FANATICAL PROSPECTING

THE ULTIMATE GUIDE TO OPENING SALES CONVERSATIONS AD FILLING THE PIPELINE BY LEVERAING SOCIAL SELLING, TELEPHONE, E-MAIL, TEXT, AND COLD CALLING.

JEB BLOUNT

Law of the Universe: Nothing happens until something moves. Law of Business: Nothing happens until someone sells something.

—Jeb Blount

CHAPTER 1: THE CASE FOR PROSPECTING

The Real Secret to Sustained Sales Success

- The path to superstar-level success in sales is brutally simple. Simple, mind you, not easy. It's a Paradox of Basics: A truth that is so blatantly obvious it has become impossibly invisible.
  What's the secret that separates superstars from everyone else, and why do they consistently outperform other salespeople? ***Fanatical prospecting***.
- Superstars are relentless, unstoppable prospectors.
  They are obsessive about keeping their pipeline full of qualified prospects.
  They prospect anywhere and anytime— constantly turning over rocks looking for their next opportunity.
  They prospect day and night—unstoppable and always on. Fanatical!
- My favorite definition of the word fanatical is “motivated or characterized by an extreme, uncritical enthusiasm.”
- Superstars view prospecting as a way of life.
  - They don't make excuses: “Oh, this is not a good time to call because they might be at lunch.”
  - They don't complain: “Nobody is calling me back.”
  - They don't whine: “The leads are bad.”
  - They don't live in fear: “What if she says no?” Or “What if this is a bad time?”
  - They don't procrastinate: “I don't have time right now. I'll catch up tomorrow.”
  - They prospect when times are good because they know that a rainy day is right around the corner.
  - They prospect when times are bad because they know that fanatical prospecting is the key to survival.
  - They prospect even when they don't feel like prospecting because they are driven to keep their pipeline full.
- The enduring mantra of the fanatical prospector is: ***One more call.***
  Prospecting is the air they breathe.
- Superstars are aware that failure in sales is not caused by a deficit of talent, skills, or training.
- The brutal fact is the number one reason for failure in sales is an empty pipe, and, the root cause of an empty pipeline is the failure to prospect.

In Search of the Easy Button

- In his book, Spartan Up: A Take No Prisoners Guide to Overcoming Obstacles and Achieving Peak Performance, Joe De Sena explains that “easy is the greatest marketing hook of all time.” So companies promise, again and again, that you can lose weight, flip houses, or get rich with no pain, no sacrifice, and no effort.
  It is just human nature to seek the easy way out.

- It is disappointing to observe how many salespeople today have this attitude—always looking for an easy way out. They have somehow deluded themselves into believing that they are owed something.
- This is the brutal truth: In sales you are owed nothing! You've got to get your ass up and go out there and make things happen yourself. You have to pick up the phone, knock on doors, make presentations, and ask for business.
- The great salespeople are skipping meals and doing deals—whatever it takes to win.
- The first step toward building an endless pipeline of new customers is acknowledging the truth and stepping back from your emotional need to find Easy Street. In sales, easy is the mother of mediocrity, and in your life, mediocrity is like a broke uncle. Once he moves into your house, it is nearly impossible to get him to leave.
- The next step is keeping it real. In sales, business, and life, there are only three things you can control:
    1. Your Actions
    2. Your Reactions
    3. Your Mindset

Stop Wishing That Things Were Easier and Start Working to Become Better

- Developing a fanatical prospecting mindset starts with coming to grips with the fact that prospecting is hard, grueling, rejection-dense work.
- Jim Rohn once said that you shouldn't wish that things were easier; you should wish that you were better. That's the promise I make to you. When you adopt the techniques in this book, you will get better.
- Will the techniques I teach you in this book make you a more efficient prospector? Absolutely.
  Will the techniques I teach you in this book make you a more effective prospector? You can count on it.
  Will the techniques I teach you eliminate rejection, make prospecting more palatable make it painless, or remove the emotional and mental roadblocks that lead to prospecting procrastination? Nope. Not a chance.
- Here's the brutal truth: There is no easy button in sales. Prospecting is hard, emotionally draining work, and it is the price you have to pay to earn a high income.

CHAPTER 2: SEVEN MINDSETS OF FANATICAL PROSPECTORS

We like to think of our champions and idols as superheroes who were born different from us. We don't like to think of them as relatively ordinary people who made themselves extraordinary.

—Carol S. Dweck, Mindset: The New Psychology of Success

- Merriam-Webster dictionary defines mindset as “a mental attitude or inclination.” It can also be defined as “a mood, disposition, inclination, or intention” (reference.com). Mindset is completely and absolutely within your control and drives both the actions you take and your reactions to the environment and people around you.

Success Leaves Clues

- Success leaves clues. Highly successful people, from ancient philosophers like Aristotle to modern-day thought leaders, have always made the point that there is little need to “reinvent the wheel.”
- If you study what successful people do, you find patterns. When you duplicate those patterns, you'll be able to duplicate their success.
- Along the way I discovered seven core mindsets that define them. These are their success clues. Duplicate these mindsets and you'll guarantee yourself success in filling your pipeline and crushing your number.
  1. Optimistic and enthusiastic
  2. Competitive
  3. Confident
  4. Relentless
  5. Thirsty for knowledge

6. Systematic and efficient
7. Adaptive and flexible -- They leverage the three A's in their approach to prospecting: adopt, adapt, adept. They actively search out and adopt new ideas and best practices, then adapt them as their own, and work at it until they become adept at execution.

CHAPTER 3: TO COLD CALL OR NOT TO COLD CALL?

The Fine Art of Interrupting

- If you want sustained success in your sales career, if you want to maximize your income, then you've got to interrupt prospects. You'll have to pick up the phone, walk in the door, send an e-mail or text message, or ping a prospect on LinkedIn, Twitter, Google+, or Facebook and interrupt someone who is not expecting you to contact them and with whom you are not currently engaged in a sales discussion.
- No matter the circumstance, the simple fact remains that you are interrupting their day to talk about something you want them to hear, do, or buy, and you do not have a scheduled appointment with them to have that conversation.
- This is what gets missed in all of the useless noise about how cold calling is dead. All of the talking heads who promise an easy way out if you'll just join their little cult ignore the real reason that prospecting is so hard, no matter how you choose to do it. It has never been about degree of the call; it is has always been about the willingness on the part of the salesperson to interrupt.

Just Afraid to Make the Call—Not Cold Call

- Today most people, including the experts and the insurance agent I mentioned above, have no idea what a cold call really is. They think that any outbound call or visit is a cold call.
  They've turned the fear and anxiety they feel about interrupting prospects into a hobgoblin and relabeled it "cold calling."
- It is not the "cold" call that is hard; it is the interrupting. Reps are just afraid to make the call, not the cold call.
- Interrupting your prospect's day is a fundamental building block of robust sales pipelines. No matter your prospecting approach, if you don't interrupt relentlessly, your pipeline will be anemic.
- So the question is not, to cold call or not to cold call. Instead, the question is how to strategically balance prospecting across the various prospecting channels to give you a competitive advantage when interrupting prospects in the crowded, competitive marketplace.

CHAPTER 4: ADOPT A BALANCED PROSPECTING METHODOLOGY

Poor people choose now. Rich people choose balance. —T. Harv Eker, Secrets of the Millionaire Mind

- It was a refrain I'd heard hundreds of times from salespeople who were quick to tell me that they were so much better at one type of prospecting than another.
  The "I'm so much better at…" excuse is just that: an excuse to avoid other prospecting techniques that salespeople find unpalatable. More often than not, it's an excuse to avoid phone prospecting.
- The pipeline always reveals the truth. Salespeople who gravitate to a single prospecting methodology seriously sub-optimize their productivity.

The Fallacy of Putting All Your Eggs in One Basket

- In sales, consistently relying on a single prospecting methodology (usually the one you feel generates the least amount of resistance and rejection), at the expense of others, consistently generates mediocre results. However, balancing your prospecting regimen based on your industry, product, company, territory, and tenure in your territory gives you a statistical advantage that almost always leads to higher performance and income over the long term.

Avoid the Lunacy of One Size Fits All

- The foundation of a winning prospecting strategy is balance.
  Balance simply means that to get the best return from your prospecting time investment, there should be a mixture of telephone, in-person, e-mail, social selling, text messaging, referrals, networking, inbound leads, trade shows, and cold calling. The relative distribution of your time investment in each prospecting methodology should be based on your unique situation.
- There isn't a one-size-fits-all formula for balanced prospecting. Every territory, industry, product, service, and prospect base is different. As are the demands of the sales plan, economic drivers, and the strategy and direction of the business—all of which are certain to change over time. It's also important to have a clear understanding of where you are against your goals because that may also determine the appropriate mix of prospecting channels.
- The key is designing your prospecting regimen based on what works best in your industry and with your product, service, deal complexity, customer base, and tenure. In some cases, this may even be market or geographic specific.
  For instance, in high-density zip codes like Manhattan or downtown Chicago, you may be more efficient and effective prospecting in person rather than via phone.
- Look around you. Find out what the top salespeople in your organization are doing to generate qualified prospects. Then do what they do. The sale pros who are bringing home the big commission checks know the formula.

CHAPTER 5: THE MORE YOU PROSPECT, THE LUCKIER YOU GET

Inaction breeds doubt and fear. Action breeds confidence and courage. If you want to conquer fear, do not sit home and think about it. Go out and get busy. —Dale Carnegie

- There are three core laws of prospecting that, when heeded, will ensure that you are moving a steady stream of prospects into the pipe:
  1. ***The Universal Law of Need***
  2. ***The 30-Day Rule***
  3. ***The Law of Replacement***

The Universal Law of Need

- It is when pipelines are empty that salespeople find themselves face to face with the Universal Law of Need. The Universal Law of Need governs desperation. It states that the more you need something, the less likely it is that you will get it.
  This law comes into play in sales when lack of activity has left your pipeline depleted.
  When all of your hope for survival rests on one, two, or even a handful of accounts, the probability of failure increases exponentially.
- The first is that desperation taps into the downside of the Law of Attraction, which states that what you focus your thoughts on, you are most likely to get. When you are desperate, you no longer focus your thoughts on what is required for success. Instead, you focus on what will happen to you if you don't get what you need, thereby attracting failure.
- The next problem with desperate need is that other people can sense your desperation. Through your actions, tone of voice, words, and body language, you send the message that you are desperate and weak. Prospects and customers naturally repel salespeople who are needy, desperate, and pathetic. Instead, they gravitate toward sales professionals who exude confidence. When you reek of the foul stench of desperation, people don't want to do business with you.

- Finally, when you are desperate, you become emotional and act illogically, which causes you to make poor decisions. These poor decisions exacerbate an already bad situation, leaving you stressed, miserable, and digging a deeper hole.

The 30-Day Rule

- The 30-Day Rule is almost always in play in B2B and high-end B2C sales. In shorter cycle transactional sales, the 30-Day Rule may become the “One-Week Rule,” but the concept remains the same.
- The 30-Day Rule states that the prospecting you do in this 30-day period will pay off for the next 90 days. It is a simple, yet powerful universal rule that governs sales and you ignore it at your peril. When you internalize this rule, it will drive you to never put prospecting aside for another day.
- The implication of the 30-Day Rule is simple. Miss a day of prospecting and it will tend to bite you sometime in the next 90 days. Miss a week and you will feel it in your commission check. Miss the entire month and you will tank your pipeline, fall into a slump, and wake up 90 days later desperate, feeling like a loser, with no clue how you ended up there.

The Law of Replacement

- The Law of Replacement can be a difficult concept to understand because it is a statistical formula.
- The Law of Replacement is a critical concept to internalize because failure to heed this law is the reason salespeople get on, and stay on, roller coasters. Up and down. Up and down. Until one day they get so far down that they can't get back up again.
- The lesson the Law of Replacement teaches is that you must constantly be pushing new opportunities into your pipeline so that you're replacing the opportunities that will naturally fall out. And, you must do so at a rate that matches or exceeds your closing ratio. This is where a fanatical prospecting mindset really begins to pay off.

The Anatomy of a Sales Slump

- Ninety-nine percent of sales slumps can be linked directly to a failure to prospect. The anatomy of a sales slump looks something like this:
    - At some point you stopped prospecting (see the 30-Day Rule).
    - Because you stopped prospecting, your pipeline stalls (see the Law of Replacement).
    - Because the prospects in your pipe are dead, you stop closing deals.
    - As you experience this failure, there is an erosion of your confidence.
    - Your crumbling confidence creates negative self-talk and that further degrades your confidence, wrecks your enthusiasm, and causes you to feel like a loser.
    - Feeling like a loser saps your energy and motivation for prospecting activity.
    - Because you don't feel like prospecting, you call the same old dead-end prospects over and over and get nowhere.
    - The lack of prospecting activity makes your already stale pipe even worse.
    - You start hoping for silver bullets. But, because hope is not a strategy, nothing changes.
    - You sink deeper into your slump, get desperate, and then bam! You get slapped by the Universal Law of Need.
    - Your sales days become depressing black holes of misery.
- Sooner or later, we all let down our guard and find ourselves in desperate need of a sale. The cumulative impact of our poor decisions, procrastination, fears, lack of focus, and even laziness have added up and suddenly we are desperately scrambling to survive.
- You can recover, but first you must acknowledge where the blame for your predicament lies. You see, often, when we find ourselves in desperate situations, we fall back on human nature and blame everything and everyone for our plight except, of course, ourselves. The Universal Law of Need doesn't punish others, though. It punishes you for your failures in executing the daily disciplines required for success. Once you look

in the mirror and accept your own culpability and take responsibility, you have a chance to change your future.

The First Rule of Sales Slumps

- The first rule of holes is when you are in one, stop digging, and the first rule of sales slumps is when you are in one, start prospecting. The only real way to get out of a sales slump is to get back up to the plate and start swinging.
- When you find yourself in a slump, take a breath, acknowledge that your negative emotions are just making things worse, and commit yourself to daily prospecting. Do whatever it takes to get your mind focused on prospecting and committing to daily goals.
- Put all of your energy, emotion, and effort into actions that you control. Success in sales is a simple equation of daily, weekly, monthly, quarterly, and annual activity. In other words, you are in complete control of your future. Even in a desperate situation, if you go back to the basics and focus on the right activity soon, the results will come. It will usually take about 30 days of dedicated daily activity to get back on track.
- ***"The more I practice, the luckier I get."*** -- Arnold Palmer
  There is a parallel singularity in sales: ***The more you prospect, the luckier you get.***
- Will training, experience, and technique make you a better prospector? Of course. However, it is far more important that you prospect consistently than that you prospect using the best techniques.
  When you prospect consistently—and that means every day—amazing things happen. The cumulative impact of daily prospecting is massive. You begin to connect with the right people, in the right accounts, at just the right time.
- It requires consistent commitment and discipline over time—a little bit every day. The more you prospect, the luckier you get.

CHAPTER 6: KNOW YOUR NUMBERS MANAGING YOUR RATIOS

Everything around you is mathematics. Everything around you is numbers. —Shakuntala Devi

- Sales is and always has been governed by numbers because, in sales, the formula for success is a simple mathematical formula: What (quality) you put into the pipe and how much (quantity) determines what you get out of the pipe.
- Numbers, or the "how much," are the science of sales.
  The "what"—the size of the prospects, the quality of the prospects, the qualification level of the prospects, the depth of your penetration and relationships with decisions makers, influencers, and coaches— that is a little bit of science and art.

Elite Athletes Know Their Numbers

- They know their numbers because their entire focus as competitors is reaching peak performance. Knowing their numbers gives them the data they need to evaluate how they are doing at any given time and most importantly, to make adjustments.
- It is no different in sales. Elite salespeople, like elite athletes, track everything. You will never reach peak performance until you know your numbers and use those numbers to make directional corrections.
- Once you are tracking your numbers consistently, the door is opened to an honest assessment of both the efficiency and the effectiveness of your sales activities.
  - Efficiency is how much activity you are generating in the time block allotted for a particular prospecting activity.
  - Effectiveness is the ratio between the activity and the outcome.

  Your drive is to optimize the balance between the two and maximize the outcome.
  Efficiency + Effectiveness = Performance (E + E = P)

- Without a doubt, there are dozens of variables that drive efficiency and effectiveness for every potential prospecting channel. Those variables include the quality of the list you are working from, industry vertical, time of day, time of year, day of week, decision maker role of your contact, product or service, complex sale versus transactional, call objective, prospecting channel, quality of your approach, methodology, message, confidence, your mindset, and much more.
- Once you know your numbers, you also gain the power to consider these variables objectively.

You Cannot Be Delusional and Successful at the Same Time

- One of the commonalities that I observe among top salespeople and fanatical prospectors across all market segments—inside and outside—is manual tracking of activity. They each have their own style and means of tracking their numbers, but the one thing they all know is exactly where they stand.
- The majority of salespeople don't track their numbers.
  Why? Because it is so much easier to delude themselves into thinking that they have made far more calls or prospecting touches than they have really made. The false comfort of delusion is warm and fuzzy and far more inviting than the cold edge of reality.
- When you choose delusion over reality, you are making a conscious choice to not only lie to yourself but to lower your standards and performance. Reality is the realm of superstars, and joining reality is one of the first steps you'll need to take on the road to developing a fanatical prospecting mindset.

CHAPTER 7: THE THREE PS THAT ARE HOLDING YOU BACK

Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible. —Francis of Assisi

Procrastination

- You've no doubt heard the children's riddle, "What is the best way to eat an elephant?" The answer, of course, is, "One bite at a time."
  It's a simple concept. But when it comes to the real world and real problems, not that easy.
- Far too often we try to eat the elephants in our lives all in one bite, which results in stress, frustration, and ultimately failure. You can't do all of your prospecting for the month in one day. It is impossible and it will never get done.
- Procrastination is an ugly disease that plagues the human race. No one is immune. You've got it and I've got it.
- There is no reward for procrastination. The failure to do the little things every day will cripple your efforts to achieve your goals. Lack of discipline will slowly but surely tug at your success and will eventually steal it away.
- To be a fanatical prospector, you must develop the self-discipline to do a little bit of prospecting each day. You can't wait until the end of the year or even the end of the month to prospect. You have to prospect every day.
- Procrastinating is easy, but the cost is great. Many salespeople don't understand the price they have paid until they wake up one day and realize that they are facing down the Universal Law of Need with an empty pipe and an angry sales manager while sitting on top of a big pile of "shoulda-dones," regret, and failure.
- As the saying goes: *"Procrastination is the grave in which opportunity is buried."*

Perfectionism

- In her Huffington Post article, *"14 Signs Your Perfectionism Has Gotten Out of Control," Carolyn Gregoire* writes, "The great irony of perfectionism is that while it's characterized by an intense drive to succeed, it can be the very thing that prevents success. Perfectionism is highly correlated with fear of failure and self-defeating behavior, such as excessive procrastination."

This statement describes perfectly why perfectionism is the arch enemy of fanatical prospecting. It generates both procrastination and the fear of rejection (failure).

- *“Anything worth doing is worth doing poorly.” -- Zig Ziglar*
  I've always believed that messy success is far better than perfect mediocrity.
- To be clear, I am not saying that researching or organizing your prospecting block is a bad idea. If you are calling C-level prospects, or you sell a complex and expensive product, it is a good idea to research your prospect in advance so that your message is relevant to their unique situation. Advance is the optimal word, though. Do research before and after the Golden Hours so that it does not encroach on your prospecting block.
- Most of the problem with perfectionism is self-talk. The voice inside your head telling you that when you get all of your little ducks in a perfect row, prospects will be putty in your hands. This self-talk manifests itself in behaviors that tend to have you working hard getting everything ready and perfect, but not actually doing anything.

Paralysis from Analysis

- ***Call reluctance*** is a common label that gets slapped on salespeople who fail to prospect. The term conjures up the image of a salesperson staring at the phone or at their prospect's front door—knees shaking, palms sweating, drenched in anxiety, unwilling to take the next step.
- Call reluctance is an easy label to apply because it seems to cover all sales sins.
- Another, more common reason for what appears to be call reluctance is paralysis from analysis.
- Here is what analysis paralysis sounds like emanating from the mouth of a salesperson:
  “Well, what if they say no?”
  “What if they say this or that?”
  “How will I know if…?”
  “What should I do if…?”
- Rather than just dialing the phone, sending the e-mail, or walking in the door and dealing with what comes next, the rep goes on a “what if” binge, often followed by an attempt to get every duck in a perfect row.

Disrupting the 3Ps

- When I'm working with salespeople who are being held back by all or one of the 3Ps, I get them focused on making just one call. Then the next. Then the next. One call at a time.
- Sometimes I have to be a bit more direct to get them to jump into prospecting. The solution is to push them hard to “just do it.” Just pick up the phone and make the call. Let the “what ifs” take care of themselves. I know that might sound a bit harsh, but a push is sometimes what is required to break this destructive cycle.
- The human mind abhors the unknown.
  In its natural state, it wants to be safe and secure. It doesn't like jumping off of a diving board into a cold lake or picking up a phone and calling a stranger. It panics in the face of change and clings to the status quo. Then it begins to convince us that all kinds of awful, dire consequences are imminent. But at some point, you've got to do something.
- Regardless of your situation, the one thing you can be sure of is that allowing the 3Ps to stand in the way of prospecting extracts a high emotional and financial cost.

NOTE:

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As a BONUS for purchasing this book you've earned FREE Professional Level Membership Access to Fanatical Prospecting—a $599 value. Use the following special code to claim your bonus. 2BZR37AG

CHAPTER 8: TIME THE GREAT EQUALIZER OF SALES

- At the beginning of every Fanatical Prospecting workshop, seminar, and boot camp, we ask participants to tell us their greatest sales challenge. We've asked the question more than 10,000 times.
  Eighty percent of the sales professionals and sales leaders who attend our sessions say that they struggle most with time management.

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- The one constant for every salesperson is time. Time for prospecting, time for discovery, time for meetings, time for demonstrations, time for presentations, time for closing, and, unfortunately, time for administrative tasks, CRM data entry, and paperwork.
- Every salesperson has exactly 24 hours each day, and only a handful of these hours are available for selling. It's how you efficiently and effectively use these "Golden Hours" that is the ultimate difference between failure, average, and superstardom. When you master time, territory, and resource management, you'll lower your stress level and make more money.
- This chapter is not an ad nauseam treatise on time-management tools. Time-management tools abound. From Google apps to the Outlook calendar to your CRM to the thousands of cutting-edge apps for mobile devices, there is no shortage of tools available to help you manage time, tasks, and resources. My recommendation is to find the ones that work best for you and then use them in the way that works best for you. You'll find an updated list of time and territory management tools at FanaticalProspecting.com.
- . I want you to take an honest look at the consequences of the choices you are making about where and how to spend your time and how those choices may be holding you back.

Adopt a CEO Mindset

- The CEO mindset is the most critical component of time, territory, and resource management. When you adopt a CEO mindset, you choose to see yourself as the CEO of You, Inc.
- CEOs are ultimately responsible for the results of their organization. They can't push blame off on anyone else. They are expected to deliver and the buck stops with them. However, CEOs have constraints because resources are scarce. The CEO is tasked with generating the highest return on investment possible with the scarce resources available to them.
- Fanatical prospectors adopt a CEO mindset. They believe that they and they alone are accountable for their own success or failure.
- The true test of CEOs in the business world is their ability to find creative solutions to inevitable roadblocks. Likewise, fanatical prospectors do not allow unexpected obstacles to slow them down. They do not blame others. They do not make excuses.

Protect the Golden Hours

- The single biggest challenge for salespeople is keeping nonrevenue-generating activities from interfering with the Golden Hours. It's a challenge for many reasons:
  - There will always be clients, managers, and peers who will make requests of you that are nonsales activities but require your attention.
  - When your prospecting activity levels are high, you will naturally generate more follow-up tasks like demos, presentations, proposals, CRM data entry, contacts, approval requests, implementations, follow-up calls, inbound calls, and so on.
  - Doing nonsales activity feels important—like you are getting things done.
  - Nonsales activity is the perfect excuse to avoid the hard work of prospecting. This is the core reason salespeople dig holes for themselves. Busy work becomes an excuse for not prospecting.
- Delude yourself. You can continue along the same track, deluding yourself that doing busy work during the Golden Hours is actual sales work, but you cannot be delusional and successful at the same time.
- *Just say no.*
  Whenever someone brings a task to you that has the potential to derail your Golden Hours and it is not mission critical—say no.

- *Prioritize.*
  Everything is a priority, and in some cases, this means that there are tasks that may not get done. That's okay. Keep the pipe full and get the deals closed and no one will ever remember.
- *Do important nonsales activities before or after the Golden Hours.*
  There will always be nonselling activities that you must do to be successful in your job. Proposals, pre-call preparation, contracts, orders, reports, and CRM data entry are all important, but they are not sales activity. Do these things before and after prime selling time—in the Platinum Hours.
- *Delegate.*
  Leverage your support staff to the fullest. In every organization, there are people assigned to solve specific problems and get stuff done. If you don't know who these people are, ask questions and keep asking until you find out. Sometimes these people are assigned to help you on a formal basis and sometimes there is an informal system.
- Your daily mission is simple: Squeeze as much out of the Golden Hours as possible by managing that time wisely. If you are not prospecting, qualifying, information gathering, presenting, or closing during Golden Hours, you are hurting your career and your income and you are not doing your job.

The Fine Art of Delegation

- Delegating is how you scale yourself. It is how you get more done with the same 24 hours. However, delegating also requires you to have to let go of control and trust other people.
- Effective delegation begins with effective communication. Salespeople create havoc and communication breakdowns when they fail to give clear instructions to their support team.
- Your support staff cannot read your mind. When you take time, in advance, to develop a plan, articulate clear instructions, make sure everyone knows where they are going and have a map to get there, you'll find that you add hours back to your sales week. It may seem tedious in the moment but the discipline to slow down and do things right up front will actually allow you to speed up.
- Follow up, follow up, follow up. Once you have delegated a task to your support team, you must provide consistent and ongoing communication and follow up. One of my favorite sayings is "In God we trust; everyone else, we follow up on."
- Invest in building relationships with your support staff. Never forget that the people on your support staff are human—just like you. Show them you care, listen, give them the same respect that you expect in return, and, above all, say thank you.

Horstman's Corollary

- Parkinson's Law states that work tends to expand to fill the time allotted for it. Horstman's Corollary is the converse. It describes how work contracts to fit into the time allowed. I simply changed the paradigm the reps were working under—instead of giving them an entire day to make their prospecting calls, I gave them 30 minutes.
- Salespeople and leaders are absolutely stunned at how much they get done when they block their time, focus on a single activity, and set an outcome goal for that activity.
- Time blocking is transformational for salespeople. It changes everything. You become incredibly efficient when you block your day into short chunks of time for specific activities. You get more accomplished in a shorter time with far better results.
- We schedule our prospecting blocks into three "Power Hours" that are spread across the day—morning, midday, and afternoon. During Power Hours we do nothing but make tele prospecting calls.
- We minimize the downtime between calls by having our targeted call lists prepared and researched in advance (Platinum Hour work). We take notes during the block and wait until after the block concludes to log our calls and update the CRM—time that is blocked specifically for CRM activity. We also schedule blocks for e-mail and social prospecting.
- Power Hours work brilliantly for two reasons:
  1. Our work contracts to fit the time allotted, so we get more done in less time.
  2. Anybody can stay focused for an hour.

Stick to Your Guns

- When it comes to time blocking, you've got to stick to your guns. Let nothing or no one— not even yourself—interfere with or steal that time. Many of the sales professionals who go through our courses hang signs on their doors to warn others to leave them alone while they are on their phone blocks. (Get your own “Do Not Disturb” door hanger at FanaticalProspecting.com.)
- It is discipline, pure and simple. You, above all others, must hold yourself accountable to schedule your prospecting blocks and keep them sacred.

Concentrate Your Power

- What makes prospecting blocks so productive is the concentration of all of your power on a single focus
- Basic neuroscience refutes the delusional human belief that we are good at multitasking. Our brains don't actually multitask. Instead, when we are working on more than one thing at a time, our brain cycles back and forth between those things. It does this so fast that we have the illusion of multitasking. Which is why we suck at it.
- Your brain was not made to multitask. Sure, it was designed to operate in complex environments and process multiple streams of data at once. You can cook dinner and watch TV at the same time, drive and talk. But your brain was not made to talk, walk, rub your belly, and chew gum. You simply cannot do multiple tasks all at one time and do them well.
- When you have too many things going on at once (especially complex tasks), your brain begins to bog down and you start slowing down.
- Recently I was working with a group of commercial insurance sales reps who were averaging seven telephone prospecting dials during a one-hour phone block. That's eight and a half minutes per dial. It wasn't like they were sitting around doing nothing. They were busy, busy, busy multitasking. Yet they were barely making enough calls to keep the lights on and feed their families. The next day they averaged 47 dials an hour. What changed?
- It was a simple concentration of power.
    - Rather than focusing on multiple tasks at one time, they focused on one: Dial the phone.
    - Instead of logging the result of each call into their CRM at the time of the call, they created a list in advance and made their notes on the list. They blocked 30 minutes after the call block to log everything in.
    - Mobile devices were turned off and placed into drawers.
    - E-mail was turned off.
    - Signs were placed on doors alerting others that they were in a phone block.
    - Research was done and call objectives set prior to the phone block.
- The result was both efficiency and effectiveness. Performance improved exponentially —more prospects were qualified, more appointments were booked, and more new opportunities were dropped into the pipe.

Beware of the Ding

- The two biggest prospecting derailers for sales professionals are e-mail and mobile devices (text, social media, e-mail, web surfing, apps). When something new hits your inbox or social stream—ding, buzz, lights, action! Like clockwork, your concentration shifts to e-mail or a smartphone. Twenty minutes later, you find yourself watching a video of a chimpanzee riding a giraffe around a circus tent and can't remember how you got there.
- Making things worse is the addictive nature of our mobile devices. The average person looks at their phone screen every seven minutes. Look down—ding—and just like that, you get sucked
- This means that during prospecting blocks or building proposal blocks or follow-up call blocks or whatever block you are in, you need to turn everything else off. Schedule alternate time blocks for dealing with e-mail, watching cat videos, or hanging out on Facebook.

What Lurks in Your Inbox Can and Will Derail Your Sales Day

- Anthony Iannarino, author of The Sales Blog, advises salespeople not to check e-mail first thing in the morning. Maybe “advises” is a little weak. He's passionate about it and calls it prospecting rule number one.
- E-mail is the great time-sucker of the twenty-first century. It is an always-on stream of consciousness. It follows you everywhere (on your phone, tablet, laptop, and now trains, planes, and automobiles) and demands your attention.
- E-mail is the derailer of all derailers. The time-sucker of all time-suckers.
- Blocking out the first one to two hours of each day for a focused telephone prospecting block is the mark of fanatical prospectors. This is why Anthony is so passionate about moving e-mail to a later time in your day. He explains that “once you open yourself to the demands of the outside world, it is very difficult to bring your full attention and focus to the most important tasks you need to complete each day and the most important task you need to complete each day is prospecting.”
- Take care of your prospecting block first, then manage e-mail.

Leverage the Platinum Hours

- During the Golden Hours, time is money. Literally. To maximize sales productivity and your income, your total focus must be on prospecting and customer engagement activities.
- Top-earning sales pros set aside time early each morning or late each afternoon to attack important nonselling activities before the demands of the sales day kick in or after they've been addressed. They use the Platinum Hours for:
    - Building prospecting lists
    - Research
    - Precall planning
    - Developing proposals and presentations
    - Creating contracts and getting approval
    - Social selling activities
    - E-mail prospecting
    - Prospect research and call objective planning
    - Planning and organization
    - Administration and reports
    - Responding to e-mail
    - Calendar management
    - CRM management
- The objective of the Platinum Hours is to set up your sales day so that all of your focus can be spent on high-value selling activities.

Measure Your Worth

- ***(Annual Income Goal)/(Number of Working Weeks × Golden Hours) = What You Are Worth an Hour***
  Use this per-hour number as a gauge to determine whether a given task, activity, or assignment is moving you toward your goals or away from them.
- Effective time management is about the choices you make. The bottom line is you've got roughly eight Golden Hours each day to sell and make a living, and you have a choice. You can either dawdle those hours away doing things that don't make you money, whining that “they” give you too much paperwork, there's too much reporting, admin, traffic, bad prospects, or whatever lame excuse you are using that day to justify that fact that you are wasting it. Or, you can plan effectively, block your time, and stick to your guns when others try to corrupt, interrupt, or usurp your time for their use.

CHAPTER 9: THE FOUR OBJECTIVES OF PROSPECTING

I don't focus on what I'm up against. I focus on my goals and I try to ignore the rest. —Venus Williams

- *"If you don't know where you're going, you might end up someplace else."* The great and oft-quoted Yogi Berra said those words. Sadly, this is how many salespeople approach prospecting—on a wing and a prayer.
- Developing a defined objective makes you effective because on each prospecting call, e-mail, social media touch, networking event, or referral request, you know exactly what to ask for and how to bridge to your prospect's problems to give them a compelling reason to accept your request.
- *The objective is the primary outcome you expect from your prospecting touch. There are four core prospective objectives:*
    - ***Set an appointment.***
    - ***Gather information and qualify.***
    - ***Close a sale.***
    - ***Build familiarity.***
- Here are some quick rules of thumb to get you started when developing prospecting objectives:
    - If you are selling a complex, high-risk, high-cost product or service, your primary objective will most often be an appointment with a qualified decision maker, influencer, or other stakeholder who can help you move the deal forward. Your secondary objective will be to gather information. Your tertiary objective will be to build familiarity.
    - If you are selling a transactional, low-risk, low-cost product or service and you are in inside sales, your primary objective will be closing the sale and secondarily gathering information.
    - If you are selling a transactional, low-risk, low-cost product and you are in outside sales and prospecting via any channel other than in person (phone, e-mail, text, social), your primary objective will be to set an appointment and secondarily to gather information.
    - If you have a highly qualified database of prospects in your CRM, the primary objective of most of your prospecting calls will be setting appointments as the buying window opens to start the sales process.
    - If the product or service you are selling can only be purchased during specific buying windows, like when a contract expires or within a defined budgetary period, gathering information to qualify the buying window will be your primary objective and building familiarity your secondary objective with most calls.
    - If you are new in your territory or working for a start-up or new division, your primary objective will be gathering information so you can identify decision makers and qualify buying windows and budgets. The secondary objective will be to build familiarity.

Prospecting Is a Contact Sport

- Prospecting, in many ways, is a brutal contact sport that shuns the nuance, art, and finesse of moving a deal through the sales pipe. To be effective, you've got to know what you want and ask for it.
  To be efficient, you've got to get in as many prospecting touches as possible during each prospecting block.
- Prospecting is not for building relationships, selling, or chatting up your buyer. It is for setting the appointment, qualifying, building familiarity, and when it makes sense, moving into the sales process right on the spot.
  You don't need brilliant scripts.
  You don't need complex strategies.
  You don't need to overcomplicate it.

Set an Appointment

- To be absolutely clear, an appointment is a meeting that is on your calendar and your prospect's calendar; in other words, they are expecting you to show up in person or by phone, video call, or web conference at a specific time and date.

- Many salespeople confuse “Just stop by,” “I'll be here anytime,” and “Call me maybe” statements from their prospects to be a commitment for an appointment. Let's not mince words. “Call me maybe” and “Just stop by anytime” are not appointments.
  To believe that they are, and to put them on your calendar as such, is pure delusion, and, as we've already learned, in sales you cannot be delusional and successful at the same time.
- So here is a simple rule: *It is only an appointment when it is on your calendar and your prospect's calendar and your prospect is expecting you to show up at a specific time, date, and place (physical or virtual).*

Gather Information and Qualify

- While setting an appointment is your primary objective with prospects you have already prequalified as potential buyers, gathering information is your primary objective with prospects you have not qualified.
- Here's what I mean. If we drew a bell curve from the statistical distribution of qualified prospects in your database/CRM or the potential customers in your market (if you are a start-up and have not yet built a database):
  - A small percentage will be totally qualified and in the buying window (ready for an appointment or ready to buy, in the case of a transactional low-risk product).
  - A larger percentage will be totally qualified—you know the decision maker, the key influencers, the size of the business, the budget, and your competitors. But, they won't be in the buying window due to budget restrictions or contractual obligations.
  - A larger percentage will be semi-qualified—you will have some information, but there will be holes in your data.
  - An even larger percentage will be potential buyers, but you will have almost no information about them or the information will be outdated.
  - A small percentage will never be buyers or will be out of business, or the record in the database will be bogus.

  Your drive as a sales professional should always be to spend your time with the most qualified prospects in your database. This means that you will want to:

  - Set appointments with the prospects that are highly qualified and/or in the buying window
  - Nurture the prospects that you've qualified but are not in the buying window
  - Gather information on the prospects for which you have some or no data so you can qualify their potential and learn their buying windows
  - Eliminate the prospect records that are bogus, out of business, too small, too big, or will never be buyers

Define the Strike Zone

- The first step in qualifying is to clearly define the strike zone. Far too many companies (especially start-ups and small businesses), sales organizations, and sales professionals fail to develop a profile of a qualified prospect. This includes the optimal time for engaging the prospect prior to the opening of the buying window.
- Here is a blinding flash of the obvious: If you don't define the strike zone, you will waste a lot of time chasing ugly deals.
- If you work for a big company, just go sit down with your sales manager and some of the more successful reps. They'll likely have the information you'll need—decision-making roles, account size, buying windows, budgetary windows, contractual obligations—to build a profile of your ideal opportunity.
- If you work for a small company or start-up, start by analyzing your product and service delivery strengths and weaknesses.
  Look for patterns and commonalities among your best customers.

Analyze the deals you are closing and gain a deeper understanding of trigger events that open buying windows.
Based on the information you know, gauge how soon you need to engage prior to the buying window opening.
Uncover common buyer roles.
Then develop a profile of the prospect that is most likely to do business with you and, over the long-term, be a profitable, happy customer.

- Once you have developed the profile of your ideal customer, you can develop the questions you'll need to qualify your prospects and identify the best opportunities. Next, make a commitment to measure every prospect, deal, and customer against this profile. When they don't fit, develop the discipline to walk away.

Close the Sale

- The techniques for closing the sale on a prospecting call (one call close) are beyond the scope of this book. However, we'll discuss the techniques you'll need to get past the initial pushback and objections from your prospect and move them into a sales conversation in Chapters 15, 16, and 18.

Build Familiarity

- Familiarity plays an important role in getting prospects to engage. The more familiar a prospect is with you, your brand, and/or your company, the more likely they will be willing to accept and return your calls, reply to your e-mails, accept a social media connection request, respond to a text message, and engage when you are prospecting in person. We're going to do a much deeper dive into the Law of Familiarity in Chapter 12.

CHAPTER 10: LEVERAGING THE PROSPECTING PYRAMID

The only difference between a mob and a trained army is organization. —Calvin Coolidge

Walk Like an Egyptian: Managing the Prospecting Pyramid

- Top performers view their prospect database as a pyramid.
  - ***At the bottom of the pyramid*** are the thousands of prospects they know little about other than a company name and perhaps some contact information. They don't know if the information about the prospect is correct (and there is a good chance that it isn't).
    Action: The goal with these prospects is to move them up the pyramid by gathering information to correct and confirm data, fill in the missing pieces, and begin the qualifying process.
  - ***Higher up the pyramid, the information improves***. There is solid contact information, including e-mail addresses. There may be information on competitors, product or service usage numbers, the size of the budget, and other demographic information. There may also be contact information for decision makers and influencers.
    Action: The goal with these prospects is to identify the buying window and all potential stakeholders.
  - ***Moving higher up***, potential buying windows have been identified. There are complete contact records for decision makers and influencers, including social profiles.
    Action: Your focus at this level is to implement nurturing campaigns to stay in front of confirmed decision makers in anticipation of an identified future buying window.
  - ***Further up are conquest prospects***. This is a highly targeted list of the best or largest opportunities in your territory. There will be a limited number: 10, 25, 50, 100.

Action: The focus for conquest prospects includes nurturing and regular touches, stakeholder identification, buying window qualifying, monitoring for trigger events, and building familiarity.

- ***Closer to the top*** are hot inbound leads and referrals.

  Action: These prospects require immediate follow-up to qualify and/or move them into the pipeline.
- ***At the tip-top*** are highly qualified prospects who are moving into the buying window due to an immediate need, contract expiration, trigger event, or budgetary period.

  Action: These are your highest-priority prospects and should be on the top of your daily prospecting list. The goals is to move them into the pipe.

- The key to leveraging the prospecting pyramid philosophy is a systematic daily focus on gathering qualifying information that identifies buying windows and stakeholders and moves prospects up the pyramid based on that information

Powerful Lists Get Powerful Results

- Use these elements in combination to structure your prospecting lists for maximum impact.
  - Prospecting objective: set an appointment, gather information, close the sale, build familiarity
  - Prospecting channel: phone, e-mail, social, text, in person, networking
  - Qualification level: highest qualified at the top of the list—least qualified at the bottom of the list
  - Potential: largest opportunities at the top of the list—lowest potential at the bottom of the list
  - Probability: highest potential probability to achieve your objective at the top of the list—lowest probability at the bottom of the list
  - Territory plan: day of week, postal code, street, geographic grid, city
  - Inbound leads
  - Conquest prospects
  - Decision maker/stakeholder role
  - Industry or market vertical
  - Customers that purchase a specific type of product or service
  - Seasonal customers
  - Inactive customers
  - Leads from a recent trade show or conference

CHAPTER 11: OWN YOUR DATABASE WHY THE CRM IS YOUR MOST IMPORTANT SALES TOOL

The most expensive thing you can do in sales is spend your time with the wrong prospect. —Jeb Blount

- There is no weapon or tool in your sales arsenal that is more important or impactful to your long-term income stream than your prospect database.
- ***Your CRM is the most important tool in your sales arsenal because it:***
  - Allows you to manage the details and tasks related to many different contacts without having to remember everything.
  - Keeps you organized, manages your pipeline, and saves your deals and relationships from getting derailed. It makes life easier by doing work for you.
  - Allows you to segment and sort your prospect database and build prospecting lists based on any field or group of fields in the database. This makes you exponentially more effective and efficient in your prospecting activities.
  - Helps you systematically qualify prospects so that you move them up the prospecting pyramid.

- When you peel all of the technology away, a CRM is just a software-based filing system that makes it easier for you to manage and access information because it does a very simple task: It remembers important things for you and reminds you when those things are important.

Own It Like a CEO

- Here's the truth about the CRM: If you don't own it, you will never reach your true earning potential. Owning it means applying the CEO mindset we discussed earlier. It means:
    - Being accountable for maintaining the integrity of your prospect database.
    - Not waiting until your manager is screaming at you because you haven't updated a record in a month.
    - Taking time to make copious notes following sales calls and logging those calls.
    - Putting new leads in the system rather than carting around a pocket full of business cards you've collected from prospects.
    - Rather than sitting around whining about how you don't understand the CRM, taking the time to learn it through trial and error and online learning tools.
- Fanatical prospectors own their database. They own it because they get it. Their database is where targeted lists come from. Their database makes them more efficient and effective.
  It should be so important to you that you eat, sleep, and drink it.
- The only person who can motivate you to fully exploit your CRM and invest diligently in building a quality prospect database is you. If you choose not to invest in your database, as the saying goes, you can't fix stupid.

A Trash Can or a Gold Mine

- Building a database is like filling in a jigsaw puzzle. It takes time, lots of work, and sometimes there is not much evidence that it is paying off. The key is recognizing the cumulative value of small wins.
- When it comes to building a powerful prospect database, my philosophy is simple:
  Put every detail about every account and every interaction with every account and contact in your CRM.
  Make good, clear notes.
  Never procrastinate.
  Do not take shortcuts.
  Develop the discipline to do it right the first time and it will pay off for you over time.

CHAPTER 12: THE LAW OF FAMILIARITY

After seeing a lot of the world, I now tend to return to the same spots. I enjoy the familiarity. —Louise Nurding

- The more familiar a prospect is with you, your brand, and/or your company, the more likely they will be to accept and return your calls, open your e-mails, accept a social media connection request, respond to a text message, accept an invite to an event or webinar, download information from a link you sent them, engage in sales conversations, and ultimately do business with you.

The Five Levers of Familiarity

1. **Persistent and Consistent Prospecting**
    - The first step in creating familiarity is through persistent and consistent daily prospecting. Each time you call, e-mail, meet face to face, drop off a business card, and leave a voice mail, you create familiarity. This is one of the core reasons persistence pays off.
    - The more times they see or hear your name, the more familiar you become to them and the gatekeepers that protect them.
2. **Referrals and Introductions**

- The most powerful and direct path to familiarity is a referral or introduction. The referral gives you instant credibility because you get to ride on the coat tails of a person who is already trusted by your prospect. There are three basic types of referrals:
    1. *Customer referrals*
       The key to generating these referrals is developing a disciplined, systematic process for asking for referrals.
    2. *Personal referrals*
       Take time to educate your personal connections on what you do and your ideal prospects so they know what to look for. Then (this is critical), keep reminding them so they don't forget about you.
    3. *Professional referrals*
       These are typically mutually beneficial relationships.
       To generate these referrals, you must seek out, form, and make an ongoing investment in these professional relationships. The wider your professional network, the more referrals you'll generate.
- The real secret to generating referrals is:
    - Give a legendary customer experience.
    - Ask.

3. Networking

- There are opportunities to network in your community or in your territory every week.
  The first place to check with is the chamber(s) in your territory.
  Then Google or Bing the calendars of other business and civic organizations in your area.
  Finally, ask your prospects and customers which events, conferences, and trade shows they attend.
  Then go!
- To be successful at networking, refrain from becoming a walking, talking marketing brochure and get it through your thick skull that nobody cares about you or what you have to say. They want to talk about themselves.
- You create connections when you ask questions, listen, and become genuinely interested in other people. Maya Angelou said, *"People will forget what you said or did, but they will always remember how you made them feel."* Take this to heart as you invest time in networking events.
- Following up after networking events is the key to anchoring your new relationships and familiarity. Use handwritten notes to remind the other person of your conversation by referencing something you spoke about. I make it a habit to keep a stack of prestamped envelopes and thank-you notes in my car. I write my notes while the conversations are still fresh.

4. Company and Brand Familiarity

- o The large company marketing machine is always at work, driving brand recognition and generating leads through traditional advertising, social media, content marketing, trade shows, and conferences. This gives the rep who works for a big company with a big brand a decided advantage in the war for their prospects' attention.
- o If you work for a start-up, emerging brand, or a small, unknown company without a sustained marketing strategy, you are almost always at a disadvantage
- o For this reason, small company and start-up sales teams are intrinsically an integral part of the brand-building and market-awareness process. In conjunction with (or in some cases in spite of) limited marketing resources, you must actively participate in getting the word out.

5. Personal Branding

- This is the ultimate way to build familiarity because people buy you. They buy you and trust you because they believe that you are the only person who can solve their unique problem.
- There is a personal branding methodology that is so little used, I consider it a secret weapon in the war for familiarity. It has an extraordinary track record for producing results and creates instant familiarity, credibility, and leads.
- The secret: Speak in public, regularly.

Public speaking is a powerful method for meeting people and developing business relationships because it creates an environment where prospects seek you out.
- You can easily get speaking gigs. Organizations like the chamber of commerce, Rotary Club, trade organizations, and other business and civic groups are always in need of guest speakers. All you really have to do is call and volunteer and they will happily put you on the schedule.
- Speaking allows you to showcase your knowledge. It also gives you tremendous visibility and credibility. And because so few of your competitors do it, it will set you apart, enhance your personal brand, and create a greater sense of familiarity with your prospects.

Warning

- The information in this chapter comes with a warning. It is easy to spend all of your time creating familiarity. If you do this in place of other prospecting activities, you'll wake up a month from now with an empty pipe.
- Like everything in sales, building familiarity is about balance.

CHAPTER 13: SOCIAL SELLING

Sales is a blend of art and science. The art is influencing people to make commitments. The science is influencing the right people. —Jeb Blount

- As I write this book, social selling is one of the hottest buzzwords in the sales profession. There is no doubt that the social selling (sometimes called social prospecting) channel is a critical component of a balanced prospecting methodology.
- The social channel gives us the ability to easily and economically build familiarity through low-impact, nonintrusive techniques. We can easily map the buyers, influencers, potential coaches, and other stakeholders at our prospective accounts and strategically uncover buying motivations and interests that lead to more impactful and robust in person conversations. We can monitor our competitors and industry trends in ways that were not possible or economically feasible in the past.
- The bad news? As the data pool morphs and options for tapping into that data increase, the social ecosystem is becoming more overwhelming and the expense of tapping into this data is rapidly rising.
- Social selling is inextricably woven into the fabric of fanatical prospecting. Top performers know this, and that's why they are rapidly adopting social selling tactics for prospecting and are willing to pony up to pay for access.
- A framework for becoming more effective and efficient with social media in your prospecting routine:

Five Objectives of Social Prospecting (Outcomes)	The Five Cs of the Social Prospecting Process (Effective)	Social Prospecting Tools (Efficient)
Personal branding and building familiarity	Connecting	Engagement tools
Inbound prospecting via education and insights	Content creation	Creation tools
Trigger-event and buying cycle awareness	Content curation	Curation tools
Research and information gathering	Conversion	Distribution tools
Outbound prospecting via direct engagement	Consistency	Intelligence and data tools

- I've created a rich set of resources that are constantly being updated. You'll find virtual training modules, tutorials, articles, comprehensive e-books, and videos on social prospecting at www.FanaticalProspecting.com.

Social Selling Is Not a Panacea

- Social selling is not a panacea. Contact and conversion rates from phone and e-mail dwarf conversion rates on social media. The social channel enhances, elevates, and sometimes accelerates your prospecting efforts. It certainly impacts familiarity. But it is not a replacement for focused and deliberate outbound prospecting efforts.

Social Selling Is Not Selling

- If you are trying to sell your stuff on LinkedIn, Twitter, Google+, or Facebook, you are likely selling nothing while irritating your soon to be ex-connections and causing major damage to your reputation and relationships.
- People don't want to be pitched or "sold" on social media. They prefer to connect, interact, and learn. For this reason, the social channel is better suited to building familiarity, lead nurturing, research, nuanced inbound prospecting, and trigger-event awareness.
- Social selling is a collective term that encompasses a variety of activities—all designed to enrich the sales process and fill the pipe with more qualified and motivated prospects.
  These activities include:
    - Social research
    - Social networking
    - Social lead generation
    - Social inbound marketing
    - Social prospecting
    - Social trigger-event monitoring
    - Social competitive intelligence
    - Social customer relationship management (CRM)
    - Social account management
- It is critical that you include social selling in your sales arsenal and work to become a master at leveraging the social channel. No matter what you are selling, integrating social into your prospecting and sales process is no longer an option.

Choosing the Right Social Channels

- On which social channels should you be active? Where should you invest your limited time?
  The simple answer: Go where your prospects hang out.
- Take a step back and answer these two questions:
    1. On which social channels will I find my customers and prospects?
    2. On which social channels do I feel most comfortable?
- The ROI on your social selling investment (time, money, and emotion) will increase significantly if you are playing in the same sandbox as your prospects. For example, if you sell cloud-based software to financial services companies, you wouldn't attend a trade show for farmers. Same goes for social.
- It's also important to engage in channels you're comfortable with and enjoy.
- If your prospects are on a channel that you detest, I suggest you figure out how to like it so that it becomes part of your sales day.
- (I have included a comprehensive social channel guide on www.FanaticalProspecting.com that is updated regularly and will help you choose where and how to spend your time.)

Personal Branding

- Here are two questions you must constantly be asking yourself as you engage in social prospecting:
  1. Does my presence online support my efforts to build my reputation as a sales professional who solves problems and can be trusted?
  2. Does it help people become familiar with my name and brand in a positive way?
- If the answer to either of these questions is "no" or "I'm not sure," it's time to make an adjustment in your strategy. The primary, top, number-one reason why you should engage in social selling is to improve

familiarity and build trust. You want to be seen and heard, and you want to be viewed as a credible resource for potential buyers.

- You want your professional presence online to position you as the one person who is most capable of bringing solutions to the table.
- Your social media profiles are a direct reflection of your personal brand. These profiles are the tip of the social selling spear. Until your prospect meets you by phone or in person, who you are online is who you are. So you must invest time in developing and perfecting your social profiles.
- We have a comprehensive guide to building winning social media profile pages at www.FanaticalProspecting.com that provides detailed instructions and tips for each of the major social media networks.

Here are some of the basics:

1. ***Headshot***
   - According to PhotoFeeler.com, a website that helps people choose the right photo for online profiles, "Profile photos are so essential to modern communication that a good one's become a basic necessity.
   - Make sure the picture is taken in good light and at a flattering angle and has a neutral background. Lose the cheesy poses—like with your arms crossed, hand on your chin, or cocking your eyeglasses. You don't want to come off looking like a schmuck.
   - Instead, smile and put a pleasant look on your face. In a study1 based on over 60,000 ratings, Photo Feeler found that a genuine smile has a significant impact on other people's perceptions of your competence, likeability, and influence based on your profile picture.
   - A best practice that I highly recommend is posting the same headshot on all of your social media profiles. Your image is like your logo. You want it to stick.
2. ***Cover Image***
   - Inbound marketing and CRM juggernaut HubSpot.com says that "having a social media profile without a cover photo is like having a brick-and-mortar business without a store sign."
   - You'll find dozens of resources online that provide detailed information on cover images. If you are not a graphic artist, creating your own professional cover image can be daunting. The good news is there are many experts online who will help you create professional covers at a nominal cost. I suggest you look to Fiverr.com first for help.
     For a low-cost self-service option, I recommend Canva.com.
3. ***Summary/Bio/About You***
   - Personal branding expert William Arruda says that "an effective LinkedIn summary makes people want to know more about you and, ultimately, connect with you one-on-one."
   - It should be well written, compelling, and truthful. Write in the first person and make it conversational. Your bio should explain who you are, what you are all about (values), what you do best, and why customers and clients count on and trust you to solve their problems.
4. ***Contact Information***
   - Forget about privacy. You are in sales. The very best thing that can happen is a prospect calls and interrupts you. If you make it hard for them, they won't. If you don't provide contact information, they can't. So make it easy. Put your contact information, including phone, e-mail, and website on your social media profiles.
5. ***Media and Links***
   - Ensure that you are cross-linking each social profile page to your other profile pages along with any place you are blogging or contributing content.
   - Take the time to add information that will be interesting to your prospects, educate them, and give them a reason to connect with you. (Be sure to check with your marketing department to get permission to add content related to your company brand.)
6. ***Custom URLs***
   - A custom URL makes it easier for people to find you and to share your profile.

7. ***History***
    - Don't leave gaps, holes, or partially completed profiles. This sends the message that you cannot be trusted
8. ***Update Your Profiles Regularly***
    - Make a commitment to manage your online presence by reviewing, updating, and continuously improving all of your online profiles at least once a quarter.
    - As you review your online profiles, answer this question: Would you buy you?

The Five Cs of Social Selling

1. ***Connecting***
    - Connections get you in the door and in front of the right people faster. When your connections introduce you to people inside of their network or company, your message has immediate relevance.
    - ***There are three ways to create connections:***
        - *Direct:*
          On both LinkedIn and Facebook you may initiate a direct request for a connection. On Facebook, the process is straightforward: You just click "Send a Friend Request."
        - *Reciprocal:*
          With Twitter and Google+, you can gain connections by simply following people because when you follow, people will reciprocate and follow you back. The probability that they will reciprocate is determined by their level of familiarity with you, so it makes sense to follow or circle people as soon as you meet them.
        - *Passive:*
          When you publish original or curated content that connects with your audience and is shared, people will connect with and follow you. This is the most powerful way to build connections because the person connecting with you is making a conscious choice to add you to their network because they believe you add value to their career or life.
2. ***Content Creation***
    - Original content will typically be in the form of:
        - Articles
        - Videos
        - Slide presentations
        - Podcasts
        - Infographics
        - White papers
        - Case studies
        - E-books (and traditional books)
    - Publishing original content positions you as an expert. It makes you a valuable resource.
3. ***Content Curation***
    - Trust me on this: Salespeople who lead with self-promotional company, brand, product, or service plugs on social media get banned, blocked, reported as spam, and ignored. Don't do it!
    - The challenge is that the social channel is a voracious and insatiable beast that devours content. It must be fed daily for you and your message to remain relevant and present. Even if you had the time to create loads of original content, it would never be enough to keep up. So, the solution is something called curation.
    - A simple analogy for curation is the act of clipping articles from magazines and newspapers and sending them to someone. Except that on social, you are doing this digitally and amplifying the impact by going from a one-to-one analogy footprint to one-to-many digital distribution.
    - ***There are three pillars of content curation:***
        1. *Awareness:*

Discover and follow the thought leaders who are shaping the dialog in your industry and know where great content is being published.

2. *Intent:*
   When you curate with intent, you begin linking together relevant content based on an overall strategy, rather than just randomly and disparately sharing.
3. *Tools:*
   Content curation is extremely time consuming, so you'll want to leverage tools that deliver relevant content to you and automate the distribution of the content you wish to share.

4. Conversion

- The social channel leveraged the right way can and should generate inbound leads. Although it is somewhat an oversimplification, social prospecting is like building your own little inbound marketing machine.
  This is where intent comes into play. You have to actively plan for and work to generate leads and engagement that opens sales conversations.

5. Consistency

- Time blocking and the deployment of tools that automate some of the activity are the keys to being efficient.
- You must block 30 minutes to an hour each day (preferably before or after the Golden Hours) to engage in planned, intentional social prospecting activities. Have the discipline to limit your activity to the block of time you have set aside for your social selling activities and no more.

Social Media Prospecting Tools

Tools for social prospecting fall into five basic categories.

- *Content curation:*
  Tools like *Feed.ly, Google News*, and Sprout.it make it easy to identify the type of content that you want to share, aggregate that content from multiple sources, and deliver it to your desktop or smartphone. Tools like Pocket (one of my absolute favorite apps) allow you to bank content you find online to share at a later time.
- *Content creation:*
  Tools that help you create your own content abound. LinkedIn Pulse is a fantastic publishing tool that allows you to post full-length articles directly on LinkedIn.
  Tumblr is an easy-to-use social blogging tool. For video, YouTube, along with a host of mobile apps, offers an array of editing and publishing tools. SlideShare allows you to post presentations and is owned by LinkedIn, so you can post them directly to your LinkedIn profile. Canva.com is an outstanding tool for editing images and creating infographics.
- *Distribution:*
  Distribution tools like HootSuite, Buffer, and HubSpot (very expensive) allow you to load the content you wish to share during nonselling hours and automate the distribution of that content on a set schedule. Set it and forget it.
- *Engagement:*
  Tools like HootSuite, HubSpot, Bit.ly, and TweetDeck, along with the analytics tools embedded in the major social channels, allow you to view and analyze how people are engaging with your content and if that content is effective.
- *Intelligence:*
  These tools help you gather information about companies, people, trigger events, and buying windows. My absolute favorite is Google alerts. You will also find a growing suite of intelligence tools being built by and embedded into the major social networks.

Social Prospecting + Outbound Prospecting = A Powerful Combination

- The problem you face is, in the ocean of content flooding the social channel, it's getting more and more difficult to stand out and get noticed.
- This is why even HubSpot, the granddaddy of the inbound marketing movement, and LinkedIn, the grand pooh-bah of the social selling movement, combine inbound and outbound prospecting strategies.
- Outbound prospecting and inbound social prospecting go together like mashed potatoes and gravy.
- Combined with social prospecting, outbound becomes enormously powerful. The combined benefits include:
  - Amplifying familiarity, which increases the probability that your prospect will engage
  - More targeted prospecting lists focused on the highest-qualified prospects and individual buyers
  - Leveraging trigger events to open or walk through buying windows at just the right time
  - Nurturing and educating prospects ahead of expected or projected buying windows
  - Research to gain contact information
  - Buyer-influencer-coach (BIC) mapping
  - Qualifying
  - Refining and making your outbound prospecting message relevant

CHAPTER 14: MESSAGE MATTERS

For every sale you miss because you're too enthusiastic, you will miss a hundred because you're not enthusiastic enough. —Zig Ziglar

- With some introspection, diligent effort, and practice, you can craft impactful messages that move prospects to take action and deftly turn around reflex responses, brush-offs, and objections.
- As we've already established, the thing that makes prospecting so hard is you are interrupting someone's day and that interruption creates immediate resistance and not-so-pleasant responses from your prospect. Words and how you use those words—no matter which prospecting channel you are leveraging—can either increase the severity of that reaction and subsequent rejection or reduce resistance, break down emotional walls, and improve the probability that qualified prospects will respond positively to your request for their time.
- You must articulate the value of spending time with you in the context of what is most important to them. Your message must demonstrate a sincere interest in listening to them, learning about them, and solving their unique problems.
  This is how you break down initial resistance so that you earn an appointment, gain the opportunity to gather qualifying information, or engage in a sales conversation right in the moment.
- What I want to make clear is prospecting messages are not complex. Be careful not to overcomplicate things. Your prospecting message is designed for one purpose: to quickly persuade your prospect to give you their time.

What You Say and How You Say It

- One of the truths about human behavior is people tend to respond in kind. If you are relaxed and confident, you'll transfer that emotion to your prospect.
- A relaxed, confident, enthusiastic demeanor and tone will open doors when nothing else will. Nonverbal communication includes:
  - Voice tone, inflection, pitch, and speed
  - Body language, facial expressions
  - The way you dress and your outward appearance
  - Sentence structure, grammar, punctuation, and the words used in written communication—e-mail, text messaging, and social messaging

Enthusiasm and Confidence

- Confidence and enthusiasm are the two most powerful and persuasive nonverbal messages you send to prospects.
  Confidence is "a feeling or belief that you can do something well or succeed at something."
  Enthusiasm is defined as "a strong excitement about something; something inspiring zeal or fervor
- Develop techniques for building and demonstrating confidence and enthusiasm even when you don't feel confident and enthusiastic. This begins with developing your mindset and mental toughness to allow you to regain focus and bounce back from rejection and fatigue.
- In other words, what is happening on the inside of you manifests itself in your outward confidence and enthusiasm.
- Work by researchers, including Harvard University's Amy Cuddy, reveal that your posture and body language can shape your emotions—including enthusiasm and confidence.
  Cuddy's research demonstrates that "power posing," physically standing in a posture of confidence, even when you don't feel confident, impacts testosterone and cortisol levels in the brain, and that influences confidence
- When you dress your best, you feel your best. When you put your shoulders up and chin up, you look and feel confident. Tell yourself that you will succeed and your chances of success go up. Use assertive and assumptive words, phrases, and voice tone and you will be more powerful and credible.

What You Say

- Your prospecting message must be quick, simple, direct, and relevant. The relevant part is the critical element. Prospects are going to agree to give up their valuable time for their reasons, not yours. The lower the risk to them for giving up their time, the more likely they'll be willing to give it up.
- You lower the risk for your prospect by answering WIIFM—the most important question on their mind: *What's in it for me?*
- In his book Smart Calling, *Art Sobczak* calls these assumptions about WIIFMs "Possible Value Propositions." He suggests that for each class of prospect and decisionmaker role, you should take time to define the possible reasons that would create enough WIIFM for them to give up their time to spend it with you.
- *Jill Konrath*, author of *SNAP Selling*, says that in our current business environment, where potential decision makers are crazy busy, being able to deliver powerful value propositions is the way to "pique curiosity and open doors."6 Jill defines a value proposition as "a clear statement of the tangible results a customer gets from using your products or services. It's outcome focused and stresses the business value of your offering."
- Konrath suggests that there are three key parts to a winning VP:
  1. Focuses on a business objective that is measured: You'll get their attention when you focus on a metric that impacts their performance.
  2. Disrupts status quo: The status quo is powerful. People abhor change and will only move from the status quo when they feel they can significantly improve their current situation—increase sales, reduce costs, improve efficiency, reduce stress, and so on.
  3. Offers proof or evidence: When you can provide information about how much you have helped prospects in similar situations, you gain instant credibility.
- I'm a fan of *Mike Weinberg's Power Statements* and sales story development process, detailed in his book New Sales. Simplified. Mike does a masterful job of laying out the process for building compelling stories that get your prospects' attention.
  Mike says your Power Statement must answer:
  - The prospect's issues
  - Your offerings that address these issues
  - Competitive differentiators
- "Differentiation gets the attention of your prospect."

WIIFM—The Power of Because

- In a landmark study on human behavior, psychologist Ellen Langer and a team of researchers from Harvard demonstrated the raw power of because. Langer had her team of researchers cut in line in front of people waiting for access to photocopiers.
  She discovered that when the researcher politely asked to jump in front of the person waiting for the copier without giving a reason—*"Excuse me, I have five pages. May I use the copier?"*—the person would say yes about 60 percent of the time. However, when the researcher qualified the request with a valid reason—*"because I'm in a hurry"*—the person said yes, on average, 94 percent of the time.
- Here's where the research became interesting. When the researcher gave a nonsensical reason like, "Excuse me, I have five pages. May I use the copier? Because I have to make copies," the person still said yes 93 percent of the time. It was a truly stunning finding. Saying the word because—giving a reason—was more important and powerful than the reason itself.
- What I am saying is that focusing on a simple, straightforward because works, and spending hours agonizing over some complex value prop is unlikely to give you anything more effective in prospecting than a simple, direct because.
  For example, just saying, *"I'd like 15 minutes of your time because I want to learn more about you and your company"* works surprisingly well with many prospects.

Bridging to the Because

- Bridging solutions to your prospect's problems using their language, not yours, is one of the core disciplines of sales
- In the context of prospecting, your bridge is the "because" that gives them a good enough reason to give up their time to spend it with you.

There are two types of bridges you'll use when prospecting:

1. Targeted bridges are bridges that are common to a large group of similar prospects— decision-maker roles, industry vertical, product or service application, and so on. Targeted bridges are most appropriate when you have little information about a specific prospect and the cost/benefit of doing reams of research is not worth it.
2. Strategic bridges are unique to a single high-value prospect and specific individual (decision-maker role) at that prospect. You will typically craft strategic bridges for enterprise level, conquest prospects, and C-level executives. Strategic bridges require research so that your bridge or because is specific and relevant, reduces risk, and gives them a compelling reason to give you their time.

- To develop a bridge specific to your prospect, you will first need to determine the objective of your prospecting touch:
  - Are you attempting to get more information to further qualify the opportunity, decision-maker role, or buying window?
  - Do you want to set up an initial meeting?
  - Are you seeking an introduction to another person?
- Defining your objective in advance, so you know what you are asking for, will help you develop a bridge that gives your prospect a reason to take that step.
  Research your prospect
  Set up Google alerts to have information about the company or individual sent directly to your inbox. Review notes and history in your CRM.
  Research the company/division/location through online searches, visiting their website, press releases, and company pages.
  Research industry trends and read the most recent trade articles.
  Craft your message to demonstrate that you can relate to their specific situation. Bridge to a specific problem they are facing using their language (gleaned from your research).

The Secret to Crafting Powerful Bridges

- Prospects want to feel that you get them and their problems (emotional and logical), or are at least trying to get them, before they'll agree to give up their time to meet with you. They only give their up time because you offer them:
    - Emotional value
    - Insight (curiosity) value
    - Tangible (logic) value
- The most effective way to craft the right message is to simply stand in your prospect's shoes
- Start by answering these questions from your prospect's perspective:
    - What would cause you stress? When do you feel stress?
    - What makes you worry? When do you worry? Why do you worry?
    - What creates anxiety? When do you feel anxiety?
    - How do you feel when you run out of time for important things?
- Analyze your product and service delivery strengths and weaknesses. Review or define your competitive advantages and the value you bring to the marketplace. Look for commonalities among your best customers. Analyze the deals you are closing and gain a deeper understanding of trigger events that open buying windows.
- The one question that will keep you from getting shut down on prospecting calls:
  What would cause your prospect to say, "So what?" to your message?

Ask For What You Want

- Ask for the appointment, ask for information, ask for the decision maker, ask for the next step, ask for the sale. Ask for what you want. Ask.
- Starting with prospecting and all the way through the close, you must constantly be asking for what you want. Otherwise your deals tend to stall and die or you never get into the door in the first place. There are three steps to asking:
    1. Ask with confidence and assume you will get what you want.
    2. Shut up.
    3. Be prepared to deal with reflex responses, brush-offs, and objections.

Assume You'll Get What You Want

- Jeffrey Gitomer, author of the Little Red Book of Selling, says that "the assumptive position is the strongest selling strategy in the world.

Shut Up

- The hardest part of asking is learning to ask and shut up. When you've asked for what you want, you've put it all out there and left yourself vulnerable to rejection. And what happens when you feel vulnerable? You try to protect yourself.
- This is why, despite all of the alarm bells going off in your adrenaline-soaked mind, you must shut up and give your prospect room to answer. Here's why: The faster you get to an answer, the faster you'll be able to move on to the next prospecting touch or deal with a no or maybe. It's governed by a simple rule of thirds.
    - *Get to yes fast.* About one-third of the time they're going to say yes just because you asked. Your goal is to get these yesses on the table and avoid talking yourself out of them.
    - *Get to no fast.* About one-third of the time the prospect will say no and mean no.
    - *Get to maybe fast.* About one-third of the time the prospect will hesitate, say maybe, negotiate, or give you a false objection just to get you off of the phone.
- When you are prepared, you know exactly how to handle reflex responses, brush-offs, and objections (RBOs), and you gain the confidence to shut up and manage silence.

CHAPTER 15: TELEPHONE PROSPECTING EXCELLENCE

Nobody Answers a Phone That Doesn't Ring

- We don't know the exact reason why more prospects are answering their phones, but we suspect three drivers:
    - Phones are anchored to people, not desks
    - No one is calling.
    - Prospects are getting burned out on impersonal, irrelevant (and often automated) prospecting e-mails.

The Telephone Is, Has Always Been, and Will Continue to Be the Most Powerful Sales Prospecting Tool

- There is no other tool in sales that will deliver better results, fill your pipe faster, and help you cover more ground in less time than the phone.
- Think about it this way: How many prospects could you qualify or set appointments with face to face in an eight-hour period? Even on the busiest city street, 20 would be a stretch. In most territories, with travel time and parking, it would be closer to 10.
- How about one hour on the phone, with a list of targeted prospects? How many phone calls could you make? Averaging one to two minutes per call, you could make 25 to 50 calls. So if you are touching twice as many prospects in about a tenth of the time, in a climate-controlled environment, which do you think will yield better results? The answer is an obvious no-brainer
- The most efficient, cost-effective way is the telephone.
- The telephone is also more effective than e-mail, social, and text because when you are actually speaking to another human being, there is a higher probability that you'll set appointments, sell stuff, and gather qualifying information.

Most Salespeople Have Never Been Taught How to Use the Phone

- You are going to get rejected a lot on the phone because statistically you will generate more real-time interactions with prospects than through any other prospecting channel.
- Most of your calls will go to voice mail. Depending on your industry, prospect base, and targeted list you'll connect with between 20 percent and 50 percent of your prospects on average during phone blocks. This is why you must be effective when you get a prospect on the line.
- Most of the reason that you are frustrated with the phone and find making telephone prospecting calls abhorrent is because you or the people who taught you how to prospect are overcomplicating the living stew out of a very simple, straightforward process.
- Nobody really likes telephone prospecting. No matter what I teach you, you are probably going to still hate the phone. That doesn't negate the fact that to reach peak sales performance, you must master telephone prospecting.

The Ultimate Key to Success Is the Scheduled Phone Block

- Fanatical prospectors set up daily telephone phone blocks of one to two hours. During this time they remove all distractions—shutting off e-mail and mobile devices, and letting those around them know that they are not to be disturbed.
- They set clear goals for how many calls they will make. This call block is a booked appointment on their schedule and it is sacred. Nothing interferes.

The Five-Step Simple Telephone Prospecting Framework

1. Get their attention by using their name: “Hi, Julie.”
2. Identify yourself: “My name is Jeb Blount and I'm with Sales Gravy.”
3. Tell them why you are calling: “The reason I'm calling is to set up an appointment with you.”
4. Bridge—give them a because: “I just read an article online that said your company is going to add 200 new sales positions over the next year. Several companies in your industry are already using

Sales Gravy exclusively for sourcing sales candidates and they are very happy with the results we are delivering."

5. Ask for what you want, and shut up: *"I thought the best place to start is to schedule a short meeting to learn about your sales recruiting challenges and goals. How about we meet Wednesday afternoon around 3:00 PM?"*

Leaving Effective Voice Mail Messages That Get Returned

- An effective voice mail should help you achieve at least one of two objectives:
  1. Get a callback from a high-value qualified prospect
  2. Build familiarity with a high-value prospect
- When salespeople ask me when they should leave a voice mail, I always answer, "When it matters."
  For example, if you are dialing a list of prospects for which you have little qualifying information, it might not make sense to leave a voice mail for those prospects. You don't know them, nor how qualified they are, and they don't know you. The probability that you will get a callback from one of these prospects is low. For this reason, you'll be more efficient and effective just dialing as many of them as possible in your allotted block rather than wasting time leaving voice mails.
- When you leave voice mail, it has to count.

Five-Step Voice Mail Framework to Double Callbacks

1. Identify yourself
2. Say your phone number twice.
3. Tell them the reason for your call.
4. Give them a reason to call you back.
5. Repeat your name and say your phone number twice

Bonus tip: Keep voice mail messages to 30 seconds. When you hold yourself to 30 seconds, you are forced to be clear, succinct, and professional.

> *"Hi, Rick, this is Jeb Blount from Sales Gravy. My phone number is 1-888-360-2249, that's 1-888-360-2249. The reason I am calling is you downloaded our white paper on cold calling and I want to learn more about your situation and what triggered you to seek out this information. I also have some additional resources on voice mail messages and phone prospecting I thought you might be curious to learn about. Let's get together this week. Give me a call back at 1-888-360-2249, that's 1-888-360-2249."*

Timing Teleprospecting Calls Is a Losing Strategy

- A great analogy for timing your calls is investing. The investor who attempts to time the market has historically failed to beat the investor who uses a dollar-cost-averaging strategy—making incremental investments on a regular schedule over time.
- If you think about prospecting in the same vein, salespeople who prospect daily on a regular schedule are always more successful over time than those who make the attempt to time their prospecting. Like investing, statistics are always in the favor of the salesperson who does a little bit of prospecting every day.

Just Eat the Frog

- Forget about timing your calls and commit instead to a daily, first-thing-in-themorning call block.
- Frenchman Nicholas Chamfort advised people to "*swallow a toad in the morning if you want to encounter nothing more disgusting the rest of the day."* In his book Eat That Frog, Brian Tracy says that your "frog" is *"the hardest, most important task of the day. It is the one task that can have the greatest positive impact on your life and results at the moment."*

- Tracy writes that staring at the frog will not make it more appetizing. When “you have to eat a frog, it doesn't pay to sit and look at it for very long.” The same with prospecting. Thinking about it, pushing it off, or trying to time it will not make it any more appetizing
- This is why you should block your first two hours every day for telephone activity.

CHAPTER 16: TURNING AROUND RBOS REFLEX RESPONSES, BRUSH-OFFS, AND OBJECTIONS

Everybody has a plan until they get punched in the face. —Mike Tyson

- Prospecting, especially telephone prospecting and in-person prospecting, conjures up our deepest fears of vulnerability. Vulnerability, according to Dr. Brene Brown, author of the Power of Vulnerability, is created in the presence of uncertainty, risk, and emotional exposure (read: potential to be rejected).
- The feeling of rejection happens the moment you get a reflex response, brush-off, or objection (RBO). You feel like you've been punched in the gut. Your brain turns off and you stumble over your words. You feel embarrassed, small, and out of control. Feeling that you lack control is an awful, sometimes debilitating emotion.
- It's the skill and poise to deal with RBOs and turn them into yesses that will give you the biggest wins and get you in front of the high-value prospects that every salesperson in your territory is chasing.

Rejection Won't Roll Off Your Back

- Let's begin with a basic premise: The feeling of rejection is real. When a prospect tells you no, your brain doesn't know the difference between the prospect rejecting your proposition or rejecting you. To your brain, it is one and the same. We learned in a previous chapter that the fight-or-flight response triggers the physiological reaction to fear.
  The psychological and neurochemical response is generated by your innate and insatiable need to feel accepted, important, and in control, which is why rejection carries such a powerful sting.
- Sales trainers and experts say things like, “Just let it roll off your back” because it's easier to offer platitudes and intellectualize the pain of rejection than to acknowledge that it's real and teach people how to deal with it. I believe it is completely disingenuous to tell you that you can just snap your fingers, detach from rejection, and let it roll off your back.
- What I've done, though, is develop a framework that allows me to gain control of that disruptive emotion so that when I get objections, my feelings don't run amuck and cause my prospecting call to become a train wreck.

Reflex Response

- “We're not interested.”
- “We're happy.”
- “We're all set.”
- “I'm busy.”

Brush-Off

The brush-off is all about avoiding conflict.

- “Call me later.”
- “Get back to me in a month.”

- Why do prospects lie—consciously or subconsciously? One of the most cogent explanations I've heard comes from Seth Godin.1 He says that prospects lie because salespeople have trained them to, and “because they're afraid.” They have learned that when they tell the truth, “the salesperson responds by questioning the judgment of the prospect. In exchange for telling the truth, the prospect is disrespected. Of course we [prospects] don't tell the truth—if we do, we're often bullied or berated or made to feel dumb.

Objections

- Objections on prospecting calls tend to be more truthful and logical rebuttals to your request. They typically come with a because.
  "There is really no reason for us to meet right now because we just signed a new contract with your competitor."
  "We're busy implementing a huge project and I can't take on anything else at the moment.

Planning for the RBO

- To master and become effective at turning around RBOs, you simply need to identify all of the potential RBOs and use the Three-Step Turnaround Framework to develop simple, repeatable scripts that you say without having to even think about it.
- Why a repeatable practiced script for RBOs? A practiced script makes your voice intonation, speaking style, and flow sound relaxed, authentic, and professional.
- When you have a script, you never have to worry about what to say and that puts you in complete control of the situation.

The Turnaround Framework

Disrupt versus Defeat

- There is a better way. Rather than attempting to overcome—defeating or prevailing over your prospect—you should disrupt their expectations and thought patterns when they push back with a no. The key is a disruptive statement or question that turns them around so that they lean toward you rather than move away from away from you.
- Disrupters work on humans because when we encounter something that isn't what we expected, we stop and pay attention. It's a pull versus push process.
- Judo, a Japanese word that translates as "gentle or yielding way," is a martial art form that focuses on winning without causing injury.
- RBOs on prospecting calls happen in a split second. You have to be nimble, adaptive, and quick on your feet. It's verbal Judo at 100 miles an hour.

Three elements of the RBO Turnaround Framework are:

1. ***Anchor***
   - We've established that the initial physiological and emotional reaction (fight or flight) to rejection is involuntary. You can, however, gain control of the disruptive emotions that are triggered by rejection. The secret is giving your logical brain (neocortex) a chance to catch up.
   - If you were hiking in the woods and a bear suddenly walked out onto the path in front of you, the physiological reaction to the threat the bear posed is the exact response you feel when you get rejected. Your "reptilian brain" or amygdala, through millions of years of evolution, is hard-wired to prepare you to survive. The problem is, it cannot tell the difference between a bear and a prospect telling you no.
   - But your logical brain (the neocortex) can. The problem is fight or flight kicks in before logic
   - The purpose of the anchor statement, sometimes called a ledge, is to give yourself an anchor or something to hold on to until your logical brain catches up, takes over, and manages the disruptive emotions generated by rejection. That's how you regain your poise and control of the conversation.
2. ***Disrupt***
   - The secret to turning around your prospect's RBO is delivering a statement or question that disrupts this expectation, "takes away" the fight, and pulls the prospect toward you.
     For example:

When they say they're happy, instead of arguing that you can make them happier if they just give you a chance, say, "Awesome. If you're happy, you shouldn't even think about changing!" This is completely unexpected.

- It is also important to avoid using words that only salespeople use. As soon as you do, you play right into their expectations. One phrase you want to avoid is "I understand."
- It demonstrates zero empathy and tells your prospect that you are not listening and don't care.

3. ***Ask***
    - You may deliver the perfect turnaround, but if you don't ask again for commitment, you won't get what you want. You must ask confidently and assumptively for a specific commitment of time or information, without any hesitation or awkward pause, directly following your turnaround script.
    - What you should never do is fight. It isn't worth it. When you get two RBOs and still can't turn your prospect around, graciously move on and come back at them another day.

CHAPTER 17: THE SECRET LIVES OF GATEKEEPERS

- The reason I have a gatekeeper is there are so many people vying for my time, if I didn't have one I would never get my job done. Her most important job is to protect my time. Unfortunately, that puts her in the unenviable position of saying no to salespeople.
- Salespeople hate gatekeepers. Sometimes to the point that they become so frustrated with gatekeepers that they experiment with tricks that, too often, make them look foolish. These schemes, regrettably, negative impact both parties, which is why so many gatekeepers, like my assistant, would rather have their teeth pulled than deal with a salesperson.
- There are no secret techniques that will get you past gatekeepers. There are, however, strategies that will give you an edge when dealing with gatekeepers.
- To leverage these strategies, it is critical to understand that gatekeepers are people just like you. Step into their shoes.

Seven Keys for Dealing with Gatekeepers

1. ***Be likable***
2. ***Use please, please.***
   In his book The Real Secrets of the Top 20 Percent, the author, Mike Brooks, advises that the "single most powerful technique" to get past gatekeepers is to use please twice.
3. ***Be transparent***
   Full disclosure makes you sound professional and worthy enough to pass through to the boss.
4. ***Connect.***
   If you speak to a particular gatekeeper often, be sure to ask about how they are doing.
   Ask questions about their family and their interests. There are gatekeepers I deal with on a regular basis who I know better than the boss. When I call, I will often spend more time talking to them than to my client. Because of these strong relationships, they take care to ensure that I get on calendars.
5. ***Hold the cheese***
   Never use cheesy schemes or tricks. They harm your credibility and you'll end up on the gatekeeper's do-not-talk-to list.
6. ***Ask for help***
   Sometimes an honest and authentic plea for help will get a gatekeeper on your side.
7. ***Change the game***
   This can be accomplished in several ways:
    - *Call early or late.*
      The boss tends to be in the office earlier than the gatekeeper and stays later.

- *Leverage social.*
  Few people allow their gatekeeper to have access to their social inboxes. Sending a LinkedIn InMail, for example, allows you to move right past the gatekeeper.
- *Meet them in person.*
- *Send an e-mail.*
- *Send a handwritten note*

CHAPTER 18: IN-PERSON PROSPECTING

Limited Application of the In-Person Prospecting Call

- In-person prospecting is part of a balanced prospecting approach for outside sales reps. It works best for residential and B2B reps who work in a local territory and sell transactional to semi complex products and services primarily to small and medium sized businesses where it is easy to walk in without bumping into a wall of security.
- Of all the prospecting channels, in-person prospecting is the least efficient.
- This is why the IPP call should only be used to supplement and complement the other forms of prospecting.

The Five-Step Hub-and-Spoke Technique

1. Plan IPPs around preset appointments. Start with appointments you set during your phone block.
2. Leveraging your CRM, develop a list of prospects close by. A zip code search is often the best means to do this.
3. Plot three to five prospects on a map around your preset appointments.
4. Develop the most efficient driving route to call on these planned IPPs with the least amount of windshield time.
5. Give yourself time between appointments—before or after—to call on these prospects face to face. Don't stop until you reach your goal.

Leveraged effectively, IPPs will help you squeeze every drop of opportunity out of your sales day.

There are five steps to planning for effective IPPs:

1. *Research.*
   Do your research in advance to get decision-maker name(s), learn about the history of their business, visit their website, look for recent press releases, and review your CRM for notes and other insights.
2. *Personalize your approach*
   Make it unique to each prospect. Develop relevant questions about their business, compliment them on recent accomplishments, or offer insights you have that may help them solve a particular problem.
3. *Develop an objective for every call.*
4. *Be prepared to close.*
   Be ready! Make sure you have everything you need to close the deal with you—sale sheets, order forms, contracts, presentation material, and so on.
5. *Log calls, notes, and set follow-up tasks in your CRM.*

The Five-Step In-Person Prospecting Call Process

The in-person call process is similar to the five-step telephone prospecting framework. The main difference between the in-person framework and the phone process is the IPP will move along at a slower pace and there will typically be more dialogue.

1. *Approach with confidence.*
   I've found that there are two keys to confidence:

- Expect to win.
- Plan questions in advance

2. *Identify yourself and say why you are there*
3. *Gather information.*
4. *Ask for what you want.*
5. *Turn around objections*

Put Your Sales Goggles On

- This is how fanatical prospectors do it. They train themselves to be acutely aware of the opportunities around them. They are always on—looking around every corner, behind every bush, and in every window for their next prospect.
    - Remain aware as you drive from place to place in your territory. New prospects and opportunities are everywhere. When you see a new business, new construction, or a company you've never noticed before, put your sales foot on the sales brake, get out of your sales car, and walk through the door.
    - Look for the names of businesses on delivery trucks and signs. If the trucks are parked, stop and quiz the drivers. You'll be amazed at how much information they will give you about the business, decision makers, buying windows, and your competitors.
    - Keep your eye out for business cards pinned to gas station and restaurant bulletin boards. When I see cards that match my sales vertical, I grab them, call them, qualify, and add the information to my database.
    - Use that amazing tool in your pocket called a smartphone. When you are driving down the road and you see the name of a potential prospect on a sign or truck, just record a voice memo or note to yourself. Use your camera to take pictures of signs, new business locations, and the sides of trucks.
- Final point: Awareness without action is useless. Be fanatical. Put on the sales brake, walk up to people, ask questions, and hand them your business card. Sure, some people might get irritated, but most people will help you, talk to you, and give you a chance.

CHAPTER 19: E-MAIL PROSPECTING

- E-mail is a powerful part of a balanced prospecting approach, and when leveraged intelligently it opens doors, gets results, and generates far more engagement and response than social prospecting. When I say far more, I mean 10 to 20 times more.
- With the many e-mail communication tools that are available, including Yesware, Signals, Tout, Tellwise, and your own CRM, you can create e-mails outside of the Golden Hours and schedule them to go out during prime selling time while you are on the phone or face to face with prospects and customers.
- E-mail has also moved beyond the traditional inbox and into the social channel. The LinkedIn inbox, Facebook Messenger, and direct messaging on Twitter are often used as proxies, supplements, or complete replacements for traditional e-mail. The benefits of the social channel include skipping past gatekeepers, the spam box, and the ability to send mail to prospects even if you don't know their e-mail address.
- The downside of e-mail in all forms is if you irritate your prospect by sending them spam-laden crap, they'll block or unfriend you in a heartbeat. There is simply no way to include everything in this short chapter. However, you'll find a comprehensive list of tutorials, e-books, podcasts, videos, resources, tools, and articles on e-mail prospecting techniques at www.FanaticalProspecting.com

The Three Cardinal Rules of E-Mail Prospecting

1. **Your E-Mail Must Get Delivered**

There is no perfect science to staying completely clear of spam filters. However, there are things you can do to increase the probability that your e-mail will get delivered. This is not a comprehensive list—rather, it's a list of the most obvious and important tactics.

- *Don't send bulk e-mail.*
- *Avoid attaching images*
- *Avoid hyperlinks*
  Your best bet is to avoid hyperlinks altogether in prospecting e-mails because they also trigger spam filters. If you do include a link:
  - Avoid embedding the URL in text.
  - Include the entire URL for complete transparency.
  - Avoid shortened URLs that obscure the website address.
  - Limit the total number of URLs to one—including any links in your e-mail signature.
- *Avoid attachments*
  Hackers have become adept at using attachments to infect computers with malware, hack websites, and infiltrate networks. Because of this danger, spam filters may grab your e-mail if it contains attachments.
- *Skip spammy words and phrases*
  For example, using ALL CAPS in a subject line, adding lots of exclamation points, or using words like free or "special buy now!"
- *Don't send to many people in the same company at one time*
  Spam filters look to see how many messages you're sending at a time.
  However, if you are sending e-mail to multiple prospects in the same company, it pays to drip these e-mails in at different times of the day rather than sending them all at once.
- *Don't send too many e-mails to the same person*
  That may impact more than just their individual inbox; with some systems, this may get you blacklisted across the entire enterprise.
- *Scrub bounces*
  This usually happens when the person you are trying to contact no longer works at the company or you have a bad e-mail address. When you get a bounce, view it as an opportunity to gather better information.
  First, update the contact in your CRM and remove the e-mail address so you won't mistakenly send to that address again.
- *Be careful with sensitive industries*
  Use extra caution when contacting sensitive industries like financial institutions, defense contractors, and health care. Hackers are relentlessly trying to get into these organizations to steal data, and as a result, there are strict firewalls in place. I recommend using text only with no links, attachments, or images.

2. Your E-Mail Must Get Opened

- Here's a fact of life: According to the Harvard Business Review, the average business executive gets 200-plus e-mails a day. Add to that the mail they get in their social media inboxes, instant messages, and the chatter on crowdsourcing tools deployed by many companies, and there is simply no way they can possibly get to it all. So your prospects cope with being crazy busy and overwhelmed by an inbox that is set to "infinite refill" the same way you do: scan and triage.
- In this paradigm, to get opened, your prospecting e-mail must stand out from all of the noise and be compelling enough to entice a click.
- In this paradigm, to get opened, your prospecting e-mail must stand out from all of the noise and be compelling enough to entice a click.
- Your Subject Line Must Scream "Open Me"
  The three most common subject line mistakes:
  1. ***They're too long.***

Solution: Keep e-mail prospecting subject lines super short—three to six words or 40 to 50 characters including spaces. Remember—less is more.

2. ***They include questions.***
   Solution: Use action words and directive statements instead of questions. Listbased subject lines that include a testimonial like “3 Reasons Why ABC Chose Us” are especially powerful, as are referral subject lines like “Jeb Blount Said We Should Talk” and statement-based subject lines like “Biggest Fail in Industrial Pumps.”
3. ***They're impersonal or boring.***
   Solution: Connect your subject line to an issue your prospect is facing—especially if it is emotional or stressful—or compliment them on a recent accomplishment or something that you know makes them feel proud. For example, the easiest, fastest way to get me to open your e-mail is a subject line that reads: “Loved Your Book!”

3. **Your E-Mail Must Convert**
   - This investment of your precious and limited time is why it is imperative that your prospecting e-mails convert. In other words, generate a response that leads to your desired outcome:
     - An appointment
     - Qualifying information
     - An introduction to a decision maker
     - A forward to other influencers
     - Download of documents, a video view, or a webinar registration
     - A sales conversation
   - If your e-mail doesn't compel the recipient to take action, your time and effort were wasted. This is why investing the time to get your message right is critical.

The Four Elements of an Effective Prospecting E-Mail

The AMMO framework assists you in planning and developing your strategy. Once you have your plan in place, you'll use a four-step framework to craft your e-mail:

1. *Hook:* Get their attention with a compelling subject line and opening sentence/statement.
2. *Relate:* Demonstrate that you get them and their problem. Show empathy and authenticity.
3. *Bridge:* Connect the dots between their problem and how you can help them. Explain the WIIFM.
4. *Ask:* Be clear and straightforward about the action you want them to take, and make it easy for them to do so.

The Best Time to Send E-Mails

- The best time to send a sales prospecting e-mail is when your prospect is most likely to open it and take action (convert).
- For most B2B salespeople, this will be first thing in the morning to midmorning because that is when your prospects are fresh and usually handling e-mail.
  For B2C sales, you may need to adjust your timing to capture your prospect's attention when they are most likely to take immediate action on your request.
- It is easy to test timing with e-mail intelligence tools, and the good news is you can write e-mails anytime (preferably outside of the Golden Hours) and schedule them to be sent at a time of your choosing.

Pause Before You Press “Send”

- It is a lesson you want to avoid learning the hard way.
- Proof your prospecting e-mail before you send it. Read it once. Read it twice. Step away from it for 10 minutes and read it again (you'll be amazed at what you catch using this process). Print the really important e-mails and proof the hard copy.

- Your e-mail is a reflection of you, your professionalism, and your personal brand. Pause before you push "send" to ensure that the impression you make is positive.

CHAPTER 20: TEXT MESSAGING

Sometimes I text the "wrong" person…on purpose. Just to start a conversation. —Frank Warren

- Text messaging as a communication channel is impersonal because it lacks the emotional connectivity of face-to-face and verbal communication, yet it feels extremely personal.
- Text has become the go-to medium for communication with family, friends, and coworkers and a haven on our phones that is typically not touched by spam or outside influence. The people we text with are most often people we know—even when it is business.
- This is one of the key reasons that a study commissioned by Lead360 concluded *"for the same reasons that text messages can be a more effective way to communicate with sales prospects, they also have the potential to be interpreted as intrusive or in violation of one's personal domain when used for business purposes."*
- The fact that texting is so personal makes it an extremely powerful channel for getting the attention of prospects. Because it is so personal, though, timing and technique become more important than any other prospecting channel.

Use Text to Anchor Conversations at Networking Events

- Text messaging is a much easier, faster way to get through the noise, get their attention, and set a meeting. Since almost everyone includes a mobile phone number on business cards these days, it's easier than ever to text a quick follow up thank-you message and ask for the next step.
  Here's what you do:
  1. During your conversation, when the vague agreement is made to meet sometime in the future, casually say, "Sounds good. I'll text you and we can get together." (It is highly unlikely they'll protest if your conversation has been positive.)
  2. As soon as you walk away from the conversation, send a personalized connection request on LinkedIn (use the LinkedIn app on your phone). This further anchors your name so they'll remember you.
  3. Within 24 hours of the event (give it two days if travel is involved), send a text message thanking them for the conversation and request a meeting. Personalize it with information you gleaned in your conversation.
  4. If you don't get a response, try sending your text again a day later. In many cases, they will not recognize your phone number and will ignore your initial attempt. They may also be busy or traveling and don't get to it.
  5. If your second attempt fails, shift to the phone and e-mail to make contact. It serves no purpose to potentially create ill will by continuing to text.

  Bonus step: Always send a handwritten note within a week of the event via snail mail—this will really make you stand out from the crowd.

Use Text Following Trigger Events

- A trigger event is a disruption in the status quo that may compel your prospect to act.
  For example, a move by your prospect's competitor that threatens their competitive edge might compel them to accelerate their investment in marketing automation. When you become aware of a trigger event, it creates an opportunity to reach out to your prospect via text messaging.
- Text messaging works with trigger events because trigger events create urgency to act and text messages are perceived as more urgent. Be warned, though, the Law of Familiarity is at play in a big way with trigger-event text messages. Make sure the prospect knows who you are before sending this type of message

Seven Rules for Structuring Effective Text Prospecting Messages

1. *Identify yourself.*
2. *Message matters*
3. *Be direct—be brief*
4. *Avoid abbreviations*
5. *Use transparent links.*
   People are extremely suspicious of shortened hyperlinks. Just like with e-mail, when you send URLs to prospects that link to articles or other resources, send the entire URL so they know where they are clicking.
6. *Before clicking "send"—pause and read it again.*
7. *Know your numbers.*
   Finally, as with all prospecting channels, know your numbers. Track the number of texts you send each day, response rates, and conversions into appointments and, ultimately, sales.

CHAPTER 21: DEVELOPING MENTAL TOUGHNESS

- When the going gets tough, the mentally tough keep going.
- Fanatical prospectors receive more rejection before 9:00 AM than the average person gets in an entire year. The fact is, most people wouldn't last a minute in sales. They are so afraid of rejection that they'd rather starve to death than make a single prospecting call.
  This is why salespeople are the elite athletes of the business world.
- Simply put, no salespeople (elite athletes), no customers, no profit, no growth, no company, and no team. If your company were a professional sports team, the salespeople would be on the field playing the game and everyone else would be on the side-lines supporting the you.
- Mental toughness, sometimes called grit,2 is the real reason some salespeople are perennial superstars while others, with the same level of talent, fold up like a cheap.
- *James Loehr* was one of the first experts to identify the *"psychology of winning."* He described seven core dimensions of mental toughness:3
  1. Self-confidence
  2. Attention control
  3. Minimizing negative energy
  4. Increasing positive energy
  5. Maintaining motivation levels
  6. Attitude control
  7. Visual and imagery control
- The formula is simple: Change your mindset. Change your game.

CHAPTER 22: ELEVEN WORDS THAT CHANGED MY LIFE

Do more than is required. What is the distance between someone who achieves their goals consistently and those who spend their lives and careers merely following? The extra mile. —Gary Ryan Blair

- I don't remember where I found the eleven words that changed my sales career.
  What I do remember is the words resonated with me instantly: When it is time to go home, make one more call.
- Those words became my mantra. On days when I was dragging my ass because I'd had it handed to me by prospects I couldn't close or when I was coming up with really "good" justifications to knock off early for the day, this mantra, "When it is time to go home, make one more call," kept me going for one more call (and sometimes two, three, or four).

- The impact of those extra calls was mind blowing. So many of my "one more calls" turned into sales.
- Fanatical prospectors have the self-discipline to do the hard things in sales.
- What top performers understand is that to succeed at the highest level, they've got to pay for their success in advance with hard work, sacrifice, doing things they hate, and making one more call.

CHAPTER 23: THE ONLY QUESTION THAT REALLY MATTERS

- When you are faced with a challenge or when the game is on the line, it is not about how big you are, how strong, how much training, resources, experience, background, degrees, talent, intelligence, money, that BS story you keep telling yourself about why you can't, or any of the other things that far too often become excuses that hold you back.
- When you face your Goliath, when you set your goals, when you face fear, rejection, and adversity; when you're tired, worn out, and have the choice to go home or make one more call—the only question that really matters is: How bad do you want it?

ABOUT THE AUTHOR

- As a business leader, Jeb has more than 25 years of experience with Fortune 500 companies, SMBs, and start-ups. He has been named one of the top 50 most influential sales and marketing leaders (Top Sales Magazine), a Top 30 social selling influencer (Forbes), a top 10 sales expert to follow on Twitter (Evan Carmichael), a top 100 most innovative sales blogger (iSEEit), a top 20 must-read author—People Buy You—for entrepreneurs (YFS Magazine and Huffington Post), and the most downloaded sales podcaster in iTunes history, among many other accolades.
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  He is the author of seven books, including:
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    - People Follow You: The Real Secret to What Matters Most in Leadership (John Wiley & Sons, 2011)
    - People Buy You: The Real Secret to What Matters Most in Business (John Wiley & Sons, 2010)
    - Sales Guy's 7 Rules for Outselling the Recession (Macmillan 2009)
    - Business Expert Guide to Small Business Success (Business Expert Publishing, 2009)
    - Power Principles (Palm Tree Press, 2007).