MYNOTE TAKING NERD

“Giving You The Edge”

What My Note Taking Nerd Learned From The Chet Holmes and Jay Abraham PEQ #1 Program
How to create Growth through Training

Training occurs in repetitive cycles, NOT all at once. If you teach something to somebody on Monday, they can try it on Tuesday, see improvements... By Friday, they'll likely be back near where they started. Train again the next Monday, and by Friday there'll be fall off, but not as much as before. Pretty soon, everybody's got the skill you want them to have, and you can move onto the next thing. Training is continual repetition until mastery develops

The key to selling is your core story. If you develop a REALLY powerful core story, you can train salespeople in minutes, rather than month's. Chet uses the stadium example (you have a few minutes on stage to get your point across... do you just want 1 sale, or do you want to convert customers for life? core story is the difference.

During the weekly trainings, you want to split up groups into 4 or 5, and give them a fixed period of time to discuss possible solutions to a problem (ie you have 2 minutes to come up with as many ways to do X as possible). It's just basic brainstorming. When you've people out in the field (ie remote sales), it's even more important to talk to them 1-on-1 on the phone/netmeetnig/etc, because they're not around to soak up the vision/goals/etc of the company.

Even when you have a really SHORT period of time to work on something, you want to give them that time... In one on one's, don't say to somebody "what do you think of this", but rather "Spend 2 minutes and think of ways that you can do X", because this will focus their thinking, rather than getting top of head responses

So he's basically recommending a brainstorming session once a week to get the collective thoughts on company problems/opportunities. Generate as many ideas as possible, then have everybody rank the top 3. #1 gets 3 points, #2 gets 2 points, and #3 gets 1 point. Tally up the score from everybody in the room, and you've got a numerical listing of the importance of each item, and you know which ones to work on. Write down the results of these weekly brainstorming sessions, and send them out as memo's (and obviously keep the memo's). After 1 year, you've got 52 pages of the best wisdom from your team. Every new employee has to read through this. At the start of year 2, you can go thru and start the process again, to get further and further with each one.

During these weekly workshops, you'll want to use case studies if you've got a point to convey... Recall increases 26% when you use a case study or a story to illustrate your point, so be sure you've got some case studies for every point you want to make.

Hold contests for ideas... Best idea to generate rapport gets X, best idea to get around a gatekeeper gets Y, etc... Rewards are better when they have trophy value, not just cash or a gift certificate. Get them a TV, or an MP3 player, or whatever it is that they can show others and say with pride "I got this because I did X"

The question that you ALWAYS have to ask is "Am I getting the MOST impact out of EVERYTHING I do?" EG When your salespeople are talking to prospects, do they just try to get the sale, or do they also work to position your company as the best WHILE trying to get the sale?

Strategy vs. Tactics: You want your sales to be driven by strategy, NOT your strategy to be driven by sales. Your strategy should include tactics that answer questions such as: How can I preempt my customer from ever going to anybody else?" "How can I increase the average sale?" "How can I get the customer
coming back more often?" "How can I give more (real or perceived) value to my customer than my competitors do?"

Specific example: In a furniture store, when somebody comes in, ask what they're looking for. Ask them if they've been there before. Whether yes or no, you take the time to tell them your "story." Do some preemptive marketing (tell them things that are commonly done in industry, but that none of your competitors think to tell customers... 'We select only the best from X manufacturers, we have Y models, we can help you match our products w/ your current things for a better decor", whatever). You can take the time to ask them if there's any specifics they're looking for, show them the most expensive models in what they're looking for, use the contrast principle to make the less expensive ones seem like bargains.. Then add on some other stuff for additional sales.

The point is that it takes the same amount of time to do things GREAT as it does to just be an order taker and HOPE. So take that time.

Figure out what you want your Ultimate Strategic Position to be, and then you can start looking at whether or not your tactical efforts are moving you towards that position. Some good possible CUSP (Chet's USP) ideas: Most respected. Most popular (good for tradeshows). Most sought out for information (or most educational, same thing).

Other objectives: Building in customer loyalty into your tactical operations (what are you doing to promote customer loyalty?). Generating of referrals is another great objective to start working on.

Take 2 minutes, and give me 3-5 reasons why a customer should buy from you, rather than your competitor (this is generating a USP).

What little extras will you do to create customer loyalty and to build positive word of mouth? Note that this is DIFFERENT than a workshop to generate referrals (that's a separate workshop). All the questions in here should be asked of everybody working in the company, on a 1 per week basis as outlined above.

**Strategies for gaining customers**

You have to decide whether it's the product/service, or the company as a whole that you're going to work strategically on (or both). Generally, if you're selling the same products as everybody else, you've gotta strategically place the business (ie offer more/better services, relationships, etc), and with a service, you can differentiate that. Probably ideal to try to differentiate both, though.

**Setting up the markets buying criteria** - This is a fantastic point. Basically, what you do is when ANYBODY calls you, (or when you send out ads), you tell them what to look for when they're looking to buy your product/service. It's a"5 things you NEED to know before you buy X" type of thing. And obviously, you set it up so you're the one who wins. "If you go anywhere else, make sure that they have XYZ, otherwise, you could end up paying a lot more than you're thinking right now." What this does is COMPLETELY disempower your competition, and it will get you a LOT of callbacks when people are price shopping.

Re: setting up the buying criteria, do your best first to figure out what the CURRENT criteria is (see if you can do customer/prospect surveys, talk to people as they're coming in and see what they're looking for, etc). This can help you plan out how you want to modify/alter their criteria.
Write down the 3 highest compliments you'd like to hear from each client... then figure out what you can do to start GETTING those compliments.

**Features vs. benefits workshop** - You'll want to get some feedback on what the features you offer are, and benefits. Look to how you can communicate benefits from your features. Figure out what the "ultimate benefit" to your client is, and work on ways to get THAT across at every tactical level, in every interaction.

Be sure to have the right definition of the industry you're in; Don't narrowly define yourself by the exact service or product you sell your clients. Push for a deeper benefit, so that if market forces change, you can change with them, and still stay on top. (IE railroads at turn of the century saw themselves as being in the railroad business, NOT the transportation business. So within 40-50 years, they were almost OUT of business, while more specialized transportation options were booming). Take the broadest possible view of what your business really is.

The view that you have of your company can COMPLETELY change or expand the way you service your clients. It changes or expands the things you offer to your clients (ie adding profit centers that never existed before). It's a strategic change that can completely change the amount of business you do (pg 60)

When you sell the same products or basically the same core services as your competitors, it's these strategic changes that will help you own the marketplace. (he uses the example of a suit store vs. a store that's strategically shifted to having 'image consultants' vs. 'suit salesmen.' They sell the same products, but one is a commodity, and the other offers a valuable service AND the commodity. So of course you're more likely to go to the

"image consultant. ") To take it to the next level, you'll want to keep track in a database of how every client of yours is doing, so you can immediately call it up next time they come in, or to mail them or call them about a special offer, etc. (This is like Pat @ Nordstroms)

Home Depot had a GREAT strategic repositioning from "hardware store" to "home improvement center." They took the time to educate people about how to do the repairs they needed... they put on classes on plumbing, carpentry, etc... they CREATED better customers. Is there a way that you can do this in your industry? What kind of free clinics can YOU offer?

More on setting up the buying criteria: Tell prospects "I don't care whether you buy from us or any of our competitors, but I'll tell you what to look for. Make sure they do X, that they don't do Y, and that they do Z." Set up a bunch, and at least half of them should be scary

Market info vs. Product info: Find the trends that motivate buyers. What market conditions support the need for your company? Market conditions are WAY more motivational than product information. Motivation is created through problems and solutions, and PROBLEMS are WAY more motivating. Pain is motivating (remember Tony Robbins). When you can use market information to educate them to pain they didn't know existed, and show them how your product/service can alleviate that newfound pain, you're SET.

Be careful when pitching to people w/ no buying authority... They end up taking your 30, 60, 90 minute presentation, and condensing it to 5 minutes for their boss (and usually fucking it up royally).
Most businesses (even HUGE businesses) are SO concerned with doing business, that they don't step back to look at market information. So if you do some research (knowing what questions to ask), you can scare the hell out of them with a lil seminar about "The 5 most dangerous trends for X." Scare the shit out of them with that free seminar, and you've likely got a client. (pg 64)

When you put people in pain, they feel a need to take action. This is even more true with executives (as they're paid to make decisions, to get stuff done). So these people are actually easier to sell, if you can show them the right kind of pain.

When you start pulling out market information, you'll want to structure it so that it goes broad to narrow. You want the first few pieces of information you give them to not have much to do with your product/service, but each one brings them closer and closer to seeing you as a solution.

Using exclusivity is a GREAT tool to add in your marketing... "We don't take on just anybody as a client; because our results are so powerful, we can only handle the best of the best. We have a set of rules & standards that must be met..." or something like that

Research is SO important for a powerful sales presentation/document. Doing research on market trends is what allows you to find the facts that you're going to give to your target market, which will make doing business with you (or doing MORE business with you) the only logical choice. You can do the research yourself, or look to hire it out. Even at $40-60 per hour, if you can spend $500 or so, and turn that into triple your business, is it worth it? The key is, start with the questions, find the pain points, then find the data that will back that up.

Ideally, you want to change the buying criteria in your market, so that you're the only logical choice (remember Domino's, FedEx, etc). You want to set up the buying criteria so that you're the only logical choice.

Once you develop your ultimate strategic position, you want to reduce it to a slogan. Your slogan should describe what you do, UNLESS your name does that already. The slogan should contain a benefit (see why it's important to have those workshops to brainstorm for benefits?). It should position your company above your competitors. It should set up or describe a buying criteria that puts your company as the logical choice.

One of the MOST POWERFUL questions you can ask yourself and others is "What keeps you up most at night worrying about X." Find a LOT of X's, related to your product/service. Then, you'll know what buttons to push when you're marketing it

When you're researching, focus on 2 areas: your business category, and your generic competitors. Use the internet, look up all of your direct and generic competitors. Look to see what tactics they're using, what copy they're using, what emotions they're trying to evoke, etc. If you don't know everything there is to know about who you're selling against, then you're in trouble. You can see the holes in how they're doing things, and you can see where you're outclassed. If the latter, you can bring your product/service up to snuff, OR work on ways to deflect attention/concentration elsewhere.

The first step to ANY improvement in your business is to make sure you're measuring it accurately (this is a major message of the E-myth as well). If you don't know how many prospective clients contact you, how much return you get on each marketing dollar, what your conversion rate is, what your average sale
is, what your customer lifetime value is, how often they do business with you, then HOW can you work
to improve any of those areas? How can you measure improvement?

Often, you'll work with clients who tell you that they "already know" anything you're trying to tell
them. The questions you have to ask them are as follows: "Do you know that doing these things will
make you more money?" They'll usually answer yes. Then ask them "How many X do you have in
place now?" (Where x represents referral programs, strategic alliances, host parasite relationships,
letters to their list, etc)

A clarification in case it wasn't crystal clear before: As a result of taking the broadest possible view
of your business, it should open up more opportunities for different products, more services, and for
preempting your competition

Kind of tangential (but then again, isn't Jay always?)... How much does it cost you PER LEAD when you
advertise? What's your conversion? What do you do with the "unconverted leads"? With a VERY broad
view of your business, you can try to sell them initially on your primary product/service. Those who don't
convert, you can try to attract them with any other product/opportunity, upsell or downsell them, offer
a higher and lower priced product/service (obviously in different mailings/communications), or try to find
other vendors who would kill to have a list of warm prospects looking for your service (pg 95-96)

A sample letter of endorsement to use on unconverted prospects (IE you have another company endorse
YOU to their unconverted leads, OR you endorse another company to YOUR unconverted leads): "We
were gratified when you inquired about our utility auditing training program. We were obviously
disappointed that you didn’t go forward. It meant to us either the offer wasn’t right, the timing wasn’t
right, or the investment wasn’t right. If it was the offer or the timing, and the investment was
affordable, we’d like to commend you to another opportunity that might be more to your liking
because it’s more broad, and it’s less investment, and it’s this and that."There are TONS of people
who will GLADLY pay you 50% or more for you to be able to convert your people over to them. You
might actually make more money from people you don't sell, than from the ones you do.

Research for pain points can make you a FORTUNE, and make it so EASY to get people to do
business with you. If you do ANYTHING that can be proven to help kids succeed more (ie improve their
grades, reduce chances of taking drugs, having sex, whatever.... find a correlation between "better kids"
and "your industry" and run with it), then you can scare parents into buying what you're selling.

ESPECIALLY at the start of a new "restrategized" campaign, it's NOT your goal to overwhelm them
and try to sell them in one fell swoop; INSTEAD, you want to get and keep their interest so that you can
get a great response when you talk to them on the phone, in person, or however your next interaction
with them happens (IE how YOU structure the next interaction to happen)

For ANY health related product/service: "being overweight puts you at a greater health risk than
smoking." (research this, but if it's true, then RUN with it! I'd recommend something like: 150,000
people a year die from smoking. 250,000 people die because they were overweight" or something like
that)
VERY INTERESTING: "Participant 25: I think with a little bit of research I can verify that lawyers, dentists and a number of other professionals most of the time—that is, more than half—want to get out of the profession within 10 or 15 years, and they earn a little, that’s usually before they’ve paid off their college loans." Do some research on this. It's a GREAT pain point to use w/ professionals to help them see the need to use a marketing consultant to get a LOT more money.

Pain point marketing for restaurants: "How many nights have you wasted in restaurants where the food was mediocre, the service was surly or amateurish, or your guests were embarrassed for you." Focus on the fact that you're going to spend the most precious thing you've got, which is an experience with somebody in business or a loved one, you want to really have the best experience you possibly can. If you're going out with friends, family, or for business, you'll be motivated to AVOID any possibility of a service screw up, or a mediocre environment. You want it to run flawlessly. Going to your restaurant should be like a wonderful escape; an event. Create a fantastic evening for all your dinner guests.

It should be really easy to work with doctors who're starting new practices (ie 5-10 years out of med school)... Find the average loan for a med student, how much the average Doctor pays back per year (in other words, how far in debt they still are 1, 2, 5, 10 years after graduating, or after starting their own practice). Find out the expenses of the practices, etc... Then show how much profit each additional patient can bring them. Show them how they canwork their lists. How they can give better service and make more money.

If you can find a few horror stories about the perils of somebody offering your product/service failing, and show how you will avoid that, then you're GOLD. (IE if an alarm system was put in wrong, and somebody broke into the house... etc etc)

Repetitiveness of training and stubbornness with ideas --> You're likely not going to see IMMEDIATE results with any breakthrough ideas, ESPECIALLY if your staff has only a vague idea of the benefits they're supposed to be conferring. You have to train them, teach them, and keep pushing to work on things that you KNOW will work (like upsells, cross sells, packaging, etc). Work on it for weeks, months, until it starts to show results.

Memorization is the LOWEST form of learning. You have to keep training until it's a natural part of every member of your business. So if you tell people about the strategy of preeminence, or about upselling, or cross selling, or whatever, it's NOT ENOUGH that they understand the concepts. You'll want to be tracking their progress with it at the start, asking after EVERY interaction (or having them ask themselves) "What did I do to really service that customer? Did I offer a useful upsell? Did I suggest a useful crosssell? Did I inform and educate that prospect or client as to how to get the most out of my product/service?" etc etc (Again, it's NOT getting more and more new stuff that breeds success... It's USING what you THINK you already know. Instead of trying to find new, new new, ask how many referral systems you've got in place? How many endorsement deals? How many ways to increase transactional value? This is what I have to remind myself of with the influx of new information. (pg 132)

"Power Principles": 1. Don't keep your customers from buying!! We KNOW that clients *should* be buying more from us, but are we making it hard for them? Hierarchy of horrors comes in handy here. Often, WE'RE responsible for keeping our clients from generating referrals, more sales, buying more frequently, etc.
**Optimization:** When working with Deming, Abraham really got enamoured with the process of optimizing ALL processes in a business. Break down EVERY process to it's smallest components, and then you can begin to measure the effectiveness of different approaches in each of the components. If you have a LARGE organization, you can look for the top producers in EACH category; if you don't, you can start testing different approaches w/ all your salespeople/staff in each process (ie if you've got 5 salespeople, you can have each test a different method to do each process, so you can quickly track results). (EG: Who is the best at targeting new prospects? Who's the best at getting appointments? Who's better at preparing proposals that get accepted? Who's better at getting the largest sized initial order? Who's better at selling the whole spectrum of product offering? Who's better at upselling? Cross selling? Selling packages? Replace "who's the best" with "what's the best practice for" for use in smaller organizations)

You might find that different salespeople have different strength sets; some might be better at opening accounts, but not great at servicing them. Some might be better at getting prospects in the door, but not converting them. Etc etc... Basically, you should be looking to see what salespeople do well in what areas, and structure the sales process so that the best sales person is dealing with the prospect for each process. This is basic strengths theory

One thing that could be REALLY valuable to do is trade your services to companies who have really good performance in some area (ie you help them in an unrelated area, for the chance to ask questions of their manager, salespeople, etc...) Record it, transcribe it, and you've got some SOLID GOLD training manuals for that company and others. Alternate note, this could be a GREAT frame to use at the start of consulting as well, where you don't have to charge money, but you can still get something of GREAT value out of it for yourself.

**Some thoughts on risk reversal:** You don't have to reverse ALL the risk (and often, you can't). But if you can take on more risk than your competitors, then DO IT! He gives the example of a real estate agent, who says "I won't even let you buy the house until you talk to 5 or 10 people who I've served in the past, and asked them if they think they got a better house, at a better price, by dealing with me, than if they'd gone to somebody else. And though I can't buy back your house from you, if at any time during the first year you're there you're unhappy with it, I'll list it and sell it for you, and waive my commission, and I'll facilitate the purchase of a new house for you, or the lease of a new residence for you, also waiving my commission."

Chet's mentioned **Superior Access Vehicles** a couple of times. Basically, these are ways to accelerate your conversion/selling process. These can take a number of guises, but the one Chet seems to favor so far is educational programming. A great example is to have a taped interview with 1 or many people in the industry, and be sure you structure it so that you get some scary market information in there, and show how they (by using your products/services) can come out on top. I'm guessing the same principle would apply to seminar marketing, though that's a lil more expensive.

It's MUCH better to frame conversations w/ potential clients as "Do you have X? Do you have Y? Here's what you need to make more money." And if they bite (and usually they do, with something like "yeah, I DO need that"), then you can say "Well, if you want to talk to me about it, I just happen to have a little thing that i might be able to help you with."

**When looking for talent, take the MOST amount of money somebody's making for you, and put THAT in your ads.** Don't put in the lowest, or average, or base. That way, you'll get a whole other level of producers calling you, wanting to work for you (check the legality of this for different areas).
When using the above tactic, you HAVE to have a REALLY tight core story, and a REALLY believable way for these super producers to earn the money you advertised. You HAVE to be able to sell them on both the product/service, AND the selling opportunity (IE you have to have a market that can fully utilize their abilities).

Interesting way to generate calls/traffic: Send a fortune cookie in an envelope, with a note in there saying: "Legend has it that if you close your eyes and count to three, before you open a fortune cookie, whatever is written inside will come true within twelve months. Once you are educated about the legend, if you ignore the counting to three, the opposite will come true. So close your eyes and count to three, and say in your heart, ‘This shall manifest within twelve months.’ And then open the fortune cookie, unleashing the legend upon you." The fortune inside can say something like "You will convert more customers, and make more money next month, than any month you've ever had. Call XXXXXXXXXX" (or have them visit your website)

If you decide to use that tactic (or not... whatever tactic you use to generate leads/interest), be VERY sure you know EXACTLY how you're going to lead them through your presentation. Something like this can be great to generate enough interest to set up a meeting with them, OR you might be able to use it to sell your products/services right away. It all depends on what you're selling, and how you structure it.

Also, something that may be overlooked. When doing something like the fortune cookie tactic (or any other, really), be REALLY precise in who you're marketing it to. IE hand pick the neighborhoods that get it, or the list of addresses that you're going to make that offer to.

You may sell a LOT more if you make a little (or fairly vague) promise in your initial attention getter, then a bigger promise when they contact you (which allows you to set up a meeting), then close the deal then. A multistep approach to selling them can work a LOT better sometimes.

Again, the power of questions. Figure out at least 10-15 questions that you could ask to elicit pain in the area that your product/service is the SOLUTION to that pain. THEN, generate at least 5 solutions to the pain you're helping them discover. First offer them your primary service, and then other viable ways to alleviate that pain. If you don't currently sell it, joint venture, or host parasite with somebody who CAN sell it to them. That way, you have a MUCH better chance of getting some money out of everybody who calls you; ie you're not wasting your marketing money. Structure it in such a way that you're giving them all kinds of opportunity to do business with you.

**How the brain works and Time Management**

**Interesting application for the RAS (reticular activation system).** Recall that the RAS is the mechanism that "notices" things... IE You buy a new car and see a LOT of them on the road suddenly. You're in a crowded room, but hear somebody call your name. Etc etc. What this means is that once you're initially noticed by a prospect, he'll see everything there is to be seen about you w/ your marketing efforts. Once you get past that filter, you're in their heads, and all your marketing efforts will be seen (instead of blindly passed by).

In business, set goals for the following areas, in order to get your RAS and subconscious mind working on solving them (and using Robbins methodology, find some GREAT reasons why you want to achieve goals in the following areas): 3 Goals and reasons for: your products/services, marketing, sales, strategy, distribution channels (IE getting customers, getting TO customers, relationship with customer), and goals for procedures. On a more personal level, what are 3 obtainable things you want from your business or job?
Chet outlines 6 steps to time management.

**Step 1: Touch it Once.** If you read something, or are looking at something, take action on it immediately. He says that on average, you spend 6 WEEKS of your year JUST rereading things, or just going over stuff that you've put off. At the start, every time you touch something, check it with a red pen. When you start to see memo's and things with lots of marks on it, you'll take action on it just to get it out of your way.

**Step 2: If you have "to do" lists for your day, trim them down to the 6 most important things you have to do, and MAKE SURE YOU DO THEM.** Too many items on your list generally lead you to do the easiest, least productive things. So pick the 6 most important things you have to do and write them down (don't allocate how long or when you're going to do them yet)

**Step 3: Plan how much time you intend to give each of these 6 things** (not when you'll do them yet, just how long it'll take). If you've got a big project on the go, give yourself a chunk of time to work on it. Don't allocate more than 1.5 hours for any given thing, it's just not realistic that you'll have a chunk of time like that to solidly dedicate to the task.

**Step 4: On a separate list, actually plan your day** (this is the "when" that we didn't do in previous steps). A few notes here. E-mail is the #1 killer of time management, so plan for 2 30 minute segments in your day that's devoted to checking and answering emails (if you need that much), and let your everybody know that you only check twice a day. The other thing to do is plan for inturrupptions.

One of the things that kills the best laid time management plans is the "got a minute" syndrome. You have a few (or a LOT) of employees who can come to you at any time and ask "got a minute?" What you have to do is schedule THIS time, too... Send out a memo saying "Don't ask if I have a minute, because the answer will be no. What I WILL do, though, is put a piece of paper outside my office, and you can sign up for a minute, or 2, or 10, between 11:30-12:00." Tell your people that you'll allow inturrupptions as long as its an emergency, but that if it's NOT, then have them sign up for a minute.

Same type of thought, set up weekly meetings early in the week with your people where they canair their ideas (earlier in the week is better, because it allows everybody to put the ideas to work through the week).

When you're running a company where you have employees, begin to insist that THEY use these principles as well, so that you get the most productivity out of them. Chet estimates that by doing these things, you can save 2 hours per day, which comes out to an extra 3 months of work per employee. So for every 4 people working, it's like having a 5th employee working for free for you, every year.

Formal meetings CAN be effective, IF you structure them properly. Come to meetings with an agenda (a list of things you want to cover in the meeting), and let people know what you'll be talking about in the next meeting before you leave; give them action items to work on, things to have ready for the next meeting.

Once you startusing these skills, AND ensuring that your staff uses them, you'll be SO much more productive. One of the side benefits is that you'll get to look at EXACTLY what your people think their 6 most important things are; if you feel they're working on the wrong things, you can correct that. So you'll get them working on the highest leverage points.
A quick summary of the main points of Chet's time management: Staff is asked to hold all ideas for the weekly meetings. The manager ALWAYS has an agenda for these meetings. Tasks, deliverables, and strictly enforced deadlines are assigned. Manager posts 1 hour a day for "got a minute" meetings. Manager continually addresses strategic solutions to problems. E-mail is checked only twice a day, NOT as it comes in.

Chet says 2.5-4 hours a day should go into prospecting (ie cold calling) if you're a salesperson or a one man show. Not sure that I agree on the cold calling, but 2.5-4 hours a day spent on strategic ways to bring in new business is probably a good idea.

**Step 5 is prioritizing your list.** Making sure that you're #1 task of the day is the MOST important. How do you know what's most important? Figure out which ones will bring in the most results. Those are most important.

**Step 6 is sorting the clutter out of your desk and computer.** Ask yourself "will it hurt me to throw that away, or file it, or back it up to DVD?" 80% of the stuff we keep, we NEVER refer back to. So sort it out, get it out of your inbox, get it off your desk.

If you're in a position where you're generating business (ie have to talk to clients), then pick up the phone when it rings and make those clients happy. Clients come first. If you're in a more managerial or executive position, then remember: The phone is there for YOUR convenience. Turnoff the ringer if you're in a deep thinking mode.

With training of any sort, it's a good idea to separate it into 1 per week components to work on. This week work on X, next week work on Y, etc. When you're done, go back to the start, and keep going. Each time through, you'll get better and better.

**Strategies for gaining customers**

**Dream 100** - This is a fantastic concept. Who is your MOST IDEAL buyer? Usually, they're the ones who can buy the most of your product, use the most of your services, gain you the biggest contingency, etc. If you're dealing with people, it's the people who buy the most. If you're dealing with retailers/business owners, it's the most successful.

Chet's list of attributes to look for: They're successful. They want or need to buy (they may not KNOW they want or need to buy, but you can educate them as to why they do). Is geography a factor? Do you need to target locally, or could you target nationally or internationally? Who canbuy the most of what you're selling? (If you sell to the consumer, you cantarget lists by neighborhood, which could come in VERY handy here...). Repetition of purchase is big, too... If you sell something that can be sold and sold again, you'll want to get people who'll repeat purchase the biggest and best you have to offer. You'll want people with influence, who cantell others to use your product/service and have them listen (Gladwell would say you want the mavens).

**The fastest way to grow your business is to ACTIVELY PURSUE your ideal clients.** It makes sense, but almost NOBODY does it.

The hardest part about the dream 100 strategy is getting the initial "best clients." Once you get a few, the rest follow suit.
When going after the "big boys" in any industry, what you want to do is target them all at once. Use a SAV like a seminar, a tape, whatever... Call them all up within a couple days, and say "We're in touch with XYZ, and ABC company, and wanted to extend the offer to you, too." If they ask "who're you talking to at XYZ or ABC", have the name of the higher up you're trying to contact in the other firms, and you can use that social proof to your advantage (pg 181-182).

Before even THINKING about approaching your dream 100, make ABSOLUTELY sure you've got your core story, you've got your tools to reshape their buying criteria, that you've got your market information well researched, that you've got your superior access vehicles set up... Basically, all the work that went into the previous sections now starts to bear fruit. If you try to approach your dream 100 without this stuff, you're doing yourself a HUGE disservice.

So really spend time planning out both profitable and VIABLE markets. Don't waste your time going after marginally viable markets that *might* make you a killing, when there are "almost sure thing" markets that will make you slightly less. Dream clients are a combination of how much money you can make *% chance of landing them. Take the time to set out your criteria, AND to figure out how to target them. The more time you spend here, the more successful you'll be.

Chet talks about conquest strategy. Jay talks about adding value. They're BOTH talking about ways that you can make your clients feel more inclined to do more business with you. Jay makes a great point; in today's world, people are looking more than ever to belong to something, to be part of a community, to be recognized, to feel warm and fuzzies. If you can find a way to do this, you're IN!

If you can really embrace the strategy of preeminence... If you can really fall in love with your clients, and wish for only their continued happiness and success... and if you can infect everybody who works for you with that same attitude... then you'll be solid gold. Your competitors won't be able to touch you, no matter HOW good their products are...

So use some of your meetings to come up with specific things you can do to enrich your clients (and your profit margin, incidentally). Role play everybody who interacts with clients doing this with everybody else in the company (or have everybody go through 3 or 4). Critique each one. Add to each one. Have them do it again. Brainstorm with the people the best ideas, list them... that's how you'll generate the buy in, get people to agree on what the procedure should be from start to finish, using their insights and their ideas. Then tell them to implement what they came up with.

**At least one weekly meeting should be used to discover host parasite possibilities.** Think about what people buy before they buy your product/service. About what they buy while they're using what you sell. Afterwards. Think about what else a group of people you service would be interested in. THEN, invite complimentary companies to use your list, where you'll take a%age of the profits they make (or a%age of gross, or whatever). You can endorse these products to your list, with phrasing like "I've fiercely negotiated for you this $X value for just $Y (or for free trial)

**At least one weekly meeting should be used to brainstorm things you can upsell,** and the best way to offer that upsell, because about 30% of people will take advantage of it.

When thinking about upsell/cross sell/JV/host parasite opportunities, ask both "What IS being purchased before, during and after" and perhaps more importantly "What SHOULD BE purchased before, during, and after to enhance the enjoyment, protection, payoff, profitability, whatever one of those is appropriate"
A GREAT source to find host parasite relationship possibilities is the trade journals for your industry... look at the ads. Here are people who are currently trying to sell to your clients. The small ads are the best opportunities, because if they have good products, they probably don't have good distribution or marketing (ie they're more likely a startup or on a tight budget)

A GREAT excuse to get in touch with people who've bought from you before... Ask them if they want to upgrade their product or service, tell them about all the other things you offer, and tell them that you always extend preferential scheduling or pricing (or both, whatever suits you) to your valued clients first.

Kind of a review, but another way to spin the idea of hostparasite... With your list, you've got a relationship with those clients. Whatever your product or service is, it almost certainly doesn't meet all the clients needs in that area... There are almost surely some additional services/products that could enhance what you do. IF you don't or can't get them those products/services, then do your best to find a good provider of those services/products, and act as the host to get them new clients from your list. Why? Because your clients will get more value by adding these new products/services, AND the quality provider doesn't have the built in relationship that you do... And you don't want them getting shitty service elsewhere...

One of your GREATEST sources of revenue might end up being prospects who you don't convert... IF you manage to get their contact info, you can send them letters/calls saying things like "Perhaps the timing wasn't right for you to buy from me, or perhaps the service didn't fit into your lifestyle... But if you're still interested in (general area), then I can offer you some preferred customer deals, as my way of thanking you for considering doing business with us."

If you think of a new product that would be great for your current clients, but you don't think it's on the market yet, DON'T put in the resources to invent it... Do a lot of research, check patent offices, check the web, and see if anybody is doing something similar. Then, you can approach them about marketing their product to your client base. When you do this, remember that YOU'RE in the position of power, especially if they're very small (do a bit of research). You may be able to secure a stake in THEIR company just by opening up your list to them... And of course you'll get a cut of the profits. (pg 213-214)

Revere what you're bringing to the table, not so that you can be heavy handed with the negotiations, but so you can get an equitable stake for yourself.

Had to include all of this, it's VERY good: "You’ve got a little business, and you’ve got a great product, and we are one of the few people who really probably recognize the power of it. Most people don’t. On your own you don’t have a lot of capital, it doesn’t look like. You don’t have a sales force of your own. You probably can’t even afford to run fullpage ads in your trade journal. It’s going to take you, if you’re lucky, three, four, five years to gain distinction if you can last that long. We could have your product being national, and if we do, we’re not looking just to do a promotion with you. Frankly, we’ve invested too much in our brand and our infrastructure and our reputation. We’re going to be around for a long time. We want the right to either buy all the business, ¾of the business, half of the business, at least own the right forever to this market -"Whatever you want to do. And that simple, throwaway, additional consideration that’s intangible could be worth millions of dollars to you.

FANTASTIC idea for weight loss centers, gyms, any place where people go because they want to look good... Hire "wardrobe consultants" or "image consultants", basically people who can help you look the best at every stage of your weight loss cycle. That can be a HUGE fee, spread out over the length of their contractual relationship with you...
If you're in a smaller geographic location and want to do local direct mailing, one thing you can do is pool resources with people looking for similar names in other locations... IE A fitness center in a large town/small city can pool with 3 others in other mid sized cities, split the cost to rent a list and target just the areas that the 4 of you are in... Great idea to get smaller mailing lists

Spend some time at the library (or buy it, if you've got the money) looking at the SRDS lists... See how many ways you can slice and dice your optimal list, so that you can get a HIGHLY targeted mailing list set up to send out to people who could benefit from your product/service.

**ALWAYS be looking for high perceived value products/services** (either that YOU have and can offer to other companies, OR that you can get from other companies to offer to your clients). If something has a perceived value of $500, and you get it for $50, you can sell it for $100 AND make it a"sweetener" to close the sale (ie This value only available if you buy this week, OR only if you buy this model, etc). If you're offering the product/service, show MANY businesses how you can help them close w/ this high perceived value. If you're looking to buy it from somebody, show them how much you'll take from them, how much profit you'll make for them by giving you good terms on it

You could probably make a TON of money working with a local carpet cleaning company just based on what Chet says about that business in the PEQ and Mastermind 2002 programs... If interested, look up "Carpet cleaning" in PEQ transcript, and take down ideas from each of the things he talks about, then approach a few local companies (pg 250 nominally, but really everything)

If you know of a business that's doing a LOT better than industry average (OR, if you help BRING a business to way better than industry average), you can sell "business in a box" programs.... 5, 10, 20k to spend a weekend with the superior business, give them the system, and send them on their ways.

If you have a business where service people go out to the homes of clients, MAKE SURE they're ALSO trained to sell (sell your company, your products/services, etc). That they're trained to explain the importance and benefits of what they're doing to add value to the client

It's of CRITICAL importance that you put a HUGE value on EVERY lead that comes in... every time somebody asks you for a quote, every time somebody comes to your website or makes contact with you, you HAVE to follow up with that at least 3 more times.... Send out a quote and a sales letter, follow up with a phone call within 1-2 days after they'll have received it, explain to them what you can do for them, set up a meeting if you can... If you don't have the people/money to follow up, you're THROWING AWAY a TON of business....

**Referral Systems**

Take at least one of your weekly meetings to discuss the structure of the sales call.... If you have a lot of people, have them go into a bunch of groups and discuss the ideal structure of the selling process. If you don't, have everybody come up with their own, then present. THEN, you can vote on the ideal structure. It'll be MUCH easier to get them to use it, if they've come up with it

You can and should script out your sales process (for face to face, for telemarketing, for followup, etc...) You can start with word by word scripts, then move to bullet points (more creativity allowed, more natural, still follows the sales funnel)
Basically, your people will go off the script pretty quickly, BUT they should NEVER go off the structure.

There is a logical order that's going to be most effective in selling; that's what you want to get down.

You want to condition your customers to buy more from you (buy more volume, buy more often, etc). You can use a few weekly meetings to brainstorm effective procedures/policies to get your clients buying more.

One of the simplest and potentially effective referral techniques is to simply ask to go through the rolodex (or whatever the modern equivalent is) of your current clients. Endorsed letters work great, getting them to phone people for you works best (they'll obviously do much less phone calling than endorsed letter signing...)

An interesting thought on referrals... Have a higher set price, IE a price you don't really intend to charge people, but you WILL if they don't give you referrals... Anybody who gives you referrals, gets the preferred price (ie the real price).

For restaurants, it's VERY smart to start making deals with other restaurants for referrals... When you're booked, or if you don't have what somebody wants, to be able to refer them somewhere else is GOLD. Especially in restaurants, as well, you've got a LOT of softdollars to play with. Coupons for $20, $50, $100 to key influencers would be money WELL spent to bring them into your restaurant. Or give them a coupon for a dinner of 4, so they'll bring other influencers with them.

For health clubs, a GREAT letter/pitch to do is this: "We thank you for having the trust that you've put in us, and we're going to live up to it. (Except he makes it a lot more flowery.) And take care of you, whatever your needs are." And for our weight loss patients, for example, it’ll have, “We’ve also found that people that are on diet programs do much better if they have a partner that’s on it with them.” (pg 303)

Great concept for retailers: When somebody makes a purchase, give them a $5 coupon that they can use next time they come in, AND give them one that's FROM them to anybody they want for $5 as well. This costs you little, and can bring in new people, or bring in people more often. (pg 307)

**Part 11 - The Ultimate Preemptive Marketing Approach - Review of procedure implementation**

**Review of Procedure Implementation**

So it gets kind of confusing, because they advocate "1 year worth of meetings on topics", and meeting every week, but then say that you don't move onto the next procedure to implement until the last one is working (or till you've given it enough chance to fail). This
takes 6-8 weeks if you're working it like mad. BUT, you can have multiple programs running with different people, different departments... IE have your sales guy working on the referrals procedure, have your order taker working on the upsell procedure, etc etc.

**12 steps to procedure implementation:**

1. Think through the procedure. Crystallize what you want to do in your own head, and be able to sell it to your team, to get them excited about it.

2. Involve the team in how you're going to implement it. Ask them what they think, write down their suggestions/comments/criticisms. Be sure to address any worries, but mostly get them excited about it. This is how you generate buy in.

3. Go into workshop mode. Have everybody involved write down what they think the structure should be, how you should implement. You, as the leader, will be doing this too.

4. As the leader, write down EVERY idea that comes up, so that you have the ideas that everybody has generated. Write down any ideas that pop up during this process too (this is basic brainstorming, very good to do).

5. Establish the perfect structure - Use the vote system to decide which are the most important elements, which order they go in, and basically have everybody involved in coming up with a structure that will work. These are the procedures they're going to be following, so it's good to get some buy in....

6. Get a commitment from them on what the structures and what the procedures are going to be.

7. Put out a memo describing the results of the meeting. Summarize all the work & writing you've done up to this point in a 1 page memo that's action oriented... IE if you came up with a structure for asking prospects questions, decided what questions, what order, etc.... Put that down in the memo, and remind everybody that THIS is the structure they'll be following. Keep these 1 page memo's, as they'll become your most valuable training guide for new hires.

8. Police, examine, and observe the procedures in action. Stay on your people. Ask them how they're doing today using the new structures. Ask them what results they're seeing. Notice when they do, and do not, follow the new procedure you set up. Bring a lot of pressure to your people to conform to the structures. Ask in weekly meetings how often everybody is following up.

9. Go over the procedure again and refine it. Ask each person what they did PRECISELY, and how it worked. Sometimes, they're right in spirit but wrong in execution, and that difference can make a HUGE difference to your profits. So be really analytical here. It's okay to make people feel a little embarrassed if they aren't following the procedures you laid out...

10. Reiterate the critical elements

11. Role play the procedure every week for 6-8 weeks, with the goal being incremental and continuous improvement. Let each person be on the spot and show you they GET it. Do it until they've proven they do it in customer situations.

12. Refine regularly
Start putting together a "press kit" of articles from influential magazines that talk about the things you're doing for companies... Stuff about partnering, upselling, referrals, etc... You can hand them 5 articles and say "Here are things that Forbes think is important. Are you doing them in your business? Would you like to?"

In fact, whenever you can, pick examples of when big companies are using the things you're talking about. Jay mentions a book (is it his mass produced one?) that has 393 examples of his strategies in use by big companies... The point is, when you can give a reference example to a BIG player, especially to a smaller business, then you're set. If it's good enough for the big boys, of course it's good enough for the smaller players.

The Amazon.com school of copy: Go to Amazon, look up the category of the topic you're all about. Look up the top 50 books on that subject, go to the user reviews. Pay attention to what good things people are saying in the 3,4,5 star reviews, cause people are writing with emotion. This will give you the phrases you need, the exact copy to go into your sales letters. THEN, go to the lousy reviews, because these will show you the frustrations and pain they feel.

Chet gives an example of a local ski resort offering half price tickets when people bought coke from a local safeway... All3 companies split the cost of the ad, so they could run 3 times as many, and they drove people into Safeway to buy coke, and then redeem their coupon for the resort... WIN/WIN/Win Are there any promotions you can think of to utilize 1, 2, or more large companies to market locally?

Databases are KEY. In order for you to manipulate data to find gold in your lists, you HAVE to have the data... One of your workshops should be on what essential information you'd like to have about clients. Then you can work how to get that into processes.

It's always better to have TOO MUCH information in your database, rather than too little. You can sort and resort based on different information, but only if it's there.

Keep track of EVERYTHING a person buys from you... all products or services... That way, you KNOW what they're likely to buy, what they want, and what you can market to them effectively.

Testing... It's talked about in EVERY Abraham course, so this shouldn't be different. REMEMBER that testing isn't just about your headlines, or your direct mail, or any one thing. You can (and SHOULD) test upsell phrases, packaging, pricing points, etc. If you have a sales force and a new product/service, give them a max and min pricing point to offer people, and tell them to try out different price points. Sometimes you'll find people will buy MORE at a higher price, sometimes only 10% less people will buy if you're twice as expensive... you never know, but you DO want to make sure you're getting the most lifetime value from your product/service, so test out a few possibilities and use the one that works best.
Keep DETAILED records of your testing and results, so you can look back after a week, or a month where you may have tested 50 different variables against your control, and see which ones made a difference. Then you can work that into your control, and start testing against that. (pg 344)

Elements to test: First, break down your sales process. How do you target people? How do you contact them? Do you have a script for dealing with them on the phone? Do you have email templates? What does your order page look like? Do you test headlines, body copy, and informational style (ie sales letter page, review page, article page, blogging, etc). What you're looking for, at EVERY step is "What are we doing, and what could we do differently?" Then, do a test run of ONLY 1 difference, and track how well that does.

Local restaurants should think about having a representative go to local businesses and offer deals on lunches / appetizers / drinks / whatever.

Always, ALWAYS send some embellishing material with a catalog or brochure... Otherwise, you're wasting a HUGE opportunity

**The 6"musts" of marketing to get top of mind awareness:**

1. Personal contact
2. Company literature - Brochures, promo pieces, etc
3. Some form of Public Relations
4. Education of customers - Trade shows, seminars, literature, your PR, whatever you use, you HAVE to be educating your market
5. Advertising
6. Direct marketing

The key to these is what's called "stacked marketing." Make sure that the message that gets across in your personal contact, is the same message that gets across in your PR, your advertising, etc... When all 6 have the same message, you're in a good place

Of those 6, personal contact is the MOST potent form of marketing. It'll have the most impact. That's why the ability to do seminars is such a great marketing vehicle for you.

Jay's a BIG fan of hiring somebody to write articles and/or books for you. Here's the rub... You very often will get almost NO interest from the initial article, BUT if you send it to a prospect, it's instant credibility and a much greater chance of doing business with them.

Look for journalism students, OR people working at your local paper as their first job... Offer them decent money to do up your press kit for you, and you'll have anally for life. Along the same lines, look to get quotes from college/university professors in interviews (ask them for their time, donate money to charity in their name, offer to pay them for their time, whatever) and you can get some GREAT market information from them.
A*GREAT* way to build credibility is to look up "mat services", which send your content to thousands of rinky dink little local newspapers all over the country, who are really only there to sell advertising space... So you can pick out some with the best name, say you were published in that as well as over 300 other national newspapers... THEN, you can take the article, and say "This has been in over 300 papers, but it hasn't been in our local paper." Most times, they'll pick it right up for ya.

Create brochures for all your different products/services, and then you can send out one a month (or one every 2 weeks) to your dream 100... Be sure that your brochure has effective headlines, subheadings, AND that it tells your core story. Ensure there's a logical flow that sets the buying criteria (ie market information leading to funneling the buying criteria).

The more often you keep in touch w/ your client base & prospect base, the more they'll do business w/ you

**4 rules to creating highly effective advertising:**

1. Be Distinctive. You have to stop them as they're paging through the magazine, or opening and throwing out their mail... This is basically the headline rule. Tell the reader what your ads about in 3.2 seconds (ie 1 glance). If you don't do that, you're not gonna get read, and you're not gonna get a response

2. Give a benefit (both your ad AND your headline have to do this).

3. Use the word YOU or **YOUR, IE** "When you're looking for..." "You need to..." "When you're doing...." etc etc

4. Body copy should be curiosity driven. Start with a "WOW!" from the beginning (market fact that they likely didn't know) and keep going from there. Again, keep this BENEFIT oriented. Don't tell them what it is, tell them why it's valuable to them.

You want to have a different brochure for EVERY SINGLE ANGLE that you want to make in going after your potential buyers... One brochure on "The five danger signs you'd better watch out for in...." or "You can save...." or whatever.... This works in REALLY well with Tony Robbins ideas of "Units of conviction." Make up a brochure for each

**Rules for effective headlines.** These are just too good to NOT list word for word... measure the size of your claim. Not necessarily in order. These just happened to be the way I’ve got them written down here. Example: “17,000 blooms from a single plant.” Next: Measure the speed of your claim. “In two seconds, Bayer Aspirin begins to dissolve in your glass.” Compare the claim. “Six times whiter washes.” Metaphorize the claim. “Melts away ugly fat.” Sensitize the claim by making the prospect feel, smell, touch, see, or hear it. “Tastes like you just picked it.” Demonstrate the claim by showing a prime example. “At 60 mph, the loudest noise in the Rolls Royce is the electric clock.” Dramatize the claim or its result. “They laughed when I sat down at the piano –but when
I start to play… ”State the claim as a paradox. “How a baldheaded barber saved my hair.” Remove limitations from the claim. “Shrinks hemorrhoids without surgery.” Associate the claim with values or people with whom the prospect wishes to be identified. “Nine out of ten decorators use Wonder Weave carpets for long life at low cost.” Show how much work in fine detail the claim does. “Relieves congestion in all seven nasal passages instantly.” Offers information about how to accomplish the claim. “Here’s what you do to get rid of pimples fast.” Offers information about how to accomplish the claim. “Here’s what you do to get rid of pimples fast.” Ties authority to the claim. “Here’s what doctors do when they feel rotten.” Before and after the claim. “Before Wheezo, hay fever medication made you drowsy. With Wheezo, you can have relief and be fully alert.” Stresses the newness of the claim. “Announcing: Guided Missile Spark Plugs.” (Some of these are older headlines.) Stresses the exclusivity of the claim. “Ours alone – Persian lamb coat originals, just $289.95. Turn the claim into a challenge for the reader. “Does she or doesn’t she? Only her hairdresser knows for sure.” State the claim as a case history question. “Would you believe it? I have a cold.” Condense the claim: interchange your product and the product it replaces. “Pour yourself a new engine.” Symbolize the claim. Replace the direct statement or measurement of the claim with a parallel reality. “Starting July 5th, the Atlantic Ocean becomes only 1/5 as wide.” (That obviously was an ad for the Concorde.) Connects the mechanism to the claim in the headline. “Floats fat right out of your body.” Offers information in the ad itself. “What everybody ought to know about the stock and bond business.” Turns the claim or the need into a case history. “Aunt Mary, who never married…” Gives a proprietary name to the problem or need. “When you’re weary with daytime fatigue, take Alka Seltzer.” Warns the reader about possible pitfalls if he doesn’t use your product. (This was written before sexism came about, so bear with me.) “Don’t invest one cent of your hard-earned money until you check this guide.” Emphasizes the claim by its phraseology, breaking it down into two sentences, or repeat all or part of it. “A man you can lean on – that’s Abraham.” Or “Nobody, but nobody, teaches like Abraham.” Shows how easy the claim is to accomplish by imposing a universally overcome limitation. “If you can count to eleven, you can increase your speed and skill at numbers.” States the difference in the headline. “The difference in premium gasoline is all in the additives.” Surprises the reader into realizing that former limitations have now been overcome. “See what happens when you crash our executive luggage — nothing.” Addresses the people who can’t buy your product, but by limiting its target, entices all to learn the secret. “If you’ve already taken your vacation, don’t read this. It will break your heart.” Dramatizes how hard it was to produce the claim. “It took 24 years and genetic engineering to make this product possible.” Accuses the claim of being too good to be true – that’s a great preemptive way to deal with the logical suspectness of the mindset of a lot of readers. “It should be immoral to make money this easily.” Challenges the prospect’s present limiting belief. “You are really twice as smart as you think.” Stress the need for quick action. “You don’t know me, I realize, but I want you to have this before it’s too late.” Selects readers without wasting a word. “To men or women who want to quit work some day.” Highlights the large audience of those looking for improvement. “How to develop a silver tongue, a golden touch, and a mind like a steel trap.” Who wouldn’t want to know that? Anticipates
incredulity in order to overcome it. “New diet burns off more fat than if you ran 98 miles a week.” A stopper that challenges the reader to read. “What’s your best chance to make money in real estate? The answer below may surprise you.”

If you want to build up a quick swipe file of good headlines, get a bunch of copies of Cosmo, national enquirer, etc... And look for direct response ads that run across multiple issues, cause they're the ones that are working.

You can make up a bunch of different types of promotional pieces from headlines you generate (ie 1 page sales letter, fax, restatement of benefits, whatever... use different pictures and layouts, so you can send out different ones on an ongoing basis to your dream 100; you can send one to people after you talk to them; you can fax them to prospects... basically, give them more information to have when you're not there)

How to hire superstars

You're looking for somebody with a VERY strong sense of self... Basically, somebody who can't be shaken. Further, you're looking for somebody who has VERY strong empathy... they feel the NEED to bond to others. This makes them come off "too strong" in interviews. In fact, you'll think they're too aggressive in an interview. BUT, these same traits make them invaluable when they're trying to convey the benefits of your product/service to others

Age and background are almost irrelevant. Psychological profile are just about everything. Really, you don't need a background in something to be able to sell it effectively; if your company has a good core story, good salespeople can learn it in a very short time and sell it to others.

Your ad to attract these superstars must do a few things... The ad must challenge them, scare away the unsure, and NOT ask for resumes. The reason is that the first point of contact for many salespeople is on the phone, so you're gonna want to hear how they sound on the phone when they're trying to sell themselves.

Remember, throw into your ad that you're looking for somebody who can make (max amount a superstar could realistically make in your company... not the average, but what your best has made, OR an extrapolation of what your best has made if you're new) per year.

So a good ad to run: Headline: "Don't even call - Superstars Only." Body: "Don't even call unless you're a truly awesome salesperson. You have a burning desire to exceed, are extremely customer oriented, highly motivated, and never say die. You develop deep and meaningful rapport with your clients, and communicate with piercing persuasiveness. You believe you can be the best in almost anything and everything you do, and you can prove it. Don't call unless you fit this bill. Package to $300k. Great opportunity for upward mobility. Build an empire within our progressive retail sales consulting practice. We don't hire backgrounds. We hire top producers." Watch the stars you pull out of the woodwork.
Other good possibilities for the ad... "Make $60k if you're average; $300k if you're exceptional." What this will do is get you the young producers, who've made decent money before, and *want* to make the big cash... It gives them a stepping stone... "I've made $50k before, in this job I can probably do $70k, but if I'm great I cando 300k... hmmm..."

Make sure you put in the ad "Call between 12:00-2:00 on (dates)." Set aside 2 hours a day, for 2 days for this. It'll be worth it.

So you're going to get some people who try to call early, to beat the pack. Keep track of these people, BUT tell them to call back within the timeframe you set out. You'll likely get a lot of calls at 12:00 sharp, get to as many as you can... You'll be doing a few things to screen people. First one, is act busy, be gruffand to the point. Immediately, ask them "All right, so tell me why you think you're a superstar."

If you don't get a real answer from them when you ask, then say "You know what? I'm sorry, but I'm looking for a real superstar, and you haven't said anything to impress me yet." They'll do one of 2 things... They'll hang up meekly, OR they'll say something like "Well, you've got awful judgement." If they do the latter, KEEP THEM ON THE LINE, and ask them why they said that. That's an ego test, and if they show ego, they pass.

If you can chaw them up and spit them out on the phone, don't bother with an interview, it'll just waste your time. (Or a 2nd phone call, if you're hiring by phone). That being said, if they call back and say something like "You know, I didn't handle that very well, and I think you really SHOULD consider me..." Then you keep talking, cause that's persistence, and that's one of the KEY things you're looking for.

**Good producers will try to control the conversation**... "Hi, I'm calling about the position. Can you tell me a bit about it?" You want to be in control. Tell them "I'd be happy to do that, right after you tell me why you're a superstar."

When you've decided who you want to interview, ask them to bring with them 5 questions they'd like to be asked during the interview. Tell them they'll be judged on the quality of the questions, and tell them you want them to ask questions that will show you their best side.

In the face to face interview, your gruffness pays off... Because what you do here, is "Relax, probe, attack." When they walk in, you're extremely friendly. "Hi, so nice to meet you, how are you today?" etc etc. You want to get into deep rapport with them, be super friendly, get them to REALLY open up.

This stuffis really good, so I'm going to lift text: "So I will say to you, “Look Eileen, I’m way more concerned with how you think…with your judgement…with how you process information…you know, with what makes you tick. I don’t really care about your background. I’ll say this right at the beginning of the interview. That’s why I didn’t want to see your resume in advance like everybody else. I don’t really need to see your resume,
because I’m going to hire you based on the person you are. Now what this means is that I want to really get to know you in this interview. And so if you give me the standard interview answers that you would think you should normally give, you might actually fail this interview. So since you’re unsure of what I’m looking for… because I’m looking for a psychological profile, a specific type. And if it’s you, I’m going to know. And if it’s not you, I’m going to know too. So if you try to give me the ‘interview answers,’ you’re going to be guessing and then we’ll both make a mistake here. So just be yourself. Just relax. Just completely, let’s be totally honest with each other. You know how you say, ‘Well why did you leave that last job?’ ‘Well, I left it for a better opportunity.’ And you know what? People normally don’t leave jobs that they’re happy at. You leave jobs when you’re unhappy. So don’t give me the standard interview answers. You don’t know what I’m looking for. So the best thing for you to do is be honest so we can discover if you’ll really be happy here. I want to understand why shaped you. So if I ask you a question that you feel uncomfortable with Eileen, just tell me, ‘You know what? I prefer not to answer that.’ And I’ll move on. I’m not going ask any highly personal (and this is exactly what I say in the interview.) I’m not going to ask anything highly personal, but I want to get to know you. What molded you? What shaped you?”

Again, you're looking for a deep understanding here. You're ALSO looking for people who BOND. People who score high on the empathy meters don't get uncomfortable when you're looking to find out about them, they love it. So that's what you're looking for in this section. Ask them about their childhood, about what their family life was like, about their parents, brothers and sisters, etc

Ask them "If you went to your parents and told them you were going to be a pro athlete (or whatever they've shown an interest in as a hobby, if they told their parents they'd do it professionally), how would the parents have reacted? Ideally, you'll get somebody here who's parents were almosty blindly supportive, as that's a common trait in over 200 superachievers.

You want to ask questions chronologically; ask them about challenges/triumphs in their childhood, adolescence, early adulthood, etc. You really want to get to know them. And if they're not wanting to open up, then they're all ego and no bonding

Ask them questions like "HOW would your mother describe you? Father? Girlfriend?" let them tell you. "Let's call one of em and ask right now." Again, if they're trying to bond, they'll be like an open book here, no stammering or stuttering (or at least, very little).

Ask them about things they're most proud of in life. Ask them about their achievements in other areas, because it's impossible to have a top performer who's NOT highly skilled in at least one other area.

Ask them who the best salesperson they know is. If they say themselves, offer them the job. If they say anybody else, ask them what the difference is between them and the person they named
Ask them to rate themselves from 1-10 on the following areas: Drive, time management, self improvement, ability to generate rapport, ability to qualify the buyer, ability to build value, create desire, overcome objections, close the sale, follow up. You'll want them rating themselves as 9 or 10 on each (preferably 10)

What was the last self help book you read or listened to? What books/audios/people have influenced you? To this point, we've asked NO business questions. It's all part of the rapport building. NOW, you can get real answers from them when you ask....

IF you get somebody who keeps trying to go to "job talk" when you're asking them about themselves, then you don't have a bonder... they won't do well when trying to get people to buy your products/services.

Once you're at this point, you should know whether you've got a bonder or not... if you do, you're having a great time, they're talking about themselves, it's all good. NOW, you ask Chet's favorite question... "Why did you leave your last job? you know, the fact is, typically if we’re really happy in a job we don’t leave.”It’s very, very rare that some new opportunity plucked you out of this job. You went looking, and you were looking because you were not happy in your last job. And I want to know why. You know why? Because we’ve bonded now, and I want to have a heart-to-heart talk with you, and I want to see how you make your judgements. Because I just want to see if we think alike. I want to give you the opportunity to be your most honest self with me, because that’s how we’re going to make a decision here.”

Okay, CRITICAL element here... Give LOTS of time for interviews... At least 1.5 hours or so, can be as much as 5... You can do this in segments, but you don't want to try to cram everything into a 30 min interview. IF they don't strike you as having the qualities you want, dismiss them quickly. If they're smart, they'll try to qualify you, try to prove they're a top producer... if not, you've freed up some time.

MOre questions... "Tell me about 2 disagreements you had with a previous boss. Name 2 weak points of your previous boss." You're looking for their judgement here... what do they think makes somebody a bad boss, or what circumstances do they disagree with people in? "Tell me about 2 times where a supervisor criticized you." You don't want to react negatively to these... if anything, react positively, encourage them to go on, to get more information.

So now you're bonded... Here's the real test of their sense of self... NOW you criticize them, tell them you don't think they can do the job. It's how they react here that will determine how good they'll be in the field. "You know Eileen, you seem like a nice person. But I only have one opening and I need a real superstar. Now, while I’m sure you would do well in many other endeavors, this particular situation is very competitive. It’s a very competitive industry, and I doubt your particular skills and personality would hold up."
What you're looking for with that is for them to tell you you're making a mistake. For them to tell you that they'd kick some ASS in your business, and that you're none too bright if you can't see that. Even better if he says something like "You'd better hope I don't work for one of your competitors."

Some cultures are more polite than others, and some people may a little *too* polite... If you want, you can finish your question with "What do you think about that?" Let them answer. See what they say. It's better if they answer unprompted, though.

This is the *real* interview. This is where you see whether or not they'll be a superstar. So don't be sold easily here... That being said, you don't have to drive the attack for long... You should know within a minute or so after your attack how they're handling it.

Afterwards, you can explain what you did to the successful ones, so they don't think you're a total ass.

**Once you have them, top producers are great, IF you can manage them**... It's basically a matter of letting them run. Don't cramp them... If they want to do more, tell them you'll let them IF they bring in 3 more sales per month... or IF they do something else you want them to do... That way, they're working even harder, and working to make you a fortune. If they criticize things you're currently doing, tell them to come up with something better. You might be surprised.. DON'T get pissed off at them and stifle them, you'll be losing out. Last note on keeping the superstars, challenge them when they're not producing, and reward them when they are. Give them the praise they want when they're doing good work, then challenge them to do better.

It's always a good idea to have them demonstrate for you any additional skill you need them to have before making your decision... Tell them your core story, tell them about your product, then have them go through a role play to sell it (or go out in the field and watch them try to sell it) before you make your final decision

Final note on interviewing: The really good performers will try to get you to talk, to try to control the conversation. Don't. A good interviewer interviews... A bad interviewer talks.

**Effective presentations**

Visual aids are REALLY important. SO much is communicated visually. Without visual aids during a presentation, people will tune in and out, because they can think at about 500 words a minute, but people only speak about 100-150 words a minute... The visual gives them something to keep them hooked while you're speaking

If you sell by telephone a lot, you can actually instruct the person on the other end to draw out simple diagrams while you're talking... This will give them something to keep them interested (cool idea). A good diagram for this one is to have them draw a pyramid, then put a line through the top 10%, then another one with the next 20%... The top 10% are currently buying what you're selling. The next 20% are open to the idea. The rest don't care. The best advertising speaks to all 3 levels (this is how we can educate to generate interest and desire to buy)
Have NO MORE than one main message per slide/page. At the most, 4 bullet points, preferably 2 or 3. Try to have a graphic on every page, so that there's visual stimulation.

Keep it fast paced. You don't want to keep one slide up for 5 minutes... Go through it at a fairly quick pace while getting your information across.

Whenever possible, use facts and statistics. They add tremendous credibility to you and your message. This is where your market information pays off HUGE.

Well told tales increase recall by 26%, so tell stories during your presentations. String together stories that lead the people to want to do business with you; when choosing stories, always remember that goal.

Take control of the meeting... Something as simple as having everybody get up and stretch for a second establishes you as the person in control... It's a good frame to be in. You can have people move, bring people closer to the front, basically give a command. After they follow it, you'll be in a MUCH better place.

When doing a one on one presentation or a pitch, NEVER have a desk between you and the prospect. Ask them to move, tell them it'll be easier if you're both facing the same direction, whatever. Take away that disadvantage.

**Rules for presenting:**
1. NEVER apologize for taking up their time, OR thank them for their time. You NEVER want them thinking their time is more valuable than yours... Say "Great to meet you", or "Great working with you", but never "Thanks for your time." The same is true in follow up letters. If you make this mistake, you're coming from a REALLY hard position that you put yourself in.

2. Keep your hands out of your pockets. Always keep your hands above the waist and in front of you for a professional appearance.

3. Stand up at EVERY opportunity. Even in a 1 on 1 meeting in an office, ask "Do you mind if I stand?" You'll rarely (ie never) hear a no. It's a MUCH better position for you to be in. Some studies indicate that people will pay upto 26% more for the same thing just because the salesman was standing. (Interesting aside, one of the participants said he stands while talking on the phone, to generate movement and have the effect come out in his voice... Much like the "smile on the phone" for telemarketers)

4. Don't be led by the nose. If somebody asks a question that you're going to address later, don't steal your own thunder by answering them. Tell them "I'm going to get to that." You CANNOT CLOSE IF YOU'RE NOT LEADING. "We don't just accept any *insert profession here* into our program." That phrase will instantly put you in the lead.
5. Remember that your visual presentation is just an aid, it is NOT the presentation. YOU are what you want them paying attention to. If you can, take control of the visual aids; be able to shut them off when you feel it's necessary. You want to drive all your points home, not have them spacing out on your graphic...

6. Recognize that using humor can raise interest and attention by 700%. Find ways to be funny.

7. Practice the presentation each and every time before you present. Be sure that you KNOW what's on your slides cold, so that you can present it properly. Be comfortable with everything you're communicating. The better you know the information, the less likely you'll be disempowered by it.

8. Be sure to presell. As you start the presentation, you'll want to get them really excited about each of the topics you'll go over... "The 5 most dangerous trends in..." "The 7 mistakes that cost you a fortune..." "8 ways to make more profit per customer." Put these on your "agenda" slide, and be sure to get them WANTING to hear that information before you even start

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**Part 15 - Getting past the gatekeeper**

Give your name when you speak. Ask for who you want to talk to. In an ideal world, you'll be told they're not in. Ask who you're talking to. If they say "his assistant", ask their name. Then ask when the person you called about will be in.

The idea is that you want to lead the conversation. You're the one asking the questions, you're the one giving the directions. NOT them.

NEVER pitch the gatekeeper. Do your damnedest to blow right by them like they're not even there. If all else fails, then you'll have to try to befriend/impress them. NOT before.

Why not pitch a gatekeeper? Cause they'll summarize your 10 minute pitch to 5 seconds, and be summarily rejected 99 out of 100 times.

You want to give the gatekeeper as little information as possible. Little tricks: "Yeah, hi, this is *name* calling for *first name of prospect*." Use just their first name if you can, it'll give an air of familiarity to you. Strive for casual authority in your voice

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**Part 16 - The seven steps to every sale - mastering the sales process**

**7 steps in a nutshell:**

1. Establish rapport
2. Find out what their needs are
3. Build value around what it is that you're selling, so they find it valuable
4. Create the desire
5. Overcome the objections
6. Close the sale
7. Followup

Last note on rapport stage... Rapport is a feeling of trust between you & the prospect. The more you know about his industry, his competitors, his customers, the more easily he'll trust that you can be of service to him. Again, it comes down to doing your homework. Market research = winning.

Notes for finding out what their needs are: No matter how good your corporate story is, DO NOT pull it out until you know what their needs are. Don't pull it out till you've got their buying criteria on the table

Have 6-10 questions you ask EVERY prospect or potential client. Take the time to develop questions that will meet your objectives (this section ties in REALLY nicely with Robbins Influence Mastery)

Good questions to ask: "What are the 3 biggest problems you're having in your area?" "tell me some of the challenges you're having." "How would you feel if those things got worse, or didn't go away?" If they say they don't have challenges, ask "What areas would you like to improve?" "Tell me about your company, your department, your life." "Tell me about yourself." That one's a great open ended question that can help you start to build rapport... You can't build rapport by talking about their company or their business... you have to do it by getting them to talk about them questions about them: Who are you? How long have you worked here? How do you like what you do? Where were you before this? What are some goals for the company or the department you have? What are some of your goals? "What's your criteria for buying X?" This is one of the best questions you can ask.

Do a workshop to come up with the 10 most powerful questions to ask all potential clients/prospects. If you want, you can break it up into categories... IE Write down the best questions for bonding, for causing pain, for associating pleasure to your product/service... whatever your goals are with the questions, come up with the best ones. Rank and vote on them. Then USE them

**Notes for building value**: Have a VERY brief bio of your company, so that when you ask "Well, are you familiar with us?" No matter what they answer, give the 1 or 2line blurb. Don't do a pitch for your company, that'll come at the end of the process, NOT now

Now, you tell them that you've put together an orientation based on some of the needs they've mentioned, and that you think they'll find it valuable. Next, you start introducing market education.

Notes on creating desire: Remember that people are more motivated by problems than they are by solutions. Pain is the motivator of choice (GREAT link w/ Robbins, again). Remember, if your prospect is comfortable with their current situation, they're not motivated. Covey: "Satisfied needs don't motivate."
So your orientation has to start them off at pain, and move towards a benefit.

Features tell, benefits sell. I really shouldn't have to make a note about this. Talk about BENEFITS. Link every feature to a benefit.

If you did good work in step 2, you'll have a LOT easier time here... The more you know about what they want and need, the better you can sell it to them (sounds obvious, doesn't happen often...)

Notes on overcoming the objections: The scariest objection is the unknown one. A good question to ask is "Is there anything that would keep us from doing business?" When you're ready to close, that's a really good one, as it'll let you know if there are any last objections there

Again, there's not too much noteworthy stuffin this section. Robbins does it MUCH better. See my influence mastery notes

Part 17 -Ten follow up steps for bonding with clients

Follow up is what separates the GREAT salesmen from the average ones. Unless you're truly selling a one shot deal, the sale is NOT over when you close it.

Step 1: A followup letter is fired out the door.

In complex sales, followup after every sales call (ESPECIALLY the bad ones). Cause people are busy, they'll forget you if you let them. They'll forget why they were persuaded. So a follow up letter pushing their hot buttons again will keep the fire stoked

Structure of a follow up letter:

Startoff with something personal. Give a compliment. Then move onto a hot button (or hot buttons). Then have a personal close.

The whole followup letter should be focused on them. Even when you're mentioning your product/service, it should be in the context of WHY it's important to them.

Step 2: Work your way up to their staff.Become an adjunct addition to their company, as the trusted provider of (insert your service here). Do this by writing to them "Hello John, I've thought more about your challenges. I think I may have a great idea for you...."

Step 3: Send something of interest to them. This is basically a schmooze... A far side cartoon, a lil joke, an article of interest.... just show them that you're thinking of them (this is where a really deatiled database comes in handy)

Step 4: Remember that a meal is a great bonding experience... Try to set up a breakfast/lunch/dinner appointment with them; cando it with something as simple as"I did some research on your industry, and I learned some interesting things. If we can get
Together for breakfast or lunch I’ll take you through some of the information. You’ll like it.”

Step 5: Send a thank you card for them being a great lunch guest (or breakfast/dinner, whatever). Put something personal in there again

Step 6: Further your goal to insinuate yourself in their lives... Anything you can do to meet with them outside business settings

Step 7: Do something "above and beyond" to help their business

Step 8: More follow up letters, notes, emails, etc.

Step 9: What else can you do to help them succeed? Take them to a seminar, give them a seminar, give them a cassette course, etc etc.

Step 10: The ultimate level, be invited to their home, or invite them to your home.

The goal of these 10 steps is to become their friend. When you're their friend, they don't want to do business with your competition.

Perhaps the biggest lesson of the whole program is to proceduralize EVERY ASPECT of your business. How do you interview people? How do you approach new leads? What questions do you ask? how do you follow up? How do you use your database to market to them? Have procedures for EVERYTHING!

**Part 19 - Action plan**

Remember in EVERYTHING you do that specificity is not discounted by the public. Generalities and platitudes ARE discounted. (pg 502)

Tactic from effectiveness coach John Dudek: Isolate the 3 most important functions you're paid to do in your business (even if you're the only one in your business). List the 7-8 processes that make up that function, and rate your effectiveness on each one from "imbecile" to "brilliant." If you're not good, great, or brilliant in any area, stop doing it. Hire somebody else to do it, outsource it, whatevr. Because the effort you expend to do these things will wear you out and keep you from doing the truly important work. (pg 504)

Gotta steal it word for word.... "one of the most ethicallystealth way to win over your non-clients? It’s to call people that you know aren’t doing business with you and say, “Look, obviously whatever ABC company is doing, you love it because we’re not getting your business. I’m not calling you to sell you. I’m calling you to pick your mind. I want to know what they do better thanwe ---what they, how they have connected better than we have so… ..I may never get your business, but I want my people to be the best they
can. If we’re weak in that area, if we don’t understand a key element of the business relation...” And if you do that with people they’re going to be so impressed with your humility, with your self-effacingness, with your candor, with your humanness, they’re going to beat a path to you. But they’re also going to tell you the answer to your question and you’re going to win two ways. Pretty powerful.

**People only pay you to solve their problems,** and many of those problems they've never put into words. The first person that puts it into words and defines what they're trying to get and the result... can own the market. Look for problems, because they're your opportunity to make LOTS of money.

Success comes from following up bold ideas with well focused, well systemized action. Ideas really are a dime a dozen, BUT applying them is HARD.

It's interesting to note that there are a lot of ideas in this section (he's reading quotes/thoughts from people who he interviewed for Ex! factor) are almost directly from "Built to last" and "Good to great"

In all your marketing, in all your communication, convey ONE message. Don't pull the "Farm equipment and tanning salon", cram as much as you can into as short a period of time as you can bullshit.

Make up a powerpoint presentation that uses the funnel approach... that way, even when somebody's selling over the phone, they can refer them to a website/powerpoint presentation (VERY useful if you can get them to do this)

**Part 20 – Mastering the telephone**

The deeper your voice, the better you'll do on the phone. Try to drop your voice an octave or so when you're working the phone. Even when asking questions, don't end on an up-note. Strive for a deep, authoritative voice that doesn't scream "Salesperson!" on the phone.

One of the best vehicles for getting around gatekeepers is to be doing a survey or an interview for a newsletter you're creating.... You can upgrade that newsletter to a magazine, even if you only publish it twice a year, you've become the info leader...

You don't have to print a lot of these... Hell, only print up 100 or 200, only enough for your Dream 100 or Dream 200 clients... get as many of their pictures/names on the front cover as you can. They WON'T ask about circulation, they'll be ego stroked to be on the cover. And DON'T ask them to write an article... Ask for interview or interviews, so that you can develop a relationship with them (that's the whole point of this)
Find out what the community newspapers, newsletters, free daily papers, etc are... call them up and tell them you want to do an article for them (tell them you'll buy an ad, too... they'll do anything to sell an ad). All of a sudden, you've got a GREAT excuse to be contacting your Dream 100 and developing a relationship with them.

So ask them to contribute to an article on the 5 greatest challenges in X. This gives you HUGE leverage... You get to stroke their egos. More importantly, you get to find out what THEY think are the most important challenges. You get to contact them after, to thank them and offer them copies of the articles... You get to ask if they want to be involved in an orientation based on your findings... it's pretty much endless

A good workshop... Write a cold calling script that invites your best buyers/prospects to try your establishment. Make it irresistible for them. Free dinner @ the restaurant if they answer a survey that'll take 1.5 minutes... Whatever it is that your business does, find some way to give incredible value to them just to get them in the door. If you know the lifetime value of a client, this can be a VERY profitable thing to do. (pg 553)

Possibly the same workshop, come up with 3-5 reasons to invite past or current customers back to you, or to bring them in more often.

**Part 21 - Steps to get an appointment with anyone**

1. Try all the things in "getting past the gatekeeper" and all your tricks to get the appointment.
2. If you get it, make sure they don't forget who you are, by faxing/emailing/ mailing them something that reiterates why you're meeting & the strong points of what you finally sold them on
3. If you don't get the appointment, fax a brief note as to why you were calling. It should promise excellent benefit to the client, and be brief enough so they'll read it (NOT a 30 page manifesto). Keep it slightly mysterious, use benefits, make great promises but don't actually say too much. EG from seminar: "A new success program. 32% of companies that Tom Peters cited as exemplary were in financial trouble within 2 years. (That's a fact, by the way.) Our company has free information on how to avoid the same mistakes they made. I will call you to tell you about it."
4. Follow up by phone. You can say to the secretary "I sent Mr. Smith an important fax and I'm calling to follow up. Is he there?" If she comes back w/ "He's not interested," say something like "Shirley, this is very important for Mr. Smith and your company. I don't think Mr. Smith realizes the profound impact of our product or service that we can have. Please tell him that I'm sending you a more detailed description of what I want to talk about."
5. Send a FedEx (they get opened a LOT more frequently than normal mail, they're a great strategic weapon to get through to the honcho). Have a page or two in there, PURE BENEFIT oriented... "As part of our ongoing effort to serve the market, our company now offers a free 22 minute orientation right in your own offices." Body copy should be all sizzle, no steak... You're selling your benefits. Make sure you're isolating the single greatest benefit that your product/service offers, and put that as the heading. "Who
should attend? CEO's and (insert upper level managers here)" or "Who should attend? Business owners and top salespeople" etc... Put in the highest level of person you want to attract, and it'll make it MUCH easier to get those below to come. "How long? 22 minutes + time for Q&A" "When? (schedule a mutually convenient time)" "Where? At your offices." "Cost? We supply the orientation, you supply the coffee." or "This orientation is sponsored by (company name)"

6. Make another call. "We got your fax, but he hasn't read it." "I can tell him about it faster than he can read it, ask him if he wants me to do that." basically, you're being annoying and not going away

7. Send a CD describing the orientation. Put the orientation title on it, your logo/company name if you want ("The 7 most dangerous trends in (insert business here)", etc etc These are GREAT SAV's... Really inexpensive to produce, unique, and you can structure it however you want.

8. Another phone call. “Hi Shirley. I know he hasn’t listened to it. I actually called to talk to you.” So now I’m trying to win her over, because she is my only hope at this point, right? Charm the gatekeeper. “If Mr. Smith will talk to me, I can save him five of the seven minutes on the tape he’ll spend listening to it. Ask him if he wants to do that.”

9. Send in or fax a handwritten note of recommendation. Have one of your current clients personally endorse the orientation, NOT your company. You'll likely write the content of the letter, just get them to sign off on it. Make sure you're getting something from somebody credible (ie somebody with an impressive title)

**Part 22 - Final workshop and conclusion**

Even when you DO know what a company needs to do, it's rarely a good idea to walk in and just tell them everything you're going to do... Use audits, questionnaires, etc to get their input for buy in. Usually best to use these after you've given a lil more broad outline of your models and framework of your philosophies.

Sometimes, you can use the fact that the gatekeeper wants to keep you away from her boss to your advantage... Call the CEO directly, then when you get rebuffed, say "Oh, you know, I don't really need to bother Joe... Maybe if you can tell me who handles - who hires architects in your company I can speak to that person." That way, you can say to whoever she refers you to that "I was referred to you by so & so's office." (notice you can't say you were directed there by so and so himself, but by his office is fine)

Lots of the participants mentioned that the biggest breakthroughs they got were the tonality & the visualizations. I didn't make notes on it, cause it seems so obvious and well known to me, but others may find great value in it. Either way, there are complete programs on both of these subjects available
**Part 22 - Final workshop and conclusion**

How to conduct a workshop:
1. Appoint a person to lead the workshop (usually the CEO in small companies, but can be deferred to marketing manager or somebody fairly dynamic)
2. On a white board, write down the ultimate objective for the workshop (for example, the ultimate objective for every customer interaction).
3. Have each person in the group write down on their notepad every single idea they can think of. Don't call out ideas, just have them write at this step. 2 minutes is a good time limit to set. Make sure the leader does the exercise as well.
4. Leader asks each person to tell their ideas, and leader writes them down on the board (summarize, see if you can do it in a few words). There are no stupid ideas, every original idea goes up on the board. No criticism at this stage.
5. Have everybody look at the ideas up there, and ask everybody to rank the top 3 ideas in order of importance (ie everybody may have a different list)
6. Leader asks everybody for their list, and begins to tally a score beside each idea as it's read. #1 gets 3 points, 2 gets 2 points, 3 gets 1 point. Go through everybody and rank the ideas. Tally up the totals, and write the top 5 or 6 ideas on a fresh sheet
7. Implementation. Write a 1 page memo to everybody summarizing the findings of the exercise. The memo should detail the steps you'll add to what you're doing as a result of what you discovered. IE We came up with these great ideas, but now let's figure out how to make them a part of our business.

At this point, you'll want to spend 6-8 weeks working on the findings to truly incorporate them into your business. Which means that your next 5-7 workshops should be in totally unrelated areas.

Cool ideas for workshops:

Find Most reactive traits in company vs. most proactive traits, and how to eliminate or improve.
Form letters -What internal activities in your company can be reduced to a form letter with boxes to check off items that are repeated regularly? (This is systemization, I think... See E-Myth)
Activities that waste time
Improved filing system for work in progress
Reducing interruptions
Make company more profitable -This will probably produce some GREAT ideas, even if you're just a 1 or 2 man shop...
Procedures for handling a client
3 ways to attract more clients
3 ways to enhance and increase referrals (or the referral process)
what would keep clients longer?

What would make them buy faster? What would improve customer relations?
What would make each employee more productive?
You can look for researchers on google, at universities, librarians (they'd probably be GREAT to either do it for you, OR to refer you to somebody)

When developing your core story, use a mindmap, rather than logical levels... Can probably generalize that, when you're working on strategy, etc START with a mindmap, then go to logical afterwards

When you're putting together presentations, trying to build your funnel, startout having an ASSLOAD of research... then pick and choose the facts that will support YOUR company.