might try educating, you might try pointing out things, or you might try the Tony method, where he agrees with what they're saying in principle, and then follows up with some reframing questions or some questions that are designed to cause hurt, that are designed to make him or her think "Hey, wait a minute, maybe what we've got going here isn't the absolute best. Maybe the costs aren't really that bad. Or maybe it would be a better idea to switch." Once it's their idea they'll fight for it (it's the consistency principle)

So along those lines, Tony's way to get around the "I'm already dealing with somebody I like" objection...

First he'll say something like "Wow, that's great, and it's amazing you have a relationship like that with him, I envy that. It must be a great relationship. So can I ask you a couple questions, what's he doing that you really like? What's he doing that's serving you so well?" Then you ask "What are some three things that he could be doing better?"

So the first question is used to get on the same side of the table with him, to align and build rapport, to basically find out what he values in a salesman. Then the next question is to get him to look at things differently. To look at them with a more critical eye.

So when he answers the second question, again you agree with him, you can stir up the hurt, the regret, you say things like "Yeah, I can imagine the consequences that might come from not doing that at its highest level," or whatever. Again, you always agreeing with them while you're influencing

Notice the brilliance of this approach... You're asking questions that are leading them to pain and pleasure. You're asking questions that lead them to give you everything you

need to sell them. They're making the sale for you, based on the questions you're asking.

You don't want to use closes, you don't want to pressure them, you don't want to lie to them. But when you ask questions, when you ask them to elaborate on those questions, you can't manipulate them (well, you can, but you can't lie to them in that way, you're just asking questions, and THEY'RE giving the answers).

So when dealing with answering the "Will it be worth it," you want to ask questions such as "What will happen if you don't change? What will be the price paid by not changing long term? Don't just think about today or tomorrow, but what happens next week, next month, next year. What happens five years down the road if you haven't made this change?"

Another important question is "If I buy this, what will other people think." Think of a man or a woman buying a car or an outfit, and really wanting to buy it but knowing that they're going to catch a lot of shit from their spouse if they do. In that case, it's not a matter of increasing the want, you can't get them to buy it by increasing the want, what you have to do is minimize the pain that they're going to feel.

It's always a balance between the want to go to pleasure and the want to avoid pain. And if you increase the pleasure and you decrease the amount pain they'll feel by purchasing, all of a sudden you've got the sale.

I might seem to be harping on this, but questions are just so powerful. If you tell somebody something, they have to evaluate whether or not they think it's true, or how true they think it is. If you ask them a question and they're telling you, they don't have to evaluate whether or not it's true, because since they said it, of course of true

And the last of the questions that we have the answer is "What is the reason to buy now?"

If they don't have a strong emotional reason to buy it right now, then they won't buy it at all. They do have to have a little bit of a logical reason to buy now, as well. Remember, Tony's method is almost all emotional, with a little bit of logic to justify it.

Once again, here are the things that you have to have a prospect believing before they'll buy from you. It'd be a good idea to review these before going to make a sale or before dealing with clients.

1. They have to believe that you care, that you're not there to take advantage, and if you really can't help them, you'll leave. Of course you'll ask for referrals, but you're not going to pressure them into buying something that's not right for them.
2. They have to believe that there really is a benefit here for them, and that not getting it would be painful
3. They have to believe that it's going to be worth it in terms of the money, the effort and the general hassle of using or buying or switching to your product

Before you can make somebody believe something, before you can influence them to believe something, or feel something, you yourself have to believe it or feel it. You really have to believe in everything that you're doing, or else you're going to suck at selling it. It's a no-brainer.

The reason we have to get people excited about buying now is because most people are very short-term thinkers, and they're procrastinators, and if they can find a reason not to buy today, they'll find that reason. And then if they find a further reason to not buy, then they'll not buy ever. So we have to get them into buying now, get them ready to buy that instant, otherwise you're more likely to lose them. So how do we do that? We educate them about the long-term, we make them hurt right now about what's going to happen if they don't act, and then we ask for the sale.

A note on state management, anybody can be in a good state with everything in life is going great. The difference between success and failure is your ability to produce positive states even when negative things are happening

The ability to manage your state doesn't mean that you're always going to be happy, that you're going to be walking around with a perma-grin. It doesn't mean that you have to tell yourself lies... What it means is that you can intelligently decide what state you're going to be in

So state management isn't about not ever feeling bad, but it's also not about wallowing in disappointments. It's about saying to yourself "Yes, I feel bad right now, and I have a right to feel bad about this, but just feeling bad isn't going to make anything better. It isn't going to change anything. So, what can I do to turn this around, what can I do to get better results, what can I do to make the most out of this?"

There are 2 ways to change our state. One is in internal, we can think about different things, we can reframe the situation, can do all that. The other is that we can change our physiology. We can change the way we breathe, the way we move, the way we posture. We can smile, we can do all kinds of things to our physiology in order to change our state

The point is that physiology changes can be either major or very small, and still have a huge impact. You can exercise, or you can just smile... You can go run a marathon or you can change the way the you're sitting, or change the way that you're standing, or change the way that you're moving... or you can smile, or you can change the way that you're breathing. So very big and very small changes in your physiology can and have a major impacts, and learning how to do these, learning how to get these impacts, is very important to manage your own states, and also to see whether or not you can begin to manage or shape the states of others

Tony talks about something he does that he calls facial aerobics, where before doing a presentation, or just to get some energy, he contorts his face in all kinds of different expressions, gets the physiology active in his words, so you have a wider range of

expressions to use in your presentation or in your pitch. Also though, it's getting all kinds of different feelings flowing through your body, based on what your face is doing, because we know that very often state and feeling follow where your body is, and not vice versa

One of the biggest problems that we naturally have with state management is that we almost never put our bodies into motion, and let our emotions respond. Rather, we almost always let our emotions dictate what our bodies are going to do. We always decide "I'm feeling sad, and so I will sit like this, and I will put my hands here" rather than "I would like to feel like this, so I'll put my body like that, and let my emotions follow."

Let's face it, we're not always in an optimal state when we need to be. We don't always feel like doing what we have to do, whether that's going to make a sales call and being excited and thrilled and having conveying that, or doing a seminar. We're not always in the optimal state, but we really do need to be for best results. So what Robbins recommends doing is coming up with some "power moves"; figure out what physiology works best for you, and you're basically setting up anchors to get yourself into that physiology. When you start to notice signs that you're not in the optimal state, trigger the anchors that will put you there.

When you're creating these power movements or these anchors, it's best if you can involve more senses, so not just kinesthetic, but get some auditory in there, that is best. Now, kinesthetic alone can work. Often you can get a visual in there pretty easily, you do it in front of your face, but if you can get all 3 in there, if you can clap in front of your face, if there's something you can do to get all of the senses involved, then you've got more anchors, which will make the resulting feelings stronger.

Now large movements or moves with a lot of auditory and very intense moves are great if you're alone, or can get into state on your own. But you might also want some more subtle ones, for times when you need to get into state and there are people around, so those can be just physical or fairly subtle anchors

Robbins makes the distinction that you're almost never selling a product or a service. You're selling a state, you're selling yourself, your belief in it. You have to transfer your belief and your certainty in what you're selling to the other person, and in order to transfer it, you have to have it. That's where state management comes in. One of the great ways to get in states is physiologically, but also "incantations." The difference between an incantation and an affirmation is that an affirmation is just saying the same thing over and over again, while in an incantation, you really put yourself into state, you believe what you're saying.... It's a way to get yourself into state and to maintain it.

Our states are determined by what we focus on. How we feel at any given time is determined by what we're focused on. Selling is basically just the process of having your prospective customer focus on all of the benefits of your product or service, focus on all

of the great things that they can get from it, focus on the avoidance of pain and how you can help them

If you're not controlling their focus, then it will go where it always goes. Be that focusing on the price, or focusing on the disruption, or inconvenience. In other words, all of the things that you don't want them to be focusing on

One way we can control the focus is with questions. As the salesperson, questions are one of the most powerful tools we have in order to get a prospect to fall under our sway of influence

Robbins has 2 80/20 rules of selling.

1. 80% of the sale is “Why” and only 20% is “How”. In other words, give them a great reason to want to buy your product or service, and they'll figure out a way to justify it to themselves.
2. 80% of the time that you're with them they should be talking

Two very important questions are “Why” and “And how does that make you feel?” If you're trying to generate a state in somebody, and you ask them “What are you feeling really good about right now?” They'll probably give you an intellectual answer, they'll say something, but they're not going to be triggered to feel much emotion. If you then ask them “Why?” Then they have to dig a little deeper, but it's still not getting much. Then you ask them “And how does that make you feel?” Then they've actually got to access those feeling states, they have to put themselves into a position to feel really good. Then you're in a much better place to influence their state, or you have already influenced their state

Remember that whether you're asking yourself or others questions, that questions are always answered. This can be very insidious when you're asking yourself questions; if you ask yourself destructive questions, you're going to get answers. Especially when you take into consideration that your mind will delete and distort and generalize, you have to be very careful of the questions you ask yourself, and ask yourself the questions that will generate useful responses or feelings. \

You also have to be very careful with the questions that you are asking your prospects, you can engineer your questions to make it much more likely that you will get a sale. So take the time to carefully prepare the questions you will be asking

Always put yourself in a state of curiosity or interest before a sales call. If you go in and you are only asking questions in order to gather data, or in order to sell them, then they're going to pick up on that and you're not going to get nearly the connection, nearly the depth of answers, or nearly the ability to sell them that you would have if instead you went in with a feeling of “How can I help this person? How can I learn more about their business?”

Robbins notes that in a swish pattern, it's much more powerful if you use all of the sub modalities. So instead of just using the visuals, or creating pictures, ask yourself how you will sound in this ideal future, what you will feel, and imagine those sounds or those feelings breaking through along with the picture

Perhaps the real power of a swish pattern is the conditioning you give yourself that when you have a negative thought, or a negative visualization, you will replace it with a positive thought or a positive visualization

Robbins morning success ritual:

1. Start off by asking yourself questions that are designed to lead you toward successful or useful thoughts, attitudes, and states.
2. You do some swish patterns to swish yourself in to feeling good. So you do a dozen or so swish patterns every morning to put yourself in a helpful state
3. Use of the power physiology and the movements that you created earlier to get yourself feeling physically like you're in a great state. Putting these three things together gives you a help of a start to a day

Syntax is very important in modeling. That is, it's not just what somebody does that's important, but also the order that they do it. Imagine following a recipe... You don't want to put things in the oven, and mix them later

There are three phases to the selling process, with 10 steps between them.

Phase 1 is engaging the prospect

Phase 2 is enrolling the prospect,

Phase 3 is compelling them so that they want to do it now

There are five steps to the engaging stage, so this first phase has half of steps of the selling process.

1. Prepare: Do your homework so that when you meet with somebody, you're ready to communicate with them. You know about them or their business, and you have an idea of how to motivate them.
2. Turning on: That means putting yourself into an optimal state in order to sell
3. Make contact: It doesn't matter how well prepared you are, or how pumped up you are, if you're not talking to anybody. But in this step isn't just make contact, it's make contact and get their attention. In other words, make sure you're making contact in a compelling way
4. Connect and become their best friend. Well maybe not that, but you do want to create good rapport between you and whoever you're talking to
5. Create strong interest

Phase 2, enrolling:

6. Probe for problems and magnify the hurt. In this step you will find out whether they have the money to buy, or whether they're interested, but more importantly, is what are their needs? Especially, what are their needs that aren't being met? What can you do to help them meet those needs?
7. Create conviction and test close. The test close is used to see whether or not they are ready to buy, and if they're not, then you go back to creating more conviction

Phase 3: Compelling

8. (missing)
9. (missing)
10. (missing)

We're now going to look deeper at each step, so that we can master each step of the selling process.

STEP 1: PREPARATION

This is probably one of the greatest differentiators between great salespeople and lousy salespeople. The amount of homework you do, and how often you do it, will make a huge difference in your closing rate

There are six steps to preparation.

1. Absolutely know who the prospect is, and anticipate some of the needs and wants that they are likely to have. Before you make a pitch, you want to know as much as possible about their wants, their needs, their values, about how they spend their money.

A great tool for this is the MacKay 66 questionnaire or data file. If you or your salespeople can answer these questions then you're set. You'll know everything you need to about your prospect. If you can't do the MacKay 66, though, you can at least come up with 6 or 12 questions that are extremely powerful and useful.

A great way to find out about your next prospect is your current rejection. If somebody decides against doing business with you, ask for a referral before you leave, or ask them if they can tell you anything about another prospect that you have. You can say to them "Could you help me a bit? Could you tell me a bit about John Smith? Do you think there's any way he could get value from my product or service?" They're glad to help you, reciprocation is a wonderful thing. Because they've said that no to you, they feel like they owe you a concession

Probably the best way to do your homework about somebody, is to get a referral to them. That way, you can ask the person who's referring you some really good questions. Probably the most powerful question that you can ask is "What do you like about this person."

Find out what they like or respect about the person that you're going to be talking to, then you can share that compliment with the person to build incredible rapport and trust very quickly, as well as putting them in a much more receptive state.

The next question that you ask the referrer is “What do you think about my product or service would really benefit them? How do you think we could really help them?”

If you're dealing with higher profile people, then you'll want to read every article that's been written about them. Read anything you can get your hands on. Watch interviews, do everything you can to develop as complete profile as you can.

There is one major way that you can mess up this step, which is to feel so certain that you already know what their needs are, that you don't take the time to find out what their actual needs are. Make sure that you're not so prepared that you think you're going to walk in and tell them exactly what they need

Step 2, make sure you thoroughly know your own product or service, as well as the key features and benefits that it has. Take the time to brainstorm out a huge list of features and benefits of what you're selling, don't just be content to use the generic ones. Have a subset that you feel very strongly about, so that if and when the time comes for you to talk at length about features and benefits, then you can speak passionately about multiple benefits of what you're selling and convey that emotion or the excitement to the prospect

Another reason that it's so important to know a large number of features and benefits is because what you're selling will be utilized differently by different people. So it's very important for you to be able to fit your presentation to the needs of the person you are speaking to

Step 3, know your competition and the advantages that you have over your competition. You want to know everything that the competition is doing, every advantage that they're offering.

Extremely important point: Never badmouth the competition. When you do this, you immediately put yourself in a bad position in front of the prospect

Number 4, know all of the potential objections that could come up for your product or service, and have answers to them ready for response. A great supplement for this step is the book “No Lie, truth is the ultimate sales tool,” and the practice of making your skeletons dance.

An interesting reframe: The first no in a sales process is the start of the reciprocation process. As long as you handle it with class and kindness, and you're not badgering them, then they're going to feel like they owe you something when they give you a no.

So you can work this to getting more time with them, additional meetings, eventually the sale or an even bigger sale. If you think of no's as the start of the reciprocation process,

it makes it much easier to implement a system that takes into account that you will get five no's, or 10 no's in order to pursue the sale

Step five, expect the best, but be prepared for the worst. Before you see somebody, put yourself into a state where you are certain that you can meet their needs, and that they will treat you wonderfully. Additionally, though, have a contingency plan ready for if the worst-case scenario happens, because every once in a while it's going to. You're going to talk to people who will be rude, or who don't want what you're selling. So have a plan to handle that... It might be as simple as: Eject quickly, put yourself back into a positive state, and move to the next appointment

Step six, create demand. A simple way to do this is to use takeaway selling, or limited offers, etc. Make people qualify themselves to you, rather than vice versa, by doing this. You create a greater sense of demand in the people who respond.

Remember that the value of anything comes from perception - if you can get somebody to perceive what you're selling as highly valuable, then it is

STEP 2: TURN YOURSELF ON (OR STATE MANAGEMENT)

Remember that peak performance comes from being in the key state

Before you talk to somebody, or before you make a call, or before you make a presentation, put yourself into a huge peak state. Put yourself at such a high level that when you relax, you relax down to a level that would be a nine on a scale of one to 10. So you get yourself into such a peak state that when you relax and calm down, you're still at a higher level than you would normally be

There aren't many notes in this section, because state management has been covered in so many different areas of this and other courses. Perhaps the only novel thing added in this course is Tony's imagery of a rheostat scale. So you ask yourself at various points "On a scale of one to ten, where am I?" and before meetings or communications with others, you crank yourself up to a 12

STEP 3: MAKE CONTACT AND GET ATTENTION

There are two pretty quick ways to get their attention:

1. Ask questions.
2. Make a big fat claim. Say to them something like "I have a method that can increase your profit by 40%." That would probably get their attention, and you can continue on from there

A simple, powerful point: The more contacts you make, the more clients you get. Even if you're really bad at converting people at any stage of the sales process, if you commit to getting in touch with a lots of people, you're going to get better, quicker, and you're going to improve your conversion ratios

Five keys to being effective in this step

1. Know that every top salesperson has daily prospecting goals. Set a certain number of sales contacts that you will make every day, and commit to always making at least that number of contacts per day
2. Be creative in your prospecting. Don't just use the same script every time. Obviously, you want to test and find out what works best, but in order to do this you have to experiment. Have some fun with this process, so that you're not always using the same script or the same process. This helps keep it interesting for you, at the same time as you're testing new approaches to try to find a better base line
3. Make sure you have a plan. Structure what you're going to say or what you're going to do. This complements the PEQ process very nicely
4. Try to get referrals with each contact, and remember that sometimes it's easier to get a referral from somebody who doesn't give you a sale than it is from somebody who does. So systematically ask for referrals. The other benefit to this is that every contact you make is going to feel like a success, if you're getting a referral with each contact
5. Do it massively. Massive action is a cure-all. If you go out and make a massive amount of calls or contacts, and you are at level 10 on each one, and you're asking for a referral on every one, then you'll be amazed at how much great stuff starts to happen

Consider what stops most people from going out and making a lot of contacts: It's probably either not feeling prepared, or not being in state (not feeling like it). In other words, the first two things we covered should take away the resistance for the third step

If you're worried about being perceived as an interruption, then remember this: You're an interruption upto the point that you get their attention. If you are interesting enough, anybody can find the time to talk to you.

If you can catch their interest, and show them value, then you're no longer an interruption, but a welcome visitor who's bringing them something that they want, something that they wouldn't have had otherwise, then of course they'll find the time to talk to you. But first you have to show them that, you have to have a way to convey your value

Tony's acronym for how to get somebody's attention is "Scream Pigs" this is 10 letters, so it's a 10 step process

1. Smile. Often, just smiling will create a state change in the person that you're going to talk to. Often, this takes somebody from feeling neutral to feeling good. In fact, you might think of this step as "State" as well as "smile." So in order to get somebody's attention, make sure that you are in a state that would command their curiosity

2. **Complement.** Give them a sincere compliment, ask yourself “What am I interested in about this person? What could it be interested in about this person?” The key here is to make sure that you're giving sincere compliments. So that's why we ask ourselves “What am I interested in? What causes me to want to like this person?” By giving a sincere compliment, you're going to induce reciprocation. Otherwise, you're just flattering them, and they're likely to recognize this and not respond as well, or to respond negatively

3. Use a **Referral.** If you can go in and give the name of somebody who knows that person, then you are no longer cold calling. It automatically turns it into a warm call, and a much easier sale

4. **Exhibit or demonstrate something to the prospect.** This can be something that is related to what you're selling, or it can be completely unrelated, but designed to get their attention, for example a magic trick. This is a great way to get buy the gate-keeper, or to get into somebody's office. Have some fun with the person at the front desk

Seth Godin would call this a purple cow - you're being so different that they have to pay attention to you. Remember, we're wired to notice differences. When something deviates from routine, you're much more likely to pay attention to it. This is yet another way to change their state, by presenting something novel, and if you can change their state they are much more likely to pay attention to you

5. **Ask a leading question.** Ask them a question about a need or a benefit that will immediately grab their attention, or that might help put them in a more receptive state

6. Create **Mystery.** You can do this in a fun or cheesy way with a magic trick, or you can do it with a question or statement. For example, even before you introduce yourself you can say “John, I'm wondering if you know the item in your office that's going to be replaced in the next 12 months” or “Do you know the one item in this office that, if it was replaced, could produce a minimum of an extra \$20,000 for your company” or “Do you know the one resource that you're sitting on that might make you an additional \$50,000 this year?” You can ask questions like that, that directly lead in to your field of expertise, that induce mystery or that get them curious

7. Take a **Poll.** Robbins organization used to go to companies and say “We'd like to give you a copy of Tony's book for everyone on your sales staff, and we'd also like you to take 2 minute poll. Tony's doing some research in companies across the country, and we'd love to get just a couple minutes of your time to participate.” You commanded immediate attention with a poll, and it allows you to go back a couple weeks later and say things like “We found that 80% of your people answered that these are the three areas most in need of improvement, and these are areas that we specialize in.”

8. **Information.** Give people information that they don't have, and you immediately command attention, if that information is relevant to their business. You can give them a statistic, you can give them market information, you can give them information about

how your product can increase their bottom line... "Did you know that if you made just this one change, that you could increase your sales by 20% in the next six months, or increase your profits by 15%" etc. The main point is to give them some information in order to catch their attention

9. Give them a Gift. You can give them a book, or a report, or a white paper that's relevant to their business. Jay Abraham is a big fan of this tactic. Put together a couple CDs, or a couple of reports specifically geared to their industry "The five biggest threats in the healthcare industry" etc. Be creative here, get some gift wrap, have a nice card, present it well, and it's certainly going to change their state even before they open it.

10. Startle them. Come in with a statement that's designed to deliberately provoke or startle

STEP FOUR: CONNECT AND BECOME THEIR BEST FRIEND

Contrary to popular belief (and stereotypes) about selling, selling is not about hard closing or about manipulating people into buying things that they don't need. Instead, it's in generating rapport, those feelings of liking and trust, so that the person you're talking to trusts that you're not there to take advantage of them, that you are there to help them, to give them and what's best for them, not just because you want to sell something, but because you want to help them

You have to be able to generate within yourself feelings of empathy, or helpfulness, or a deep liking (or even love) for your clients or potential clients. And this can be hard to develop for strangers, or for people that you don't know at all.

Robbins says think about the things that you like about all people... think about times in your own life, or in the lives of people you know, where there's been hard times, and they might have been curt or rude with people that they didn't know, but who may well be wonderful people underneath. A fun example of dealing with somebody who might be curt or rude when you walk in... If they ask you angrily "What you want?" You can say "Oh, not much... I just had an idea that could help you increase your profits by 40%, but it's obvious that you don't want to hear about that right now. But if you did want to hear about it, who would you want me to talk to?"

Remember, you never want to argue with somebody. The essence of persuasion is to align with them and then redirect them

In order to have a long term influence with people, you have to have trust or liking. People are much more likely to buy from friends, so you may have somebody who is a lousy salesman - they might not know much about what they're selling at all - but if they're friends with a lot of people, then they're probably going to do pretty well.

So if you can make yourself likable, if you can make yourself friendly, if you can convert somebody from a stranger to a friend pretty quickly, then you're going to do a lot better in selling, because people who feel friendly toward you will be much more open in telling you how to close them

The use of effective complements is key in generating rapport, in generating feelings of liking, and in really liking that person yourself. The key distinction here, of course, is **effective** complements, not baseless flattery

Three step process for generating effective complements

1. States the complement. Tell them what you like about them. It's very important here that you don't say anything that you don't feel is true, because that will come across
2. You must justify the compliment - if you don't justify or explain it, then they're not going to get a chance to really feel it, or they'll just push it aside and think that you're trying to manipulate them. The way you justify it is with that magic word, "Because" So you give them a compliment, and then say "And I say that because..." and then you justify it
3. You immediately ask them a question about what allows them to do whatever it is you just complimented them about.

An example of the whole process is "Wow, you're one of the most attentive people I've ever met. The reason I say that is because every time I see you, you're dealing with a customer, or you're helping somebody, or you're taking care of the books... What is it that you do that allows you to be so attentive?"

When you ask them a question, it means that they have to go deeper, they have to think about how to answer it. So it makes it more real for them, it makes more visceral experience. And of course, the obvious side benefit is that you get to learn something about them.

Something that's often underused is the process of giving third party compliments... "You know, I've talked to a lot of people about you, because I wanted to be sure I didn't waste any of your time when we talked, and they all said the following things about you..." then list of two or three compliments. This is more valuable than you giving them a compliment, because it's coming from their peer group, or coming from people who they know. And of course what you're doing here is giving them a reputation to live up to

A final point about compliments: Don't compliment the obvious, because it's not appreciated, but it also shows that you're not putting much effort into thinking about them. It's not too hard to ask yourself better questions, ask yourself "What is this person doing that might not be noticed by most people?" And then compliment them on that, rather than something that's obvious or easy

Other ways to generate rapport... We usually generate rapport when talking to people through questions, but it's not questions themselves that generate rapport, but rather demonstrating commonality.

When you have something in common with somebody, it's much easier to generate rapport. In fact, that's often the definition of rapport.

So sometimes you can find common points of interest in your preparation stage. Tony gives the example of meeting with an executive at IBM, you probably don't want to show up wearing track pants. Having a common dress code can be a part of generating rapport.

You can have common job titles, you can have a similar speech patterns, etc. Here are two sentences that explain just about everything that's ever been written about rapport.

1. "People like people who are like them"
2. "When people are not like each other, they tend to not like each other."

This one simple idea sums up rapport very accurately

With a statement so simple, we have to make some distinctions.

It's not about actual differences, but rather about the perceived differences. So, the more that somebody feels that their different from you, regardless of how many differences there actually are, the less they will like you. So obviously the more they feel you are similar to them, regardless of how similar you actually are, the more they will like you.

There are certainly elements of difference that you can't control - things like appearance, race, religion, and business that you're in etc. These things might be perceived as differences, and there's nothing you can do about them. On the other hand, there are many things that you can control... Things like ideas, your communication of ideas, your philosophy, your communication style, your manner of dress etc. are all things that you can control in this process of perceived similarity

So there are two takeaways here.

1. When you want to generate a feeling of liking for somebody else, or of caring for somebody else, then you have to focus on the similarities between them and you. Note that you have to have these feelings of liking or caring for there can be any long term relationship or sale.
2. When you're trying to influence their liking of you, you want to get them to focus on the similarities that they have to you. So for yourself, and for them, it's a matter of changing the focus or of directing the focus

One more key: It's crucial that you get this done as quick as possible, especially when you're trying to sell, because there are a lot of negative stereotypes about selling and salesman that you have to combat. So if you don't generate this rapport quickly, they're not going to give you a chance to show them the value that you can bring. If, from the start, they only focus on the differences, then you're going to have a hard or impossible time getting them to trust you or to do business with you after that. You don't want them putting labels on you, like "salesman" and "prospect" - immediately there is a difference

The broad concept of pacing and leading is a very good framework to use when handling objections, because the idea behind pacing and leading is to align with where they are and then begin to direct to them, which is exactly how we want to handle objections. If somebody says to you "I'd like to do that, but it would take too much time, or it's too expensive, or it seems to complicated," **don't** say to them, "no it's not."

Instead you say "I can see how you feel that, and I appreciate where you're coming from. I've had a lot of people who, at the start, think that. But, what they found, when they gave it a chance, was that it ended up saving them time and it ended up making them money. Etc." Obviously that's a made-up example, there's probably a much better and more subtle way to do it, but the idea is sound

The only real take away from his pacing and leading section is to use elegance and subtlety. Don't grossly ape what they're doing, but feel free to occasionally use a hand gesture that they use when talking, or to change you're sitting position so that it more closely aligns to theirs. Don't raise your hand the instant they raise their, don't turn your head to look where they're looking, or pick your nose when they pick theirs... The watchwords here are elegance and subtlety

STEP 5: HOW TO CREATE SINCERE INTEREST IN YOUR PROSPECT

This is the last step in the opening or engaging phase, and it's halfway through the entire sales process

The key take away from this step is that you do not go on and give somebody a presentation until they're really excited for hungry to hear your presentation. This is a lot like what Harry Pickens said: Don't offer your services to anybody who isn't salivating at the opportunity to do what you're doing, because if they're not interested, if they don't see the value in what you're doing, then you're going to be wasting your time with them. So that's what this step is about. It's about gauging their interest, and if they're not interested, or if they're not excited, it's about trying to create that interest in them.

A six step process for getting people's interest

1. Make a big fat claim about something that they're already interested in; or take a small want or interest of theirs, and talk to them until they realize how important it is

The biggest problem with most salesmen is not that they don't make claims, but rather that they make claims that they can't back up - which is basically death to you - or they make a big fat claim that the customer is not interested in. You have to make sure that the claim you make is something that will catch the interest of the prospective client

2. After you make you a client say "because" and then state a fact.
3. Then say "Which means to you..." Then tell them a benefit to them
4. Then say "Which really means to you..."
5. Then give them a really big emotional benefit or a reason that they'd probably want to buy now and then quickly support your claim again. Not in detail, but just enough to give them a little taste
6. Then, get permission to probe, using the following phrase: "My purpose at this time is just to get your answers to some questions, so do you mind if I ask you a few questions now?"

If they've got an interest, if they're hungry to learn about what you're doing, then of course they're going to allow you to ask them questions. The genius of asking them questions is that it puts more pressure on them, and takes some of the pressure off of you. By asking questions, you're introducing the possibility that you might take away the sale, that there is an exclusivity thing, that they might not be able to get what you're selling, and that is key

If you've made a big fat claim, or stated some benefit or some facts, and they still don't believe you, or they still don't buy it, then there are seven ways to deal with this. Easy to remember with the acronym "Defeats"

DEFEATS model

1. **Demonstrate.** Seeing is believing. If you can show them how or why what you do works, then it's very powerful. See the Bencivenga model and notes for more elaboration on this point
2. Give them an **Example** or a case study. Tell them about past clients of yours who have succeeded by using your product or services, or use third-party case studies that utilize your methods or techniques or products, so you don't necessarily have to be involved with them in order to benefit from somebody else's experience
3. Give them some **Facts.** It's very important here to be completely congruent, especially in this stage. Don't be uncomfortable with the facts that you're giving them - this is part of doing your homework. Know the facts cold before you go into a presentation, or a communication with a client, so that when you break out the facts, you appear and sound and are completely confident that they're correct.

4. **Exhibition**, this is basically an extended demonstration. This goes beyond simply demonstrating what you're doing for a minute, or while you're there. Instead, this is letting them use your system or teaching them a concept that they can use, or letting them use your product for a period of time

5. Use **Analogies**. Come up with analogies for what you're doing that they can easily understand. "What I'm doing here is really like..." Analogies are almost always fantastic educational tools. We learn most quickly by analogy to something that we already understand

So the more analogies we have for what we're doing, the easier it is to pick one that makes a lot of sense to whoever we're talking to

6. **Testimonials**. Ask every happy customer you deal with for a testimonial. Systematically collect testimonials and carry them with you. Create bound books or binders of client testimonials that you can pull out as additional proof whenever you're talking to a new prospect. Testimonials provide immediate social proof, and make people much more likely to believe that you can produce on the claims you're making

7. **Statistics**. This ties in nicely with the Chet Holmes idea of market information. If you can find some statistics that back up what you're saying, or that make it seem like a good idea to do business with you, then you're golden.

Ideally you will have a number of things in each of those categories. Robbins calls them "Units of interest" that you can pull out when you need them, and stack them one after another to get the prospect hungry to buy what you're selling. The larger your toolbox of emotional and logical reasons to buy, the more likely you are to overcome their dominant reasons to avoid buying.

Phase 2.

STEP 6: PROBE FOR PROBLEMS & MAGNIFY THE HURT (QUALIFYING THE PROSPECT)

In this stage of the selling process, you want to know NWWAM. You're going to want to design some questions around each these steps that you can ask to uncover the information

1. **Needs**. You need to know what their needs are. It's true that people almost always by wants, and not needs, but if you can show them how buying a want will also satisfy a need, then they are more likely to buy from you

2. **Wants**. Find out what they want.

3. **Wounds**. Find out what their psychic wounds are

4. **Authority.** Who has to give the authorization to do business with you? Does a spouse have to agree? Does a senior in the company have to agree? Is the person you're talking to the economic buyer?

5. **Money.** Do they have the money to do business with you? Are they financially qualified to hear your presentation?

If you don't find out this information up front, you may well do a complete presentation, only to find out that they can't afford what you're selling, or that they don't have the authority to say yes, or that you've tried to sell them based on somebody else's needs or wants or wounds, and haven't touched their reasons for wanting to buy.

If you don't get this information up front, then you're not going to know how to give your presentation, and so you will be giving a generic presentation, which is always much less powerful than a tailored one

One of the keys to selling people is to stir up and sell them back to their pain and their hurt. Ask them questions that get them to focus on how much they're hurting because they don't have your product or service, or because they don't have the benefits that your product or service will bring.

Ask them questions, and saying things like “Wow, you don't have this? What will it cost you, emotionally, financially, spiritually, and physically not to have this over the next five years? 10 years? 15 years? What will it cost you to not have the benefits that I'm offering? And how much less would it cost you to get what I'm offering now and avoid all of that future hardship?”

Say things like that, get them really focused on their pain, and future pain, and then give them a very easy solution.

So you want a least three questions for each of the preceding stages, to find out whether or not they qualify for your presentation

We're going to look now at buying strategies, and how to get people excited about buying from you. Robbins says that he asks 4 questions when he's talking to a prospect

1. “If you were to do business with us, if you were to use our service, what are three things that you would like to get out of it?” This give them some goals to work towards. In other words some moving towards values

2. “What will happen in your business or your life if you don't get those three results?” This is an elegant way to set up a threat frame, or a moving away from value. You're not threatening him or telling him the bad things that will happen if he's not doing business with you, but you're letting him come up with the idea, letting him come up with the negative consequences, which is much more powerful

3. "If we could get those results for you, what your company be like over the next five years."

Missing

We're now going to look at 10 buying strategies, meta programs that Robbins has identified

1. Pain versus pleasure. Moving away versus moving towards. Does the person wants to be sold by hearing about the benefits, or do they want to be sold by being told about the risks or consequences and how to avoid them? Obviously this isn't a black or white thing (none of the metaprograms are), but you can determine a dominant preference, because you generally want to use more of their dominant preference when selling.

The way you figure out whether they're moving away or moving towards is to ask them questions before you get into your presentation. Ask them about what they want out of a job, or out of a career, or in fact what they want out of anything. If they find their answer in the positive, then structure your presentation as moving toward. Talk about the benefit. If, instead, they answer your question in the negative frame, then obviously use moving away from values in your presentation. A positive frame is when they tell you what they want "I want to make a lot of money" "I want to be fulfilled in my work." "I want to meet someone with a great sense of humor."

A negative frame is when they tell you what they don't want "I want a job where I'm not hassled all the time." "I want a job where I don't hate my coworkers." "I don't want to meet someone who's dumb"

2. The frame of reference focus. This is finding out where the person focuses their attention to determine whether or not something is right. What do they do before they decide to take action? What we're looking for here is whether or not they have a primarily internal or external frame of reference, whether or not they make decisions based on going inside and seeing how something feels, or based on what other people think (or what they might think), or what other people are doing. The way to find out what somebody's primary frame of reference is, is to ask them a question like, "How do you know when you're really good at something?" Or "How do you know when you've done a really good job?" Their answer here will tell you whether or not they have an internal or external frame of reference. If they say things like "I just know when I've done a good job" or "I just feel it inside" then obviously they have an internal frame of reference. On the other hand, if they say things like "My boss tells me I've done a great job" or "My friends comment on how good I am" or "I get paid a lot of money to do it," then obviously, it's a more external frame of reference

Very important point: If you go to somebody who has a strong internal frame of reference, and you tell them what to do, or tell them how they can be more successful, then they're going to fight you on it every step of the way. Likewise, if you're talking to

somebody with a strong external frame of reference, and you say to them "Well, I think you should just decide on your own or do what feels right to you, because I don't want to influence you." To then they'll shut down on you as well. So especially in consulting work, you have to be very careful in how you present these ideas. Are you using a Socratic questioning style, or are you going in and telling them exactly what to do? This has to be determined based on their frame of reference

When dealing with somebody with a strong internal frame of reference. You don't want to tell them what to do. Instead, you should say something like "Listen, I don't know what's right for you. You're the only person who knows what's right for you. What was right for me was..." and then you list out a bunch of things. "I don't know if that's going to be right for you, but I'm sure you know. What you think would be right? Would you like to stop this now, or move on to something else?" Notice the double bind in there. You may want to play with this, and using double binds with people who have strong internal frames of reference, because they want to feel like they've been in on all of the decision-making process. They want to feel like they're making the choice.

So double binds, where you control all of the choices, can be very advantageous. You give them the ability to make many choices, and give them the feeling that they been heavily in involved in the process. Just don't make it too obvious that you're using double binds in a manipulative way.

3. Are people focused on what's possible in a situation, or what's necessary? This is different than moving towards or moving away. It is possible for somebody to move towards pleasure only when it's a necessity for them. Some people will buy just because they want to. Some people will buy because it's possible that they'll feel good after buying.

Other people, though, will only buy if you can show them that it's absolutely necessary for them to buy now. If you can show them that they can't go another day without what you're selling, without facing huge consequences. So it would be very useful to know whether the person you're talking to is motivated by the possibility of some thing or by necessity

4. Matching versus mismatching, or relationship sorting. When you're prospect is presented with information, do they try to see how it's similar to something they know, or how it's internally similar, or do they try to find how it's dissimilar to what they already know, or dissimilar within itself?

There are two types of matchers and two types of mismatchers. The first kind of mismatcher is one who looks for polarity differences. These are the people who say the exact opposite of whatever you say. These people are fairly easy to deal with, you just use reverse psychology. Now in the key here is that you have to use the opposite in a congruent way. With a polarity mismatcher, the following phrase is a very useful "I don't know if what I'm offering is right for you I know that there may be some benefits, but I really don't know if what I'm offering is the right thing for you. You see, what I'm

offering is for people who..." insert characteristics here "...and I don't know if that's your style." And here, if they start to mismatch you, then it's great because they are fighting to tell you why they should be considered as a prospect, why you shouldn't sell to them

The second type of mismatcher mismatches by counter-example. These people can be recognized by their frequent use of the phrase "That may be true, but..." and then immediately launching into a counter example. So if you say to them "The marketing services that I offer can show you an increase of up to 500% on your current marketing campaigns, if you consistently follow through. I've seen it happen in countless businesses" They may very well respond by saying "That may be true, but I've tried something like this before, and it didn't work at all" or "I've seen people who've tried this, and it only ended up losing money." You can't deal with this type of mismatcher by giving them more examples, because that just gives them ammunition to find more counterexamples.

So you have to use of the same type of strategy as with polarity mismatcher. You say to them "You know, I have tell you, most people who've used this process have had incredible results, and have been very happy, but I'll be honest with you, not all of them have. For some of them, it just didn't work, and you may well fall into that latter category. I don't know." At this point, they think you're a lot more intelligent, because you're speaking to them in a way that they understand. Your giving examples and counter examples. In other words, you're speaking to them the way that they speak to themselves. Since they're going to come up with counter-examples anyway, you getting it out in the open takes away their perceived need to find a counter example, and they will listen much more carefully to what you say, and it will make your presentation a lot easier and probably generate a lot more sales as well

There are also two types of matchers. The first is based sameness matcher. These people think that everything is the same, or that everything within a certain category is the same. This can certainly work against you, if they've ever had a bad experience with a salesman, or if they've ever seen a bad example of a salesman and they perceive you as a salesman. It will automatically label you as bad.

If a sameness matcher tries to paint you with a broad negative stroke, what you can say to them is "You know, unfortunately that is true. There are a lot of people in my industry who don't have the highest ethics or workmanship. If you've ever been in a position before, where somebody in your industry or somebody in your company, did things that didn't represent you very well, and if other people judged you on it, that can be a tough position. Especially since you know that you hold yourself to a much higher than those other people demonstrated. Have you ever been in a position like this? What do you do when people compare you to..." and then insert an example of somebody negative within their industry.

So they will tell you what you have to do to demonstrate that you are not part of the group, because they are telling you what they did to separate themselves from their negative grouping

The second type of sameness matcher is a sameness with exception matcher. So these people will look at a set of information, and say "Yeah, this is all the same - except for a couple differences." This sounds a lot like the counter example mentioned earlier. People in this group will take it as a given that things are the same, but in their minds they are just pointing out for accuracies sake the minor differences

There is a quick way to determine what type of matcher somebody is. Tony uses the quarters test. Reach into your pocket and pull out three coins. Put them on the counter or the desk, and say to them "Pay very close attention, because this is going to determine your whole future. So answer carefully..." and then smile, and let them know that it's a joke and that you're just having some fun. So you put down the coins: 2 face down, and one face up. Have two that are parallel, and one that's a little off. Then ask them "What is the relationship between these three coins?" If they answer "They're all quarters" or "They're all worth the \$.25" or "They're all made in the USA" etc.. If they generalize, and say that they're all the same, then you know you have sameness matcher.

If they say "There is no relationship... They were all minted in different years, they have different colors, they're facing different directions" etc. then you know, you have a polarity mismatcher.

If they point to the two that are face down and say "These are alike, but this other one is different," then you have a counterexample mismatcher, the first thing they notice is what's different. And vice versa, if they notice of the sameness first, then you have a matcher with exception.

So obviously, you can play with this test. You can use quarters and dimes, you can mix it up to make it a little easier for them to completely renounce a group etc.. It's mostly just fun anyway, and a quick way to get a handle on what type of matcher they are

5. Where the person focuses. Are they focused on other people? Are they focused on themselves? Are they focused data or information? On excitement, emotion? This is an important distinction, if you go to somebody whose primary focus is on themselves, and you try to sell them on the fact that what you're doing can help them help other people, then you're not going to get a very good response.

Just like if you go to somebody whose primary focus is on others and you try to them about the benefits to themselves. In that case, you will also get shut out.

Other people don't really care about what it can do for them, or what it can do for others, they just want to know how it works. Their battle cry is "Just give me the numbers." Trying to use an overly emotional appeal with these people is likewise a waste of time.

Finding out which category you're prospect falls into is harder for this distinction. You have to start to notice where their focus is when they're talking to you. Do they always appear to be interested in you, and what you have to say? Are they leaning forward, and

really participating when you're speaking? Are they extremely associated with you, and with the conversation that you're having? If that's the case, and you notice that in their conversations with others, then you may well have an others focused person.

A self focused person will tend to go into their own little while you talk to them, and come back when you are done talking, making the appropriate noises without actually being part of the conversation, but you can very quickly tell that they're relatively disinterested in what you're saying. So, in order to bring back their interest, you'll want to bring the conversation back to them, tell them how they can benefit, make them the star again.

Tony gives the example of Southwest Airline's, who wanted to get people who were very others focused. They wanted flight attendants who were interested in other people. So how did they find these people? Everybody says that they're interested in helping other people. What they did was a group interview, they got 10 or 15 people into a room together, and had them speak about why they wanted to be part of the Southwest team

But the interviewers weren't watching the person who was speaking, they were watching everybody else in the room, and noticing which people seemed to be genuinely interested in the person speaking, and which ones were disinterested, or seemed to be only concerned about preparing their own speech. Those in the latter group weren't hired, those in the former were, and they ended up having FAR fewer complaints about their staff afterwards.

6. completion oriented versus process oriented. In other words, what's more important, the result, or how you get there? Some people enjoy the process of getting things done more than the result. This is a very useful thing to know about your prospect. Is it better to motivate them by talking about the end result, or about the process that will get them there?

7. How a person becomes convinced. What has to happen in order for the person in front of you to believe in you, to believe in the vision that you're presenting them? What has to happen for them to think it's a good idea? This is called the convincer strategy, and it may be the most important distinction for salespeople

There are few sub- distinctions within this category. The first is the VAK model, and Tony adds a D for Digital. So do they have to see it, hear it, or feel it? Or, do they have to read about it (digital)? In what combination, or what order, do these have to happen to convince the person?

Most people try to sell others in the way that they are convinced. Obviously, a much more effective strategy is to find out the way that other people are convinced, and sell them that way. A question that you can ask in order to find out what somebody's convincer strategy is, is "How do you know when somebody is really good at what they do?" Their answer to this question will basically tell you how they get convinced about anything. So you can use that information to convince them about buying what you're

selling. So we can sum up this first part of the convincer strategy as “What types of evidence do they need in order to be convinced?”

The second part of this strategy is what amount of time and/or what frequency do they need in between hearing something until they believe it's true? Do you have to hear something eight times? Do you have to read about it in three different places? Questions that can elicit this information will be very useful, because some people won't be convinced the first time you present anything, no matter what you do, simply because they need to experience evidence on multiple occasions and potentially over a specified timeline in order to believe anything.

You can elicit this information by following up on the co-worker question. Ask them if they need evidence of the co-worker being good at something just once, or more than once, or consistently for a period of time, etc.

8. A focus on generality or specifics? Somebody who wants the big picture doesn't want to be told about specifics or details. In fact, you will bore the hell out of them if you try to give them the details, and lose the sale. With these people, you paint the benefits you tell them, or show them, or have them feel what it will be like once they have the product, or once they're using the service.

If you use that this same strategy, though, with people who are details oriented, they will think that you're trying to hide something in just talking about the big picture. They will think that you're deliberately obscuring the details because there's something that's not kosher. So, these people want a lot of details, they want a data dump, and they want it now, dammit.

With this distinction, you can ask them outright at the start “Do you want me to talk a lot about the detail and mechanics, or would you rather just talk about the big picture?”

10. Is their focus on cost or convenience? Most North Americans are convenience focused rather than cost focused. They'd rather pay more money to have a something done faster, or to have some them done for them.

For most, especially in the affluent market, its not about price shopping and getting the best deal for the money. Instead, it's about getting the most convenience, or the most luxury, or bragging rights, rather than the value in a strictly financial sense

STEP 7: CREATING CONVICTION AND TEST CLOSING

We're going to talk now about the sales presentation itself. Notice that it's very late in the selling process. We've had a lot of steps to gather information about the prospect, so that we can tailor a highly effective sales presentation for them. The only purpose of a sales presentation is to create conviction and get them to want to buy now.

It's absolutely crucial that when you make a sales presentation, when you talk somebody, you're doing it with congruency. You to really believe that you're going in there as a giver, not as a taker. You have to really believe that you're going to help them by sharing the opportunity of using your product or service. If you don't feel that, then you're going to be selling from a very disadvantaged position. Remember, people are extremely good at picking up on incongruency. If any part of you doesn't match the message that you're giving them, then they are much more likely to distrust you.

You have to be so certain that what you're offering to somebody is of such great benefit to them that they can't say no to you. That's Robbins formula for success in sales boiled down to one sentence. You have to be so convinced that what you have to offer is so much more valuable than the money that you're asking, that you can always transfer your certainty and you're enthusiasm to them.

Remember, when two people talk about something, the person with the stronger conviction will convince the other. They will do with the influencing. So be sure that you are absolutely convinced that what you're offering is of the utmost quality and value

Remember the metaphor of the apothecary scales. On the one side, they are being weighed down by DRAB, the dominant reason to avoid buying. What you have to do is load up the other side of the scale with ERBN & LRBN, the emotional and logical reasons to buy now. The way we do this is to create units of conviction.

Earlier, we created units of interest. Now, units of conviction are going to be the boulders that we throw on the scale to completely overwhelm their DRAB. We have to convince them that buying will cause of almost no pain, and it will lead to huge upside pleasure. And that not buying will cause a lot of pain and lead to no pleasure

Even though most people have emotion as the primary reason for their buying, most people don't like to feel like they're doing that. They want to believe that they are completely rational beings, which is why it's so important to give them the logical reasons to buy now, so that they can convince themselves that it was the smart choice

Creating units of conviction

1. Make a big fat claim. "Our system can increase your profits by 50%" This claim is designed to open their mind to a new possibility. So this big fat claim is a fact or a feature about your product or service
2. Immediately follow up your claim with "Because" and then give a reason. Remember, "because" is the magic word here
3. You say "Which means to you..." and then you state a benefit
4. Then you say "And that REALLY means to you..." and you state another benefit, this one probably touching on one of their values.

5. Provide evidence for your claims. You can reference successful companies, case studies, anywhere else this principle is being used, so that they have a logical reason to believe you.

Finish it with the permission question, you say “Right now, I’m not here to try to sell you on anything. I’d just like to get your answers to a few questions. Would it be alright if I asked you those questions now?” Then you ask questions that are designed to create conviction. “In your opinion, do you feel that being able to make that much more money, and having your people be that much happier, is something that’s worth taking the time to look at, or to commit to spending 30 minutes with me for?”

So these 7 steps are basically a model for us to turn features and facts into benefits, and to use these benefits, which are essentially driven by emotion, along with logical reasons linked to the facts that you present why it is a good idea to buy now. So this lets people buy because of the emotional benefit that they think they will get, and to justify that purchase to themselves and to others based on logic or facts that you have armed them with

So you can follow these seven steps multiple times, with different features and facts about your product. It’s a very good idea to take the time to put a number of different facts and features about your product or service through this process, so that you have many units of conviction that you can throw on to that apothecaries scale to overcome their reasons to avoid buying

Remember the “No Lie” model, where you take things that can be seen as a objections (like price or quality) for any feature that you are likely to be called on, and spin it. “Make a skeleton dance” and use that as a feature/benefit link

After you’ve given them a unit of conviction, move in with a test close, which is your best friend in the selling process. A test close is basically an emotional barometer that tells you how they’re feeling about your product or service. So, you give them a unit of conviction or 2, and then say “In your opinion, is that something that’s important to you? In your opinion is that something that would help you?” You’re not asking for any commitment from them here to buy from you, but instead you’re just asking for their opinion, so they feel a lot less pressure and you can get a lot of great information about where they are at this point in time and how they’re feeling

When Tony was selling Rohn’s audio tapes, he took the time to extract all of the features from each tape and created units of conviction from the strongest features from each tape, and he would ask a potential customer’s “How much would learning this be worth to you.” And he would list one of the features or units of conviction

“Over the next five years, if you could master your time, how much would it be worth to you? How much would it be worth to you over the next 10 years to have expert level

communication skills? Would it be worth \$1000? Would it be worth \$2000 over the next 10 years, if you could communicate all of your ideas to anybody?"

So he gets the prospect to agree that each of the units of conviction from each of the tapes is worth more than the total price of all of the tapes. At the end of the process, he would have the prospects convincing him that it was really worth \$12,000 to them to learn those skills that were available on the tapes.

He would say to them "Are you sure it would really be worth \$1,000 for you to master your time? Why?" Then he'd let them tell him all of the reasons that mastering their time was so important, and so on through all of the units of conviction. At the end of the process, when they're telling him that yes, it would be worth \$12,000, he'd say "Great, it'll only cost you \$300!"

This strategy only worked because he went through with them each feature and benefit, and got them to affirm the value of each to them, and really made them convince him that it really WAS worth that much to them. "Really, a thousand dollars? Why would be worth that much to you?" When you get them to convince you, you're set.

Come up with at least a dozen units of conviction for your product or service. When you can do that, and you can heap them upon the prospect at will, then you're going to have a much easier time making your sale than if you don't. If you only have one unit of conviction, it's going to be exponentially more difficult than if you have 6 or 12

Prepare in advance and commit to memory all of your units of conviction, so that you can pull them out whenever you need them. If you can't do that you're in trouble, so take the time, do your homework, and it will really pay off

Practice your delivery of each of your units of conviction, so that you not only know what to say, but you can also communicate each one with conviction and congruency, so that every time you do it, you convey your belief in what you're saying

At its most basic level, a test close is really just getting feedback from the other person. It's also leading them to a positive response... "That makes sense doesn't it?" or "I've demonstrated some pretty big value with this, haven't I?" These are test closes, they give you an indication of how the person is feeling about what you've told them so far.

An important part of the test close is the interactivity. It's getting them to participate, it's getting them to answer questions about your performance through your performance. You can use their feedback to change your presentation mid-stream. By doing this, you get people more involved, and people tend to have a more positive response when they feel involved in the process

Never try to close somebody until they are really ready to buy, because if you do, then you will have to deal with some very major objections or rejection. When you ask a closing question, you're forcing them to make a decision, to make a commitment. Most

people don't want to commit to anything, so they'll choose the safe answer: No. They'll make up some objection, and you can work at that all day, and try to combat it all day, but the real objection isn't what they told you. The real objection is simply that they're not ready to buy. Instead of asking closing questions, use test closes to gauge their interest along the way, and when you have them at the point where they are ready and excited to buy, then ask the closing question, and your success rate will be much higher

Fantastic language for test closing. Memorized this: "In your opinion, do you feel like..." this is the precursor for most test closes. When you use it, you can gauge where a person is on the buying continuum, but more often than not, you can get them saying yes, and getting into the habit of saying yes. This is making use of the consistency principle. You get them to say yes, buying your product or service is a smart choice, it's a good idea, it will make them money, it will save them time.

If you get them to say yes a few times to these questions, then it's only consistent for them to follow through and actually buy your product or service. If you don't do this, if you just go for the close right away, then you're missing out on some huge opportunities

So throw in a test close after each unit of conviction, especially if you can see that they're already agreeing with you, or when you've said something that they can't disagree with. "Making more money is a good thing." Get them to say yes, get them to affirm what you've said, get them to start setting themselves up in a consistency trap, and then go after the sale

Three categories of test closes.

1. The opening test close. These are ones that you use when you first start talking to somebody, to gauge their opening level of interest. Do they want to buy very strongly, or do they not want to buy very strongly, or do they fall somewhere in the middle?

Examples of opening test closes "So, how long have you been considering buying this?" Or "Are you seriously considering this investment?" Or "Why are you seriously considering this investment?"

"Would you be at all interested in a method that would allow you to make 50% more profit, while working less?" You're not trying to close them here, you're just trying to gauge interest right off the bat

Out of these opening test closes, you will get a lot of great information about the person you're talking to. They will usually give you their emotional and logical reasons to buy. They may also give you their dominant reasons to avoid buying. They may, for example, tell you that they're not considering buying. You can ask them why, in order to find their DRAB.

2. Contrasting test closes. This basically has you saying "Would it be worth it to you to spend or do (insert here what they have to do to take advantage of your offer) to get (the

ultimate benefit to them.)” For example, “Would it be worth it to you to spend just \$200 per month to be able to generate enough new leads and profit for yourself to be able to take your family on an exotic vacation for a full month every year, because you would have that kind of time and that kind of additional income?”

This type of question is basically a preemptive strike. You know that there is something that they're worried about, or something that they might be worried about. So if you think they're worried about price, then you bring it up first. “Would it be worth this price to get this benefit?” and obviously, you hope that the benefit is stronger than the price that you're asking.

Then they'll do the weighing, and then they'll let you know whether or not the benefit outweighs the cost. Whatever their answer is, it's good to know it as of early in the sales process as possible, because then you can change the way that you're selling if need be.

One of the biggest functions of a test close is to get the no's out of the way early. You want to do this because a “no” gives you a little bit of reciprocation to work with, but also you want to ensure that they're saying a lot of yeses before you ask your closing question. So early on, you want to get the no's out of the way, so that you know how to present to them in the way that's most likely to generate a yes

Another way to phrase a trade off close is “In order to achieve your goal of blank, would it be worth incurring a one time cost of blank?” That way, again, you're getting them to actually weight the cost vs. benefits fairly early. You're getting them to start to associate using your product or service with achieving their goal

3. The progressive test close. “So, if we were to go ahead with this...” This is particularly useful if they are unsure if they want to move forward, if they're unsure whether or not to use your product or service. When they voice their doubt, you can say “I understand that, but if you were to go ahead...” what this does is it gets them to focus on using your product or service, which is useful because we know that whatever we focus on starts to be real.

So if you can get them to imagine using your product or service, and getting the benefits that are associated with your product or service, then you're in pretty good position

Another type of progressive test close is “So, if we were to overcome objections X or challenge X, then you'd be ready to go ahead?” So here, you're not asking them for a commitment, you're not asking a closing question. Instead, you're asking an opinion question. It's very different from saying “When I take care of this, you'll sign, right?” To them, it feels much more like an opinion question, but if they say yes, then the consistency principle will basically force them to sign if you overcome that objection.

If at any point when you're test closing they're not at a high level, or they're not ready to buy - especially if you get a no, but even if you get a yes - and see lackluster body language or a lack of enthusiasm... Then you know that you have to add more conviction. That means you need to add another unit of conviction. More likely you need to add more hurt, or you can try to add more conviction using Tony's DEFEATS acronym

It's almost impossible to overstate the importance of test closing. It does so many great things for you during the selling process. One of the most important things, of course, is to let you know where your buyer is. You don't want to be afraid of knowing where they are in terms of their emotional and logical reactions to your proposal.

Next, test closes involve them in the process. This involvement is crucial to generate buy-in... buyers remorse usually comes from people who haven't been test closed a lot, or who are pressured into a sale with a very strong close or presentation, but who start to think about it more critically afterwards, and doubt that they made the right decision.

By test closing, you're getting their opinion, you're getting them to tell you that they think it's a good idea. Remember, consistency is king

Any time through the process that you get a hot response to a test close, then you go right to the close, even if you're just at the rapport stage. If they say no to your closing question, then you loop back and move through the process again

Remember the DEFEATS acronym from earlier in the course. This set of steps can also be used here to destroy resistance, or to convince them that what you're saying is true

There are a lot of lessons to be learned from Robbins's first job in sales, where he was selling cassette tapes of music and membership into backend programs. The whole process was perfectly set up to induce buying.

He started by showing out with a free gift, which was a free portrait at a local studio, which was the result of a joint venture. Then he gets to do his 2 hour presentation on the benefit of cassette tapes, and he'd go through peppering the whole presentation with test closes.

He'd ask things like "So, if you were going to start building your music library, how many pay per month do you think you would buy? Two, or four, or six?" And they'd almost always say 2, or go with the smallest amount that he said. Notice that he's already setting them up here... He's not asking them to buy 2 tapes per month, he's getting them instead to think about **if** they were going to buy 2 tapes per month.

Then, he'd talk a little bit more about the benefits of cassette tapes, and ask "So does all of that sound good?" And of course they'd agree. Then, when he tried to close, they

would usually say, "Well, we'd love to, but unfortunately we can't. You see, we don't have a cassette player." Here, they see an easy out. And from here, Tony was merciless. He'd say things like "But you do see the benefits and the value of cassette tapes, right?"

And of course they'd agree heartily. "You're not just saying that to make me feel better, are you?" And they'd usually say "No, no, we see the benefits, but we don't have a cassette player." Then Tony would say "But if you did, you'd use our service right? Because you can see the benefits of it, right?"

And of course they'd agree heartily again, safe in the assumption that they had the out, that they could politely say no, because they didn't have a cassette player. So, mercilessly, Tony followed up "You're being honest with me here, aren't you? You're not just lying to me to spare my feelings, are you?"

And again, they protest that they're not lying, that they would use the service, if only they had a cassette player. And then, Tony let them in on the good news... as a part of the sign up, they would get a free cassette player. It was completely set up and completely designed as a consistency trap.

It becomes a very hard to say no after you've spent so much time reassuring him that if only they had a cassette player, they would use this service. Tony claims that he was able to get one out of three people who he called cold to buy over \$1000 of cassette tapes in the early 1980s

So, once again, test closes are your best friend. They take away any reason to fear the word no, because you're not asking them for the sale. The first thing you ask them should never be for the sale. If you're always test closing throughout, then you always have a good idea of where they are, you're not fearing the word no - in fact, you're waiting for that first no so that you can start to take advantage of the reciprocation principle.

So, the homework is to develop a few different questions in each category of test closes that you can sprinkle throughout your presentation, and use them very liberally

STEP 8: MAKE IT REAL, AND ASSUME THE SALE

So the purpose of this step in shorthand is to make your prospect believe that buying your product or service will lead to heaven, and that not buying your product or service will lead to hell. There are lots of ways to do this, but that is the main goal. They need to associate many many good things with doing business with us, and many bad things with avoiding doing business with us

The greatest distinction in selling or persuading others is this: Imagination is 10 times more powerful than will. You can will yourself to do just about anything, it's a logical thing. Imagination, though, creates the fear that prevents you from doing something, or the imagined pleasure that drives you to do it.

It's not telling yourself that you have to do something over and over again that drives you to do it, but rather it's what you imagine the consequences of doing that or not doing that that drives you to do it

Keep a swipe file of horror stories and success stories of people who don't use your product, and of people who do, and of what happens to them because of their use or non-use. Then, it becomes a very easy to say "You know, there are some friends of mine who were in a situation much like yours. They didn't know if they wanted to buy, and they didn't... And it was only a couple weeks later that this calamity happened, that could have been avoided had they just bought this product or service... And I felt awful, because I'd done my best to try to persuade them that they needed this. But, it was no good, they didn't want it, and just a short time later, they suffered so much financial and emotional loss."

Obviously, you can change this story around to whatever suits you (and is true), but if you have a ready file of horror stories and success stories available to you to draw upon, that's a fantastic tool to have. It will help your prospect make what you're talking about real for them much more powerfully than just you talking about some abstract notion

Also remember that the most powerful way to get somebody to experience things, or to get them to associate with things, is to ask them questions. Develop the questions that you're going to ask that make buying your product or service the only logical choice. Develop the questions that will make them feel the pain, develop the questions that will make them feel pleasure

One of Tony's favorite language patterns seems to be asking a question that designed to elicit a state (or to elicit information), and when they answer "I don't know" he responds "Well, I know you don't know, but, if you did know, what would you say it was?"

This is a pretty cool pattern. The purpose is to take all of the pressure off of them, and to get them to say something, safe in the knowledge that they are not going to be held accountable for the answer. Usually, that will get you going in a much more productive direction than just accepting when they say "I don't know"

You can ask questions like "So, if you were to start using this, and you were to start to see some of the benefits that we've talked about so far, what do you think would be the greatest benefits in your life?" Now, by doing this, they are going to start to create a belief in themselves... They are going to imagine themselves using your product or service, they're going to imagine themselves getting benefits – and, of course, they're going to create way better benefits for themselves than you could.

A very cool way to make it real in selling real estate: Tony gives the example of a guy who heavily qualified all of his prospect, then took them to a place that was above their means, followed by a place that was below their means... This let them have a little contrast, and let them feel that they shopped around enough.

Then he shows them a place that's perfect for them, and what he does is convinces the people who are selling to leave the evening, and throws the prospective buyers a catered dinner party at that house.

He says to them "Just come over, we'll have a beautiful dinner together, will get some of your friends over, so that you can get a good feeling of what your new house will be like." This does many things: It builds social proof, it builds consistency as they say how great the house is etc.

Remember, anything that your prospect is doing at the time that you're giving your presentation, is going to affect how they see you and your product or service. There will be some links created. If they're eating something that they're really enjoying, they will be more likely to associate pleasurable feeling to you. That's why catered events are so important, and so persuasive. It's a very small expense if it helps increase your odds of persuading the prospects.

Also remember the Cialdini article that talked about how caffeine increases peoples attention and focus, and increases peoples willingness to believe a good argument. It increases their responsiveness to good presentations. Note, however, that also causes them to be less responsive to bad presentations. So find people's caffeine of choice, and are it to them, if you believe you have a strong presentation

If you're nearing the end of your presentation and you still haven't seen them express interest, if you haven't seen them light up, then there are three additional tools that you can use. These three are Point, Tell, and Paint.

1. Point out why they would want your product or service. Point out their problem. Bring it back into their awareness. Remind them of the hurt, or the potential gain, or both. And of course you do this by asking a question. If you already know their emotional and logical reasons to buy now, then you can ask them a very simple question "You want a ___ so that you can ___, is that right?"

This is a test close. So this might be "You want an insurance policy that will give you peace of mind, is that right?" or "You want some marketing that will help you make more money with less work, is that right?" With these pointing test closes, your aim is to open up their wound again

2. Tell. You just come right out and say, "Our ___ will do ___" you can be very blunt with this, and then you move on to the next step

3, Paint. You're going to paint a picture of what your solution looks like, and the way you do that is to say something like this: "... and when you've used our service, and when you walk into your practice on a Wednesday afternoon at 2 p.m., and you realize that you've made more money in the week so far than you would have made before using our system by the end of Friday, let me ask you a question. Is that what you want?" And when they say that's what they want, then you assume the sale.

The basic structure is this: "When you own or have used our service or product, and _____ happens at a specific time in a specific place, isn't that what you wanted to see happen?" It's critical that you be absolutely specific with the time and place. This is how you help them paint a vivid mental picture in their imagination

You want to think of some questions that you can ask that will get them focusing on what it would be like to own your product or to use your service. Get them to think about doing business with you. Some examples from real estate "Who's bedroom would this be?" "Where would you put the coaches in this living room?" "What would you do with this kitchen?"

Things like that really make them put themselves in a situation in their heads where they've already bought from you. So come up with five or ten questions about your own product or service that you can use to get your prospect to experience the benefits or values of what you're selling right now

It's a good idea to continually brainstorm ways that you can make the experience more real for your prospect. How can you involve more senses when you're painting a picture of the end result? How can you engage them more in the experience of using what you have to offer?

It doesn't take many good ideas to make a huge difference to your profit line. So brainstorm out 20 or 50 or 100 ideas that will engage people more in the selling process, and even if all of them but one are utter crap, that one was still well worth the time

STEP 9: CONVERTING OBJECTIONS INTO COMMITMENTS

The first note about objections is that you have to reframe objections so that you see it as just a request for more information. You have to see it as a necessary part of every successful sale, and believe that somebody giving you an objection isn't them reject your product or service, but rather that they're saying to you: "It sounds like you have a good thing going, but I don't see how it would work for me, or I don't believe that it would work for me. Please show me how it would work for me, show me how I can get around this fear that I have."

So what you have to do is take this objection and show them how it's not really a negative, and then get them to commit, that's the whole point of this step

The biggest mistake that you can make when somebody gives you an objection is to fight them on it. Remember, influence is about aligning and then redirecting. So, you have to ask this question, both of your self and of them, when they give an objection: "In spite of this objection, do I believe in my heart and in my mind that what I'm selling is much more valuable to them than this thing that they fear or are worried about?"

Most people believe that you have to handle an objection when it comes up, but the top performers take care of most objections before they come up. Tony calls it pre-framing. This is the whole message of the book "No lie, truth is the ultimate sales tool."

Take note of all of the things that are usually given as objections to your product or service. Brainstorm out what you think people will object to, if you're just getting started. Otherwise, use the objections that have actually come up, and then brag about those things upfront.

Get them to think about something that might come up as an objection later, instead as a positive attribute of your product or service

Obviously, you can't do this for all objections. So for anything that can't be pre framed, the following notes are steps that you can take when other objections arise.

The first, and easiest, is to have such a strong level of rapport that they don't want to bring up an objection. Have them like you so much that they'd rather find a reason to buy from you than to raise an objection.

Second, use test closes a lot, so that any objections that come up are very small, and can be handled under the test closing framework. This lets you handle their concerns before they become big, before they're sticking points.

Third, use the principle of reciprocity to get them feeling like they owe you. Give them 100 times more than they expect from you, and they're not going to find objections to bring up, because they will feel like they owe you. In fact, you can probably use all of the influence principles in order to generate this effect

Fourth, use the contrast principle to show them how much they're actually getting. Apples to oranges comparisons are your friend here. "The money that you're spending on this is less than one Starbucks coffee a day. Isn't it worth all of these benefits to give up one Starbucks coffee a day? Would you get more value from that one coffee than you do from all of the benefits I've just outlined for you?"

And finally, if none of these work and an objection still comes up, then handle it right away. Don't let them brood on it or ruminate about it. Don't let them make it bigger in their mind than it is. Take care of it as quickly as you can and get it out of the way

Just as a side note, contrast is a very powerful principle that you can use on yourself to change state. If you're depressed, or frustrated, or pissed off, you can say to yourself "Sure, you can feel this way, you have every right to feel this way. But how many people would give everything they have in the world to have the problems that you're having right now? How many people would give everything in the world to have the opportunities and benefits that you have, and the problems that come with them? How much would you have given a few years ago, to have all of these problems and the opportunities and benefits that come with them?" Then you are contrasting against what

might have been, or what could have been, and you can realize just how good things really are when looking at the big picture.

10 steps to handling objections. Once you put these to use, you will find that it's very easy to close, because these will let you hear the objection and find out what's really important to your prospect, what's really driving the objection. And once you know that, you can use those reasons as reasons for them to buy.

Step one: Ignore the objection. Most of the objections that people come up with automatically are just that. They're automatic. They're not thinking about it a whole lot, they're just throwing out an objection out of habit. So if you just ignore it, it may be so unimportant to them that you never hear about it again, and it doesn't cause any detriment to the selling process.

You don't want to waste your time or energy fighting objections that aren't real - well, you don't want to fight them at all. Remember align and redirect. If the objection is important to them, and you ignore it once, they will bring it up again

Step two: If they repeat an objection, hear them out. Ask them to give you a complete objection. Let them get it all out on their system. Don't interrupt them in the middle, don't try to fight them, just let them go. Often, they'll run right out of steam

Step three: Feed it back to them nicely. If the objection is "It costs too much" and you ignored it once, and they've repeated it... Then you've asked them to explain the objection further, and let them get it all out of their system... Then you feed back the exact objection, you say to them "It costs too much?"

By doing this, you're putting the ball back in their court. You are making them justify their objection to you. Often, when you do this, people will talk themselves out of it. They'll either say something incoherent, or give a poorly formed argument, realize how silly they sounded, and just drop it

Step four: Question them. Say to them, "You know, I know you have reasons for saying that. Do you mind if I ask what they are?" So you get their reasons here. Align with them, tell them that you understand where they're coming from, then move onto the next step

Step five: Making it a final objection. Most salespeople spend a lot of time dealing with objections that don't really matter, or that won't make or break the sale. There are usually only a couple of objections that people have that will really influence their buying one way or the other. If you've reached this point, then you see if this objection is one of those things that will truly influence the sale.

You say to them "Just suppose we were able to handle this objection. If we were able to do that., would you be interested in going ahead with this?"

Once again to determine whether or not an objection is a final objection, you use the as if frame, and a test close. You're saying to them "You know, that's a very valid objection. I see exactly where you're coming from. Can I ask you a question? If we were able to handle that, do you feel like you'd be able to go ahead?" Note how softened this example is. The language is structured to make it easy for them to answer. So even though your question is softened, you're still getting them to commit to an answer, and any commitment you get will bring you closer to a sale

If they say "Yes, if you could handle that, then of course we could move ahead," then you know you have a final objection. If you can handle that, then they will say yes. If they say "No, because we still have to deal with the blank and blank" then you know not to worry about the current objection, but you have moved closer to their real final objection

If this is the case, then ask them "Then what's really keeping us from moving forward?" It's a very up front and forward question, but you can certainly ask it, and you can certainly get the information about what the real objection is

This would make a great exercise for role-plays or weekly meetings. It would be a great thing to do to get all of the people in your organization going through even just the first 5 steps of this process. By creating a structured learning process to get better at it, we can very quickly develop this - or any - skill.

Step six: Align with the prospect and provide a cushion. Especially once you know their final objection, the worst thing that you could do would be to jump on it and attack it, and try to answer it. Because even if you do, you're not showing that you've heard them, you're not showing respect for them or for their feelings.

Instead, you want to agree with them. Say to them things like "You know, I've often felt that myself" or "You know, a lot of people have that same objection" or "I was just dealing with a client the other week, and he was saying the exact same things you are." By doing this, you're aligning with them, which is the first step to persuasion. You're not fighting them, or making them wrong

A useful tool here is what Tony calls the agreement frames. These can also be found in his book "Unlimited Power." These are ways of stating your opinion or getting your point across without ever having to contradict or make wrong the person that you're talking to. The three phrases are "I appreciate and..." "I respect and..." "I agree and...."

Even if you disagree with them, you can appreciate or respect one of two things: Either what they're feeling, or the intent behind what they're saying. Even if you don't agree with them, you can probably appreciate that if you grew up in their shoes, that you might feel the same. Or, you can respect the intent behind it. If they say "It's too much money," you can disagree with that as a statement of fact, but you can agree with the intent, which is to save money or to be able to have enough money to provide for themselves

A way that you can do this is to say to them “I really appreciate the intent behind what you're saying. What I think that you're saying is...” and then reframe what they've said.

So, for example, “What I think you're saying is that you want to get a fair deal for yourself, and you want to make sure that you're not overspending, and if you decide that you do want to go ahead with this, then you want to be sure that you'll be getting more money than you're putting out. I completely appreciate that, and I think that if you'll take a further look, you'll feel that this is truly a very good deal. I don't know, though, let's find out.”

Become hypersensitive to your use of the word “But” when dealing with clients or prospective client. Remember, everything before the but is bullshit. You have to get rid of that word, and replace it with “and.” If you make you just this one change to your speech patterns, you will find much greater success

Now that we've given them a cushion, and demonstrated understanding - or at least appreciation - we move on to step seven, which is to turn the objection into a question. So we start with the agreement frame, “I appreciate that, and I hear that from a lot of people. And that brings up a question. Isn't the real question here: Despite the cost, isn't it possible to get much more to benefit from this than the cost that we're discussing?”

And if they say yes at this point, then you've done something incredible. You've turned an objection into a question. You can't answer an objection. Almost always, trying to answer an objection leads to a dispute or a fight. But you can answer a question. There are two very different frames in the person's mind. An objection is something that they know is right or wrong, a question is something that's open to interpretation or open to new information

The general framework of this is align with them using the agreement frame, and then to say “... and that brings up a question. Is it possible that you can get much more than you originally believed by making this investment?” Or “In spite of your concerns, is it possible that you'll still get everything that you want to by making this investment?” Or “In spite of your concern, isn't it really a question of how we can get you all of these benefits, and not really a question of ___?” ___ here is a restatement of their concern or their objection

Once they've answered yes to this reframe, it's just a matter of answering their questions, finding a way to make it palatable, and then you've got it. It's no longer a giant obstacle in your way, but rather something that you can practically deal with

As long as you're turning an objection into a question anyway, you might as well turn it into a question that opens up their pain and their hurt again, that reminds them of their reasons to buy

You do that by saying something like “You know, I hear that from a lot of people, and that brings up a good question. What's going to happen five years down the road if you don't do this?”

The whole purpose of this step is to redirect their focus. You want to take their focus off of the objection, and move it back to the benefits of your product or service

Step number eight is to answer the question. We do this with yet another acronym. The acronym here is: Why Tom & Ed.

Step one: Why. You simply ask them “Why” You say to them “Why are you even concerned about the price, if this is the thing that you want? If this benefit is so important to you, then why are you concerned about the price?” Make them justify their objection to you again

Imagine two different people: Tom & Ed. The three steps of Tom and the two of Ed are different styles of handling objections

Step 2: Turn it around. You do this with the pattern "...and that's exactly the reason that you need what I'm offering.” If they say “I don't have the money for it,” you say to them “And that's exactly why you need what I'm selling, because you don't have the money, and this product or the service can help you make so much more money, and the longer you wait, the more expensive it's going to get, and the less money you're going to have.”

When done properly, this is incredibly powerful. It's like you're taking away their ammunition from them, and then firing it back at them. Think about it, you're taking a reason not to buy, and turning it into a reason to buy. If you can do this, it's an incredible skill.

Step three: Outweigh the objection. This is where they give you an objection, and you turn around and start to put more and more units of conviction on to the scale, making them believe that your product or service is so much more valuable than the objection that they're raising. The best way to outweigh it is to ask a value-based questions

So you say to them “I know what you want ____...” where ____ is some value or some state that they want to achieve, their ultimate end result. Then you say to them “... and I know that you have concerns about ____” and here you restate their objection “But isn't it true that ____...” and here, you insert the value or their desired end state

Step four: Minimize the investment. This is the reduction to the absurd, you can say to them “I agree that it is a lot of money, but let me ask you something, how long will you be using this product or how long would you benefit from using this service? Now, how much is the total investment divided by the number of years that you'll be benefiting from it, or the months, or the days that you will be benefiting? And how much of value does it bring you? You're getting value from this every day.”

It's helpful to imagine Tom as a strong or rugged character. The three steps that he uses to get around objections are very blunt and forceful. You can imagine Tom as a biker. He will get the job done bluntly and forcefully. Imagine Ed, on the other hand, as a skinny accountant. He's very fact oriented, his style is to explain and deny.

Using Ed's style, you would say, "You know, I appreciate that's what you think, and I can see where you're coming from, but that's really not the case. Let me explain to you why that's not really a big concern, when compared to everything that you get." Or, he'd deny it, he'd say "That's simply not true."

Sometimes you do have to deny, or flatly tell somebody that they're wrong. If they're saying something that's blatantly false, then you can say something like "I can appreciate where you're coming from, and if I'd heard it from the source that you heard it from, I might believe it too, but the fact is it's simply not true." If you're going to deny it, though, you'd better have evidence to back up your denial

Step nine: Tie it down and test close. Once you think you've handled the objection, say to them "Well, that handles that, doesn't it? Now, in your opinion, would you want to go ahead with this?" We move right into a test close

If at any point through this process, they bring up another objection, then you go through the same process. Work toward seeing if it's a final objection, then handle it, then test close again

Step 10: Assume the sale. This is hugely important. When they've run out of steam, assume the sale. Assuming the sale is one of your greatest assets. You don't ask for the sale once you've hit this step, because you've spent the last nine steps of this process asking questions

You will have to do a lot of role playing, and really train yourself to get out of the habit of saying "but." Remember, you say to them "I appreciate where you're coming from, **and...**" Instead of saying but, if you say "and, that brings up a question" you will get a much better response. Make sure that anybody in your company who is selling is using this language pattern.

Make sure that when you're handling objections, when you're done, you get confirmation that it's been handled. So goes through whichever objection handling step you use, and when you're done, you get confirmation by saying to them "So that takes care of that, doesn't it?"

This way, they can't come back later and bring up this objection again. They've already committed to it being handled

STEP 10: MAKE IT EASY TO BUY AND CREATE A FUTURE

This is probably the most crucial part of the sales process. First, you're tying it down so that they don't get buyers remorse, and you're also building in the ability to sell them over and over again

So how do you make it easy for them to buy? To do this, you want to make sure that there is nothing standing in the way between them and buying. You want to make sure that you've handled all of their objections before you ask for the sale.

That's what the test closing throughout the process is all about. If you've done your job right up to this point, then they won't have any further objections. But if they do, cycle back to the objection handling stage and handle it

Consider giving them a small gift at the moment that you're closing. After you've handled objections and done your test closes, when you're ready to close, give them a gift to induce reciprocity.

So you assume the sale, congratulate them on making a great decision, and say to them "... and here's something on top of everything else. I know you're going to love this. This is yours for making such a good decision" and then you give them the gift right there

Remember, more often than not, it won't be a physical gift, but rather your giving them another option or another feature on your product or service, that you haven't talked about to this point. Its basically a premium

Robbins half jokingly says that the purpose of assuming the sale is to let them know that they've bought. We're going to look at six different assumptive closes

Number one: The order blank close. This is a powerful one, because it's visual as well as conceptual. They're seeing you fill out an order form as you're asking questions, and when you get them to the point that they don't have any objections, you pull out your order form or receipt, and start filling it in. So while you're talking to them, you start to ask them questions in order to fill it in. You ask them their address, how to spell their last name, contact number, etc. and then hand it to them to sign, and the sale is done

Number two: A minor close. This is basically an upsell. You tack on a premium, or an addition to your main product, and you sell this first, knowing that if they buy it, they've assumed the sale of the original product. For example, if you design logos for businesses, a minor close might be, "Would you like us to design a logo for your envelopes as well?" Or "Would you like us to give you a sample thousand envelopes with your logo on it as well?"

They may not have even said they wanted you to design their logo, but if they accept the upsell, then they had to have accepted your main premise as well

Number three: The alternate choice close, also known as the false bind or the double bind

Number four: Congratulate the prospect on making a wise decision in purchasing from you, and again you do this before they've explicitly told you that they're going to buy

You can use contrast to make it easy. Say to them "You know, I'm really glad you're getting on this now, because in 30 days, the price is going to go up by 50% "

Or you can use scarcity. Say to them "I'm glad you're getting this now, because there's not many left, you're one of the last dozen people that will be able to take advantage of this"

And the last way to assume the sale is to make it fun. Make them laugh, and joke with them, and if you can do it in a way that increases the perceived value of you or your product or service, then all the better

The next part of this step is creating a future. The first part of this is making sure that they don't get buyers remorse. You do this through future pacing. After they bought from you, after they signed what they need to sign, you say to them, "You're sure that this is absolutely the right choice for you?" Make sure that they affirm it to you, and get them to commit to the decision and then say to them "Let me ask you something. Say, a year from now, what are you going to be doing that you couldn't have done without this product or service?"

Get them to tell you about the future benefits of it. Get them to link to specific events or specific benefits with your product or service. This will engage the power of their imagination. This is a very important, because often people will buy from you, but then they go home, or they go to the office, and somebody starts to question their decision. When this happens, you want your prospect to have references that they have created as to why it's such a good idea to do business with you, and not just rely on the enthusiasm or the state that they were in when they were with you.

If you systematically future pace, then you're going to find that the buyers remorse drops right off.

There are two ways to create a future. The first is to get them into your backend, and they become a part of your client list. The second way that you create a future with them is to get referrals.

Robbins says that one referral is worth 15 cold calls, and in today's world, it's probably much higher. If you get the sale, or even if you don't, make sure that you're trying to get referrals. Try to incorporate a few referral generating systems into your business process

Make sure that when you get referrals from somebody, that you get as much information as you can about the person being referred. In the best of all worlds, the person who is

giving you a referral will get on the phone and call the person they're referring you to, or let you send an endorsement letter or statement to them. But if nothing else, find out as much as you can about the person who's being referred to you

So for any referral coming in, ask the person who's giving it to you “What do you like about this person? What's great about this person?” Right here, you're gathering a third-party compliment that you can use on that person to put them in a much more receptive state of mind

With everybody that you've made contact with, you're going to want to set up a system so that you can continue making contact with them. This is sequential marketing, and it is highly important in all selling and business expansion activities

Tony is talking about segmenting your list, and contacting different segments at different frequencies with different contact methods. For a much greater treatment of this, look at Dan Kennedy and Scott Hallman

And that concludes mastering influence

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