THE 10 TYPES OF SALESPEOPLE

KEITH ROSEN

Introduction

I'm certainly passionate about coaching people to achieve their fullest potential so they can attain what is most important to them in every area of their life and career. And for several reasons. First, it is the most rewarding part of my job: that is, I get to be their partner in their journey as they experience measurable, breakthrough results in their performance and in their success.

For salespeople, I'm talking more sales, more qualified prospects in the pipeline, and a level of confidence and positive attitude that cannot be swayed. Second, what makes coaching such a rewarding and enjoyable experience is the opportunity to work with such a wide range of companies and individuals, along with the varying styles and personalities of each person I coach.

Which poses the timeless question I hear managers continually ask. "*Do I have each person on my team follow the same scripted sales process or do I allow each person to develop their own approach and style of selling?*"

Actually, this is the wrong question to ask because the best solution is not going to evolve from asking an "either-or" question. The solution isn't one strategy over the other. In fact, it's both.

That's why managers really need to ask, "How do I develop a universal selling culture and approach that my salespeople can follow which will simultaneously complement and allow each person to leverage their natural talents, strengths, personality and communication style without sounding robotic, insincere or canned?"

Although there are certain core competencies and best practices that must be developed and refined within each person in order to build a strong foundation for success, I strongly believe that all salespeople need to develop an individual style of selling so that it's aligned with who they are and their values, strengths, and personality.

Unfortunately, some salespeople take the concept of incorporating their own style of selling to the extreme, fully exploiting their personality and infusing it into their selling and closing approach without realizing there are some baseline strategies and behaviors that need to be abandoned.

Why Only Ten Types of Salespeople?

Over the years, I've had the pleasure of coaching and training thousands of managers and thousands of salespeople. With all of the different personalities, as well as the varying degrees of skill and experience, I'm sure there are more than ten types of salespeople out there.

However, in all of my years of coaching and training people, I have found that there are ten common types of salespeople who seem to populate the majority of sales teams. These are the ones I have identified in this book.

Keep in mind, *The Ten Types of Salespeople* was not written from a data driven, formulaic or scientific perspective nor was it intended to be. This book is meant to be more of a light, enjoyable and entertaining read to give both salespeople and managers some quick insights and ideas as to how they can maximize individual, as well as team success.

Here, you will discover the characteristics that the most common types of salespeople possess in order for you to recognize the qualities and strategies that make sense to adopt, while also uncovering the ones that you need to let go of and keep at bay. While doing so, you will soon see that, if not leveraged correctly, your personal strengths and positive attributes are also, paradoxically, your greatest nemesis.

Learning Objectives

This guide will help you identify the type of salesperson you are so that you can make the necessary adjustments that will accelerate you to a higher level of performance and greater success.

- Learn about the most common types of salespeople.
- Assist managers in uncovering how to best coach each one of their salespeople.
- Identify what type of salesperson you are.
- Recognize the pitfalls in each selling and communication style.
- Avoid the most common obstacles that will destroy a selling opportunity.
- Develop and refine your selling style to best fit you.
- Benchmark best practices to incorporate into your overall selling strategy.

1.

Hopeful Harry

Harry remembers when he first started going out on sales appointments. He spent hours studying up on product knowledge, the presentation, and any closing techniques that he could get his hands on. However, with all of the knowledge that Harry had acquired and absorbed, he still was not selling up to his potential.

It took Harry a solid month of delivering presentation after presentation and a heavy amount of frustration to determine what was preventing him from performing up to his desired level.

Harry knew that when you entered a home or an office for a sales call, you need to adapt to each selling climate or environment by first assessing the situation. He knew that in order to find out the needs of the prospect, you need to probe and ask questions. It was ingrained in his head that it was essential to uncover the wants, needs, and desires of the prospect, including how they like to buy and make a purchasing decision.

Yet with all of the knowledge that Harry had gathered during his training and recent sales calls, he was still not performing.

The bottom line was that Harry was not implementing what he knew because he was scared; scared of rejection, of saying or doing the wrong thing, of controlling and subsequently losing control of his presentation and information, and worse, of turning off the prospect. Harry felt as if he was walking on eggshells while giving a presentation, careful not to upset the almighty prospect.

He was like a jellyfish during a presentation, floating in the direction wherever the prospect decided to push or pull him.

Harry's closing strategy? "I hope that with all of the information I provide, they decide to buy from me."

The bottom line was, Harry never even bothered to ask for the order!

Tip from the Coach: If you are relying on hope to do the selling for you, or prospects to tell you when they are ready to buy, then you are already giving sales away to your competition. These are not selling strategies, but wishful thinking, a pipedream. However, if you firmly believe this is a strategy you employ, then maybe, if you hope hard enough, the sales fairy will come and leave a sale under your pillow while you're sleeping.

Anxiety set in (or maybe it was desperation). It's incredible what a person is capable of doing in times of struggle. Since Harry had nothing to lose, it was time for a change. After all, sometimes you have to fail first in order to succeed later. How else are you going to learn what works for you and what does not?

Harry then began on a quest to overcome his fears and implement what he knew. Something very strange began to happen. He started closing sales. "You mean this stuff actually works, Keith?" I love when clients have that first breakthrough.

How simple it was once he had his fear behind him. Harry's eyes opened up into a new and insightful world! It was a revelation!

Once the possibility existed for Harry to implement what he knew, he experienced a greater clarity. Harry was a new man; or, at least, a new salesman. This inspired him to implement his massive amount of knowledge in all areas of his life.

Once Harry became conscious of his fears, and then manage his fears, he was able to overcome them. He also began crushing every eggshell he could get his feet on.

2.

Pontificating Peter

About a year or so after we moved into our newly constructed home, we soon realized that living close to the water and having a basement had its disadvantages. By the second flood in the first year, we knew we had to do something. So, we started investigating what it would take to waterproof our basement.

After conducting my own research and speaking with three companies at this point, I was fairly educated on what my options were. I narrowed down the companies I would consider and had one more company scheduled for an estimate.

At about 4:30 in the afternoon, my doorbell rang. "Hi, Peter from Mid-Island Waterproofing," he announced. I invited him in and showed him to our basement. I had some questions about their process and the results I could expect. But Peter had his own agenda: to talk my ear off until I couldn't listen to him anymore.

Pontificating Peter did not ask me one single question regarding what was important to me; when I wanted to do the work, what factors I was considering when choosing a company, what my biggest problem was, or even where I felt the water was coming in! Nope, Peter just talked and talked, and then when he was done talking, he managed to talk some more. I knew at that moment that Peter would find his way into my next book about selling.

Pontificating Peter may be the Guru of Gab. He may even know his product and service better than anyone else. However, since he never took the time to ask me what information I felt was important, what I wanted to hear, and what I expected from our meeting, he continued to share his opinion and the information that **he** felt was important rather than what was a priority for me.

Now here's the best part. While Peter and I were standing in the basement, he 'assessed' my situation. I wouldn't call it assessing, since Peter never even examined anything, nor took out a tape measure or even a calculator to arrive at his price. (I guess that really is the true meaning of the word *estimate*.)

Peter finally gave me his price. I didn't say a word. Not 5 seconds later, Peter was already telling me a story about how he can justify his price drop! Peter proceeded to take off another $1,000, and I never uttered a word. Talk about creating your own worst objections.

Here's a salesperson that needs to shift the balance of communication, as well as the spotlight on to their prospect and customer. As a gauge, the customer should be doing about 80% of the talking during an initial meeting, while you do about 20%. And the 20% that you're talking is best to consist of well-crafted questions rather than pontificating generalities or information that the person never even requested.

Besides, how many sales have you closed from listening to yourself talk?

3.

Friendly Freddie

Everyone loves Freddie. Freddie was the kind of guy you enjoyed being with. He was an all-around nice person. Freddie was funny, extroverted, and sensitive to other people's needs. It was clear to the prospects Freddie spoke with that he actually cared about them. Freddie took his time asking the right questions, uncovering their problem, identifying their needs, and then ensuring that his solution was a perfect fit.

Freddie spent as much time as his prospects needed, educating them about their available options. Out of the entire sales team, Freddie was invited by his clients and prospects to more outings, barbeques, and social events than all the other salespeople in the company combined!

If there was one thing Freddie did accomplish on practically every sales call, it was making a new friend. Freddie was so well liked by his prospects that it started to become a problem scheduling all of his appointments due to the constant invitations he received for dinner or lunch!

Yet with all of these personal successes Freddie experienced, it was not resulting in new business. Freddie's wonderful characteristics and traits actually became his greatest weaknesses.

You see, by the time Freddie was actually ready and able to ask for the sale, the relationship he had fostered with the prospect was so strong that it actually became a detriment. After all, these prospects, in Freddie's mind, were now his "friends."

And when these new friends gave Freddie a reason why they couldn't buy, Freddie was quick to accept their reasoning without probing further to see what concerns they truly had that he could then defuse and overcome in order to create an atmosphere for the sale to occur.

As you may imagine, Freddie also had more callbacks than any other salesperson in the company; that is, the list of prospects he met with who told Freddie, "Give me a call in a couple of days/weeks/months. That's when I'll be ready to do this." And each day, it seemed that Freddie's follow-up list grew longer and longer.

Because of Freddie's caring disposition, he was more concerned about insulting someone and "losing a friend," which got in the way of him probing deeper for the root objection, asking for the sale and being pleasantly persistent.

Well, Freddie finally was able to find the right balance of business and pleasure.
He changed his belief about what it meant to build a relationship with each prospect.

After all, Freddie wasn't getting paid to make friends, nor was he being compensated for making follow-up calls to his newfound buddies.

Freddie learned what it meant to set boundaries and realign his priorities when on a sales call or during a meeting, clearly separating his business from his personal life.

Although Freddie never changed his disposition, the one thing that he did change was his expectations when meeting each new prospect; to give value first, to get the sale, and, if there is time and a fit, to make a friend later.

Tip From the Coach: Sometimes, prospects aren't looking to build a relationship or make a friend. Sometimes they are just looking to make a purchase.

4.

Hank the Hammer

"It's pretty bad, Keith," was how the VP of sales put it, describing a situation he was having with one of his senior salespeople.

"I'm getting call after call from potential customers about Hank's inappropriate and offensive behavior. Whatever he's doing, it's preventing us from even getting back in the door with them. The prospects that Hank meets with won't even give us an opportunity to send another salesperson out to meet with them, even though they realize that our product is the leading product in the market.

Can you believe that these prospects are actually telling me they are going with the number two company in the market simply because they refuse to deal with us?"

Can *I* believe it? Of course I can. Especially when it comes to someone like Hank the Hammer, the old-school closer who thinks that pressure, coercion, and manipulation are synonymous with professional selling.

The landscape has evolved over the years in terms of what consumers and corporate decision makers today expect and tolerate from a salesperson, and Hank was still living in the days of "Hey, if a customer doesn't kick you out of their home or office, then you didn't push or try hard enough to close them."

This approach accomplishes nothing but leaving a bad taste in the prospect's mouth about you and about your company, shutting the door on any future opportunity to earn their business, let alone the referral business that this approach will cost you.

If your product is *that* good and you have effectively defused all objections up front and throughout your sales process by effectively leveraging well-crafted questions, then this type of behavior is better left to reflect the days of the caveman.

5.

Not to Blame Zane

Zane was recently recruited as a salesperson for a company that sold medical equipment. He was exited, energetic, and eager to learn about this industry. After completing 3 weeks of training, he was sent out into the field. He was supplied with approximately 10 to 15 company-generated appointments within his first 3 weeks.

At the end of his first 3 weeks in the field, and 15 pre-booked appointments later, Zane still had not closed his first sale.

Although it is common in many industries not to perform immediately or close a sale during the first few weeks or so, due to the learning curve as well as the selling cycle, Zane was beginning to lose his interest and enthusiasm. He became discouraged. Instead of going to his supervisor for assistance and support, he began blaming the company for his lack of performance.

After another week or so, Zane quit his position, convinced that the reason he did not perform was the company's lack of training, lack of managing, and poor product line.

From the Sidelines: "It certainly isn't me, is it?" Excuses do not build wealth and success. Only the right actions and attitude will.

Zane repeated this same process with three other companies within the same industry over the course of 6 months, only to arrive at the same conclusion as before. His failure was everyone else's fault but his own.

Did Zane have what it took to be a successful salesperson? He might have. Did he believe that it would be different somewhere else? Was he scared of accepting failure? Possibly. That's when he called me one afternoon, inquiring about my coaching services.

After a lengthy conversation, it seemed that Zane was more of a rabbit, jumping from one sales job to another. His resume listed about 10 different sales positions he had held, but Zane's tenure at every position had never lasted longer than 1 year! "If I do not succeed at one company, then I will go to another company that offers more money and better training, products and leads so that I can succeed."

This was Zane's resounding philosophy when it came to his strategy for success in his career. Reality check! Do you think that it is different somewhere else?

Lets look at the evidnece. If there are successful salespeople who are continually performing well within the organization, then the fact is, it has nothing to do with the company, and everything to do with the individual.

Many salespeople fall into the mode of thinking that if they blame their failures on everything else besides themselves, then in their minds, they have not failed. When this occurs, you have to ask yourself, "Where does this get me? How does this benefit me? What role am I playing in all of this? “What is this going to cost me in the long run?"

A true leader takes full responsibility and ownership of their performance and actions, and the results of those actions and behavior.

Unless you surrender it to someone or something else, only you hold the power to create what you want most or destroy your dreams. We've heard it before; it is your choice whether to be a failure or a success. You are fully responsible for creating the life you want to live, for no one else will make this choice for you. If a salesperson starts blaming his performance on anything other than himself, this is the first sign that this person has either given up on himself, lost hope, or simply does not want to be fully responsible for his performance.

- "The leads that I am getting aren't any good."
- "The product isn't the best out there, and it's overpriced."
- "The people I meet with really aren't interested in buying this product."
- "The market is becoming way too saturated and competitive."
- "The technical aspects of this product make it almost impossible to shorten my sales cycle. People just can't make a decision on this so quickly."
- "How do you expect for me to go out and sell this with the limited training that you gave me? I'm not getting the support I really need to excel in this position."
- "There's just too much to learn and too many other administrative responsibilities I have to handle aside from just going out and selling, which is keeping me from actually selling anything."

These are just some of the common excuses salespeople use to justify their performance.

Conversely, does this mean that if you are not performing up to your expectations in one company, it is always within your control to change it? Not exactly. After all, there are some obstacles a salesperson cannot fully control.

For example, you may not perform because:

- The company is not established and name recognition is important within this industry.
- The company has a poor reputation.
- The product or service is not competitive in the industry (poor value, overpriced).
- Even though they initially told you that leads were generated through the marketing or inside sales department, the company now expects you to cold call and generate your own prospects.
- There is no formal training that will help you better your performance. You're to learn on your own as you go but only have a few weeks to get there.
- No essential sales tools (presentation book, product samples, marketing, and collateral materials) are available, but essential for your type of sale.
- Toxic environment and boss. You do not enjoy working with the people in the company (personality clash, unethical behavior, no unity or team collaboration, no office support, toxic environment and so on).

Before You Surrender Your Control, You Are Still At Choice

While these are some factors that could certainly inhibit your selling performance and may be outside of your control, I'm certainly not sharing them with you so that you now have a list of solid excuses and reasons you can lean on as to why you're not performing. What kind of coach would I be if I allowed you to do that? After all, it's certainly not changing your current condition.

If you are experiencing any of these circumstances I described, it does not mean you cannot *influence and change* your situation to the point where you can create an environment in which you can succeed. Therefore, keep in mind the three things that you can control.

You can always control:

1. Your actions and activity, including the choices you make, such as the position you decide to accept or stay in.
2. Your attitude and your beliefs; that is, how you think.
3. Your reactions. The way in which you respond to the obstacles, experiences and opportunities that are presented to you every day of your life.

Coaching Conundrum: If you continue to play the helpless victim role, you are continuing to surrender all of your personal power and your ability to think, as well as act by choice. Consequently, when all is said and done, you'll have a lifetime of excuses compiled rather than a lifetime of achievements.

While there are always some factors that may be outside of your control, realize that you are *always at choice* whether or not to tolerate and accept those things or choose to create or find an environment in which you can thrive. Ultimately, your success and ability to become a top performer really is ***all*** up to you.

6.

Methodological Mike

The master of metaphor, the wizard of words, the emperor of expertise, the president of process. Methodological Mike is *the guy you call who knows it all*.

Enough with the puns. As you probably have guessed, Mike is as linear as they get. He would have become an accountant but felt that he wasn't cut out for that type of work and wanted to be in a career that would leverage his personality. Instead,

Mike has exhaustedly spent countless hours refining his sales process and presentation. He's up on the latest trends and solutions available in the market.

Prospects were always happy with Mike. After all, he was able to answer every technical question that they threw at him about his product. Prospects always commented, "Mike, you really know your stuff. Thanks so much for such an in-depth and comprehensive meeting. You've certainly given me all of the information I need to make a decision."

"So, what gives?" you may be wondering. His prospects said straight up that they have everything they need to make an informed decision. So why weren't they buying, or, were they?

It takes more than being an expert to turn a prospect into a client. Knowledge and expertise will take you only so far. There needs to be a healthy balance of logic, emotion, persistence, and sales acumen to create the perfect environment for a sale to occur.

Mike felt that he was definitely leaving business on the table, but he couldn't figure out why. Maybe *you* have already figured it out.

Yes, Mike was relying on his vast amount of knowledge to close the sale. While Mike did a stellar job educating his prospects, he fell short on getting them emotionally involved in the purchase to the point they had ownership of it.

Mike finally learned to loosen up and become more excited about what he could do for his prospects. He worked hard at developing and refining his selling and closing skills rather than his technical skills.

He saw the results when he was able to transfer his feelings and enthusiasm into his prospects' hearts, not just their minds.

From the Sidelines: Even a deaf and blind squirrel will trip over a nut every once and a while. The point is, if you pull someone off the street and put them in a sales position that doesn't require much training, education, or mental acuity, they'll bump into a sale every once in a while. This certainly is not any true measurement of skill, competency, or sales acumen and expertise.

7.

Paul the Perfectionist

Paul, one of my clients, was involved in a terrible car accident that almost left him paralyzed. Being an eternal optimist and a student of possibility, Paul persevered. He didn't listen to the naysayers and to the doctors when they told him he may never be able to walk. He tapped into his internal strength and refused to surrender.

After several lengthy surgeries, the addition of a titanium rod in his leg, and countless months in rehab, Paul regained his ability to walk, something that his doctors told him may never happen again.

Paul turned what could have been a tragedy into a new career for himself, as a motivational speaker. Now, if you are wondering how one goes about becoming a motivational speaker, it's pretty much the same as developing any other business.

You need to develop your business plan, product and brand, presentation and of course, your sales and marketing strategy.

It was during the fourth month I was coaching Paul that he was ready to start marketing his services. He did all the preliminary work needed and had his first presentation and seminar developed.

We worked together on finalizing his sales and marketing strategy. Paul was ready to hit the streets and start bringing in new clients.

At least, *I* thought he was. Wait, that's not accurate. He ***was*** ready; I knew he was ready, and Paul verbally admitted that *he* was ready, from an organizational standpoint. However, there was a disconnect. While the product and strategy Paul developed was ready for launch, he didn't actually *feel* ready to go out and close his first sale.

Here were some of the red flags that indicated there was something else going on in Paul's mind that prevented him from putting himself out there in the marketplace. "Keith, I'm almost ready. I'm just not ready *yet*. You see, I still have to get my business cards done."

One week later, here's what I heard from Paul: "Keith, I'm still not ready yet. I also need to complete my website. And then there's my presentation that I need to tweak a little bit. Once that's done, I'll be ready. Oh, I mean after I finish the PowerPoint presentation. And I still have to get that professional photo taken and ..."

Just when I thought Paul had exhausted all the possible excuses that were preventing him from taking action, he created one last one. (Actually, it was the last one I allowed him to share before calling him out on all of these *diversionary tactics* he created that justified his excuses.)

It was during a coaching call when Paul would typically inform me about his achievements throughout the previous week.

Paul was telling me about how much progress he had made identifying the initial round of companies to target that would be a perfect fit for his services.

"That's wonderful," I exclaimed, happy to hear that he had identified the prospects to begin calling on. "So, when do you want to commit to calling on these companies?" I asked.

"Well," Paul began reluctantly, "Here's the thing. I need to do a little more research on these companies before I start calling on them."

> *Believing that you are "almost ready" is the same as saying, "I almost made that sale." Neither pays the bills.*

Paul was clearly wearing his perfectionism on his sleeve. I inquired, "Okay, Paul, so tell me, exactly when *will* you be ready?"

"Well," Paul began. I sensed he was about to share a laundry list of additional projects that need to be completed. Yup, I was right. I stopped him before he got on a roll.

"Paul, let's look at this through a different set of lenses for a second, okay? What if you were ready right now, today? After all, you shared with me that you have essentially everything you need to launch your company and start selling, and most important, you have your heart, your passion, and your drive to share your story and inspire others."
"Yes, but, well, it's still not completely finished."

"When you say, 'completely finished,' is it possible that what you really mean is '*completely perfect*'?"

Silence. A few minutes later, Paul reluctantly agreed with me.

Paul suffered from a clear case of perfectionism, a very elusive diversion we use to justify our behavior and choices, often keeping us from taking action. Paul felt that in order for him to be ready, he had to have everything perfect, including himself. If you go deeper to the source here, what Paul was really trying to avoid was *failure*.

After all, if he never puts himself out there, he never could fail or make any mistakes – the ultimate kryptonite and greatest fear of all perfectionists, which keeps them stuck in one place.

When researching the companies he wanted to call on, it only made sense that Paul became a knowledge junkie, believing that if he could get everything "perfect" and learn everything he needed to know about public speaking and about his prospects (which, of course, could never actually be achieved), he would then be ready to go out and sell.

(Thankfully, we caught this early enough, before he even tackled the thought of developing the "perfect close.")

After discussing the consequences of his actions (or lack thereof), Paul soon realized that he is the real gift; his experience, his story and *who* he is (not what he does) are the greatest gifts he could share with his audience.

> *Behind the perfection and desire to control is the root source – Fear.*

As Paul soon realized, if you strive for perfectionism, and there's truly no such thing as being perfect, then what kind of disconnect do you think you would create between you and every prospect you speak with (you being perfect and everyone else being, well, a mere mortal)?

Paul welcomed himself back to the human race and soon found out that it was the vulnerability, that is, his humanity, he had experienced from the accident that people connected with and what it was that made him human.

To this day, Paul continues to inspire people around the world with his message of inspiration and hope.

Tip from the Coach: Perfection is paralysis. It keeps you stuck in one place, continually justifying your actions and inactions. The root of perfection is often fear. If you experience paralysis as a result of perfectionism, ask yourself, "What am I really afraid of?"

8.

Stu the Yesaholic

"Yes! Of course! Absolutely. Sure, we can do that. Yup! No worries! Not a problem. No problemo. I can definitely deliver on that."

How quickly do these words roll off your tongue? Hopefully not as fast as Stu the Yesaholic.

"Just tell the prospect what they want to hear and worry about delivering on it later. Just get the sale."

Stu can't remember exactly where he learned this gem of wisdom. He thinks he probably heard it from one of his earlier sales managers. Regardless, it was a limiting belief that created a great deal of trouble for him.

The thing about Stu was, he actually closed some sales. His heart really was in the right place. Stu was just, well, a bit misguided.

The downside of Stu's masterful selling strategy? About 40 percent of all his sales were cancelled within a week. In this day and age, it doesn't take much for prospects to figure out that what they thought they were getting isn't going to be everything they are actually getting. Not that Stu was a liar. His natural inclination when a prospect asked for something was to react with a resounding "Yes!"

Of course, this was a job for Super Coach.

I remember someone like Stu that I was forced to deal with. It was the contractor who built my home. When something consumes your time as much as this project did, you're bound to get some really good stories out of the experience.

My wife and I were in the final stages of building our new home. We were in the twelfth month of a four month project, so we believed the job was almost done.

Although my contractor did good work, he didn't honor any of his timelines. At least he's the only one who accrues expenses for every additional day the job takes to complete, right? Not exactly.

In truth, this project was *always* a twelve month project. But he didn't want to tell me that. Instead, he wanted to keep me "happy." My contractor thought that telling me what I wanted to hear would make me happy. Happy that I had to extend my stay in temporary housing.

Happy that I was billed every additional month for storing all of my household possessions. Happy that I was paying my mortgage and utilities without living in my home.

Happy that my wife and I had planned our lives (school for three children) around a four month timeline. No, I was the farthest thing from being "happy."

Here’s the fact. You will make more money, have happier customers, generate more referrals and deal with fewer headaches if you simply are honest. I'm not suggesting that my contractor was lying by doing something illegal or immoral. (That's a whole other book.)

The fact is, I trusted him. I'm suggesting being honest about what you know to be true so that you can best manage the expectations of others and sharing that with your customers, even if the customer may not like what you're saying.

> *Just tell prospects what they want to hear, and you can sell them anything. Then you can watch as they call and cancel their contract or return their purchase.*

Signs of a Yesaholic

1. Have you ever said "Yes" when you're better off saying "No"?
2. Have you made promises that you can't keep or struggle to honor?
3. Do you have a hard time telling a customer the truth about the details of a certain project or purchase, how long a project may actually take to complete or how much it would cost, in fear that they may not like what they hear?
4. Do you withhold information from your customers that you know they want or need to hear, in fear of a confrontation or losing a sale?
5. Do you believe that you always need to please and appease people for them to like you?
6. Is your schedule frequently overbooked?

If so, you may have a drug problem. You just may be a "Yesaholic."

When you instinctively or impulsively say, "Yes" first without thinking whether you can realistically deliver on that timeline or expectation, chances are, you probably have the best intentions in mind. You believe you can "do it all." Yet, think about what happens when you make a promise (completing a project, honoring a deadline, meeting with a customer, and so on) and you're not able to deliver on that promise? How does that make you and the other person feel?

Saying "No" is often perceived as a bad thing. After all, you don't want to say "No" and fear letting someone down, looking bad or losing a sale. The irony is, if you inevitably say "Yes" all the time to keep everyone happy and don't follow through with your commitments, you wind up creating what you wanted to avoid from the start.

That is, you let others down and create stressful situations that cost time, money, and problems by continually overcommitting and not delivering!

Being honest and honoring your boundaries (saying "No" or making more realistic promises and commitments) is a very attractive trait. Just think about the people you respect and admire. What the majority of these people have in common is, their ability to set strong boundaries, manage people’s expectations of them and ultimately protect their time. In fact, you'll find that more prospects will hire you and want to work with you, since people respect those who have strong boundaries and set realistic expectations.

How To Protect Your Time And Set Reasonable Expectations

The next time someone asks you to do something (including the promises you make to yourself), give yourself the time to process their request by saying, "Let me check my schedule and I will get back to you," or, "Thanks for the opportunity. I will consider it."

Then, ask yourself these five important questions before you go back to them with a response. (How important are these questions? In terms of a measurable cost, these questions would have saved my contractor $32,200.)

1. Is this something I really want to be doing?
2. Is this something I have to do? (It supports your goals, responsibilities, job requirements, lifestyle, priorities and so on.)
3. Can I meet this person's expectations?
4. Do I really have time for this? (Are there other activities you have committed to that take priority?)
5. What is a reasonable deadline/expectation I can commit to in the absolute worst-case scenario?" (If you plan for the worst, you wind up building buffers

into your schedule that would enable you to handle unforeseen problems while still honoring your commitments. The result? You'll look like a hero!)

If you are looking for a few additional examples of how you can respond to someone else's requests in order to protect your time and develop the buffer you need before you say "Yes," here are a few:

- "Let me check my calendar and get back to you."
- "Unfortunately, I'm actually on my way out (in the middle of another project) and I want to give our conversation the time and the attention it deserves. Let's schedule a time when we can both focus on this without any distractions."
- "Hmm. That sounds very interesting. Let me consider it and how I might be able to help most. How about we schedule a time to reconnect and discuss this in more detail?"
- "To ensure I meet your expectations and provide you with the correct information, let me confirm a few things on my end and then I can give you a more precise answer on delivery."
- "Thanks for the opportunity. Unfortunately, my current commitments are preventing me from being able to dedicate the time and the attention a project like this deserves. I hope we can revisit other opportunities like this in the future."

After practicing this a few times, you'll quickly see the benefits, since your life will become easier and more simplified once you eliminate the problems that result from overcommitting and attempting to manage unrealistic expectations.

Remember, *either you run your life or other people and circumstances do.*

9.

Adrenalized Angie

By the time Angie and I had our second coaching call, I saw the writing, well, actually the adrenaline on the wall.

As a coach, part of my role is to hold up the mirror so that my clients can see what is really going on, the real truth of what is preventing them from achieving greater success in their lives. Here's how one of these types of conversations began with a salesperson named Angie.

"Angie, this may sound a bit strange, but you may have a drug problem."

"What? I don't do drugs, Keith. What are you talking about?"

"Not that type of drug. I'm referring to more of a natural, yet addicting drug that becomes our main source of energy and gets us through each day – adrenaline."

Now that I had her attention, we continued our conversation, as I explained to her in greater detail what I meant, which I will share with you now.

Many people today are hooked on a commonly abused yet elusive drug whose widespread use seems to be flying under our radar. That drug of choice is adrenaline. The classic symptoms?

- Saying "Yes" when you mean "No."
- Overcommitting or overbooking your schedule, and then finding it difficult to deliver on deadlines or complete tasks.
- Procrastinating, waiting until the very last moment to finish a project or meet a deadline.
- Believing you, "work best under pressure."
- Being easily distracted.

Consider that an adrenaline addiction may be creating many of the problems, employee challenges, and obstacles to a sale that you want to avoid. Tolerating stress, chaos, disorganization, poor planning, a long list of tasks that need to be completed, lackluster team performance, or undesirable customers creates situations that provide the adrenaline rush associated when working on overdrive.

Like any drug, adrenaline has its rewards. On the surface, it may appear that this legal, seductive drug actually works for you! And the sad truth is, it actually does, making it even more difficult to give up the adrenalized lifestyle you've created.

It provides a burst of energy to get something done, tackle a project, or meet a deadline. Being superhuman enables you to accomplish more than what a mere mortal is capable of producing.

However, it's more dangerous than you realize. The body produces adrenaline when stressed, when in pain or to protect us from imminent danger. Conversely, we also experience a burst of adrenaline during physical exertion, when playing a sport or when doing something exciting or thrilling, whether that's riding on a roller coaster or speaking in public!

While there are clearly times when we experience the natural feeling of adrenaline, you don't want the drug to control you and dominate your lifestyle. After a day of riding the adrenaline roller coaster, sure, the highs are high but then, you crash.

Too much adrenaline can also lead to stomach and heart problems, high blood pressure, and anxiety. Aside from feeling drained, burnt out and exhausted, adrenaline lowers your productivity level and sets you up for failure. If you thrive on chaos, it's difficult to maintain your focus, concentration, peace of mind, or mental clarity.

If you're a salesperson, a congested mind does not allow for the space to create the best solutions for your customers during a sales call.

If you're overwhelmed with a pile of tasks, then you can't be "present" with or listening to your customers. This affects your ability to follow a sales process, ask the right questions, uncover your customer's needs and even create or recognize a selling opportunity, creating holes in your selling approach that many promising sales fall through.

How can you possibly turn an objection into a "Yes" if you are hyped up on adrenaline? Without a clear mind, you cannot create a new possibility or solution for the prospect. Adrenalized Angie runs on raw emotion and enthusiasm when she sells. She's highly reactionary, making it virtually impossible for her to recognize the prospect's nonverbal cues or body language.

Adrenalized Angie reacts pretty much the same way to each prospect, as if she's been living in a vacuum.

Tip from the Coach: To kick the habit and prevent sporadic results, shift away from using adrenaline and start creating the momentum that produces consistent, long-lasting results. Momentum is a healthier, more sustainable energy source than adrenaline.

The solution is to tap into a healthier energy source, such as momentum. The formula for doing so is pretty straightforward.

Consistency in Thinking + Consistency in Action = Consistency in Results

Here are a few ways that you can start your journey to get off the adrenaline train:

1. **Just Say "No."** What a coincidence! Do you remember Stu the Yesaholic? Yesaholics are also fueled by adrenaline! Do you instinctively say "Yes" first without considering whether you can realistically deliver? A pile of commitments with rapidly approaching deadlines fuels your addiction. Now you get to use adrenaline to get through your workload. Conversely, saying "Yes" and not following through eventually creates what you wanted to avoid. You let others down by overcommitting and not delivering, costing you frustration, happy employees, new or future business, a satisfied customer, even referrals.

   Before you respond with a start/delivery date on a project or proposal, go back and review what Stu the Yesaholic did. First, build some buffer time before responding to someone's request. Then, ask yourself, "Is this something I want to/have to be doing?" "Do I have the time for it, and, if so, when?" In other words, "Are there activities that I've already committed to that take priority?" I'm sure your family would appreciate (be shocked?) if you consistently made it home for dinner.

2. **Develop A Healthy Relationship With Time - Underpromise.** Adrenaline junkies often force the end result into an unrealistic time limit to continue living an adrenaline lifestyle. Instead, increase (even double) the timeline you've allocated for each task by considering the worst-case scenario. That's right; *plan for the worst*. Besides, how often does the best case scenario actually happen? This provides a buffer of time when completing tasks, even if you experience some bumps along the way. One client said, "If I add 50 percent to each activity timeline, my day would end at midnight rather than 5pm!" Herein lies the greatest lesson. If this is the case, then chances are, you're not getting through your daily "to do" list and as such, you're *overcommiting in the first place*!

3. **Do Complete Work.** "I've always been a great self- starter but not a good finisher." Sound familiar? Keeping incomplete projects alive becomes another source of adrenaline. It provides you with a sense of purpose. After all, combing through the details in order to get something finished that you already started is boring but starting something new is fresh and exciting! Instead of continually stopping and starting something new, commit to seeing each task through to completion before taking on the next one. When you've cleared out some space as a result of completing one task, you can add another in its place.

Like kicking any drug habit, you'll experience withdrawals, so take the time to get ahead of the curve and catch up on all of the overcommitments you've already made. You'll reduce your stress level, experience more peace and calmness, create more time, become incredibly productive, and enjoy a healthier energy source. You'll then be able to choose to redesign your life and career the way you really want.

Take it from a recovered adrenaline junkie.

10.

Accountable Alice

Alice recently began working for a marketing firm that needed some changes. Within this company, however, there were several salespeople who were generating the income she needed in order to live the lifestyle to which she was accustomed.

Although Alice did not generate enough business her first few weeks to substantiate any acceptable income, she persevered. Alice knew that there was a learning curve involved in any new position, especially one in which all of the selling took place over the phone.

She listened in on sales calls the top salespeople made and took notes on the way they conducted their presentation. She constantly asked her sales manager for additional training and advice. She spent a few hours every day reviewing her notes from training class and picked up a few sales books from the bookstore.

To stay focused on her priorities and the tasks that would lead her to her goals, Alice put together a weekly routine. She made sure to invest time searching the Internet for more useful resources that could support her in achieving her goals.

Alice even demonstrated her commitment to succeed by investing in herself and in her career - she hired a sales coach.

She continued her learning, studying, and practicing, doing her best to incorporate and implement the knowledge and experience she had been acquiring. When Alice entered her second month with this company, things seemed to click.

She finally developed and integrated her own style of selling with which she was comfortable. She even helped create a new presentation and shared several ideas with her manager that resulted in generating more appointments for the entire sales team.

It is not the company that makes the person.

It is the person that makes the company.

Although Alice is continuing her journey of lifelong learning, she is now spending the majority of her time filling her pipeline, bringing in work orders and adding satisfied clients to her monthly reports.

When the company recruits new salespeople, it is Alice that they look up to for advice. Alice has become the model salesperson that the company uses as the gauge for acceptable and expected performance.

There's a big difference between being accountable and being hard on yourself; beating yourself up for not doing something. Accountability doesn't mean you're getting "everything" done, but that you're taking ownership of your life, career and situations that are showing up in your life, learning from them and moving onto a more productive path or solution.

If you're being too hard on yourself, consider that you are getting something, some type of payoff, out of doing so. Do you make yourself wrong and take a stand for your smallness rather than your greatness? I don't think there's any cheese down this path.

Get clear with the expectations you have of yourself. If you are not performing at an acceptable level after the period of time it takes for a top salesperson to perform in your industry, determine what's getting in the way or what additional resources, skills, support, and strategies you need to develop or refine in order to ensure your success.

Hire a sales coach so you don't have to waste your time practicing on your prospects and attempting to figure it out on your own.

What Sales Champions Do To Win

Although we have identified several factors that may contribute to the reasons why a salesperson may not perform, and why they do, even in spite of themselves, there are also *internal* factors that will psychologically undermine your selling efforts and abilities.

Often the circumstances we cannot overtly see - the limiting beliefs and fears; create these additional barriers to performance.

There are dozens of reasons why salespeople fail. In one company, we went so far as to develop an "excuse board" for a team of salespeople who were notorious for their laziness and keen ability to waste their time.

I thought it would be a great way to sift through their excuses quickly and build some accountability within a culture where it was desperately lacking, in a fun and light way.

This sales team spent more time coming up with creative reasons as to why they weren't selling or why they couldn't go out on an appointment than they did taking the actions that would generate immediate income for them.

Here's how the excuse board worked. Every time a salesperson came up with a new excuse, the manager wrote it on the board. Once the excuse was written on the board and visible for everyone to see, that particular excuse could not be used again by anyone. Now that we were tracking their excuses (talk about another useful field in our CRM software or sales reports), this prevented every salesperson from using their excuses more than once. It also prevented them from coming up with excuses that someone else had used.

Unfortunately, we had to end this little experiment after the third six foot dry-erase board got completely filled up within two weeks. At that point, the manager had bigger problems to deal with and some housekeeping (and top grading) to contend with.

There's a myriad of beliefs, habits, skills, and characteristics to be mindful of that can become your source of failure or your conduit to success. To laser in on some of the most common reasons why salespeople fail, reasons that are in your power to change, I've made a checklist for you to review. As you go through this list, see if any of these behaviors sound familiar.

Salespeople Will Fail Because They:

- Blame others for their mistakes or inability to perform.
- Lack the necessary level of persistence.
- Do not believe in the product they are selling.
- Do not commit to lifelong learning.
- Fail to listen and learn from those around them.
- Lack understanding of the industry or product knowledge.
- Fail to develop the essential characteristics, level of thinking or skills required to become a sales champion. (Such as being confident, transparent, humble, committed, strong communicator, organized, honest, coachable, embrace and confront their fears, and so on.)

- Allow their ego to get in the way of change. (They try to do it their way and play by their rules.)
- Are out of their comfort zone and fail to adjust. That is get comfortable with being uncomfortable.
- Cannot cope with change (internal company changes, in technology, in best selling practices, within their industry, and so on.)
- Are not committed to creating a better possibility for themselves.
- Fail to honor the objective of selling, which is to deliver value to each client and honor that commitment in every interaction.
- Care only about what's in it for them and how much money they can make.
- Do not demonstrate the level of patience required for meeting the demands of some clients.
- Choose to fail and simply give up.
- Do not ask for the prospect's business because they feel they shouldn't have to.
- Do not ask for help, whether internally from their boss, their peers or from outside of their company.
- Do not invest the adequate amount of time in their own training, coaching, and development and in following a proven selling system. (This includes abandoning the limiting thinking and misconceptions around selling, as well as around themselves.)
- Are driven by fear rather than developing their personal vision and measurable goals that honor their priorities and keep them in their integrity.

Instead of searching for additional excuses that justify your performance (I'm sure we can write several more pages filled with reasons why salespeople fail), Accountable Alice used this as a checklist to uncover the areas she could continually improve upon. *Alice* *turned this list around and made it a list of things she needed to do and focus on in order for her to win at selling!* Then, she created her sales process around that to continue to replicate her success.

Regardless of what's on the list, it all leads to one thing: full accountability - for your life and for your choices. Here's the list Alice created:

Salespeople Will Win and Succeed Because They:

- Take full responsibility for their mistakes or inability to perform.
- Possess the necessary level of persistence.
- Believe in the product they are selling.
- Commit to lifelong learning.
- Listen and learn from those around them and embrace every opportunity as a learning experience and a way they can continually grow.
- Have a deep understanding of the industry and product knowledge.
- Develop the essential characteristics, level of thinking or skills required to become a sales champion. (Such as being confident, transparent, humble, committed, strong communicator, organized, honest, coachable, embrace and confront their fears, and so on.)
- Keep their ego at bay so that it does not get in the way of change. (They sell the way that's been proven to work and honor the best selling practices while honoring their own individuality and personality.)
- Embrace moving out of their comfort zone and adjust accordingly. They are comfortable with being uncomfortable.
- Can cope with change (internal company changes, in technology, in best selling practices, within their industry, and so on.)

- Are committed to creating a better possibility for themselves.
- Honor the objective of selling, which is to deliver value to each client and honor that commitment in every interaction.
- Care first about what's in it for their customers and not what's in it for them and how much money they can make.
- Demonstrate the level of patience required for meeting the demands of some clients.
- Choose to succeed even in the face of adversity and refuse to give up.
- Ask for the prospect's business because they know it's their job to earn it.
- Ask for help, whether internally from their boss, their peers or from outside of their company.
- Invest the adequate amount of time in their own training, coaching, and development and in following a proven selling system. (This includes abandoning the limiting thinking and misconceptions around selling, as well as around themselves.)
- Are driven by winning, their personal vision and their measurable goals that honor their priorities and keep them in their integrity, instead of being motivated by fear and costly consequences.

Conclusion

Although each one of these ten types of salespeople possesses certain qualities worth imitating, relying solely on your dominant characteristic will create the very barrier to the sale that you are looking to avoid. Just ask any of your new friends that we introduced you to in this guide.

Instead, do what Alice did. Become fully accountable for your success. Be honest with yourself about what you are great at doing, as well as what you know you need to improve upon. Putting more emphasis on your dominant trait does nothing more than overshadow or overcompensate for a weakness or limiting belief that needs to be addressed.

Once you align your sales process with your strengths and values, you can start developing the additional skills, strategies and processes that will result in a well-organized and balanced selling approach that consistently works for you and makes you a true sales champion.

You cannot change what you do not see.

If you take full accountability for your life and raise your awareness around certain toxic and limiting behavior and the things that you cannot see on your own, you will be at the most powerful place you can be – at choice to change.

However, to leverage the power of choice, you first need to uncover these personal barriers that you can't recognize yourself through coaching; whether it's from your boss, your peers, or an outside coach.

Once you have developed this heightened sense of awareness, you will always have a choice to better your absolute best.

Top Take-Aways

Here's a shortened list of twelve learning points from this guide:

- Hope is not a closing strategy. Just ask Hopeful Harry.
- Excuses do not build wealth and success. Only the right actions and attitude will.
- While many salespeople have talked themselves out of the sale, no one has ever *listened* themselves out of a sale.
- Recognize when you're about to sell way past the close and create your own objections. Pontificating Peter finally learned this lesson.
- Methodological Mike realized that technical information and spreadsheets don't close sales, people close sales.
- Being friendly, approachable, and polished is one thing; being Friendly Freddie is another.
- To tap into your fullest power and live your potential, become accountable for your life; your success and mistakes as well as the experiences and situations you have attracted. The alternative is to play the helpless victim like Not to Blame Zane.
- To best connect with anyone you meet, become more vulnerable. That is, be human. *Who you are* is always more important than what you do. As Paul the Perfectionist discovered, this is all the perfection you will ever need.
- It is not the company that makes the person but person who makes the company.

- Don’t be like Hank the Hammer. Each prospect and customer is precious. To leverage the lifetime value of every customer, treat them like your most cherished priority rather than a commodity.

- If you take full accountability for your life and raise your awareness around certain toxic and limiting behavior and the things that you cannot see on your own, you will be at the most powerful place you can be – at choice to change and become a sales champion. Accountable Alice certainly models this.

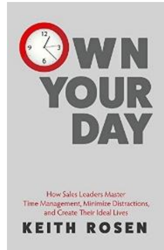
- In order to continually meet your client’s expectations and reduce the stress and overwhelm when you don't, learn to say "No" and underpromise instead of becoming like Stu the Yesaholic.

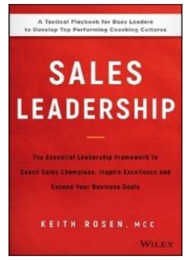
- Get off the adrenaline train with Adrenalized Angie.

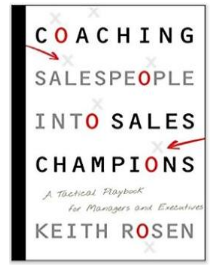
Finally, if you'd like to discuss how I can work with you, your sales team, and your managers to develop the new hybrid coaching skills needed to create a thriving culture, contact me directly.

Together, we can boost sales, and create an engaged, self-motivated team that's achieving their goals without the stress, while honoring your personal priorities. E-mail me at KeithR@KeithRosen.com, text me, or call and leave a message at 516 – 231-2774. There's no need for you to do this alone.

Otherwise, make sure we're connected on LinkedIn and X. This is keith Rosen, wishing you, extreme success.







Keith is committed to your success. That's why more top organizations today choose Keith's leadership coach training solutions to achieve their business objectives – faster. A globally recognized authority on sales and leadership and the pioneer of executive sales coaching and management coach training, Keith is the CEO of Profit Builders, named one of the **Best Sales Training and Coaching Companies worldwide for the last four consecutive years**.

Since 1989, Keith has delivered his programs to ***hundreds of thousands of salespeople and managers in practically every industry worldwide; on six continents and in over 75 countries.*** His award-winning programs not only offer a proven, proprietary methodology but a tactical framework in order to create the desired, long-term culture shift and positive change companies want.

Keith has written several best sellers on time management, cold calling and closing the sale, including the globally acclaimed ***Coaching Salespeople into Sales Champions***, winner of Five International Best Book Awards and the **#1 best-selling sales management book** on Amazon.com since 2009. His recent book, ***Sales Leadership,*** was named the **2018 Sales Leadership Book of the Year by Top Sales World** and one of the Best Sales and Leadership Books **of 2018 by Amazon.**

As a leader in the coaching profession, Keith was inducted in the inaugural group of the **Top Sales Hall of Fame** in recognition for his outstanding contributions in sales and leadership development and was also named **The Sales Education Leader of the Year**.

Inc. magazine and *Fast Company* named Keith one of the five most influential executive coaches. He's been featured in Entrepreneur, Inc., Fortune, The New York Times, Selling Power, CBSNews.com, The Wall Street Journal and is a frequent guest on Channel 12 News. Keith was also featured on the award-winning television show***, Mad Men***.

Keith was one of the founding members of the ***International Coach Federation*** and was part of the committee responsible for the design of their global coach certification program that certifies coaches worldwide. In addition, Keith sits on several editorial boards and advisory boards and is the expert sales advisor for dozens of organizations that provide sales and leadership solutions, content and resources.

Keith currently lives in New York with his wife and three children who continue to be his greatest inspiration.

Contact Keith at KeithR@KeithRosen.com, leave a message or text at 516 – 231 - 2774.

Schedule a call to speak with Keith now!

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