

## WHEN YOU COLLABORATE, EVERYONE WINS

While we've established that collaborative selling focuses on the buyer and their POWNs, WiifT does not mean that the seller and the seller's company are unimportant. Instead, the winning solution or outcome benefits everyone involved.

In a traditional win-win situation, the goal is for two stakeholders—typically the buyer and the selling company—to win. With collaborative selling, the salesperson is also an important stakeholder.

I often hear sellers talk about feeling unimportant, caught between their company and their buyers. They express frustrations about being pushed to sell certain products, when they know a different solution will fit their buyer's POWNs better. This puts the seller in an uncomfortable situation where they can't possibly win. (By the way, if you find yourself in a situation like this, you can use the collaborative selling skills you'll learn throughout the pages of this book to also collaborate *within* your company to achieve a mutually beneficial result.)

When all parties work together, all the stakeholders win. It's a win-win-win or Win<sup>3</sup> (the "win-cubed").

Figure 2-1 graphically represents the Win<sup>3</sup><sup>TM</sup>, illustrating the interconnectivity of the stakeholders. The center components of the model are the means for accomplishing the triple win, Win<sup>3</sup>.



I purposely use the acronym W-I-I-F-T (note all capital letters) for the steps of this system to give double meaning to the term Wiift (What's in it for Them) that you learned about in Chapter 2. WIIFT in all caps stands for each of the five steps—Wait, Initiate, Investigate, Facilitate, and Then Consolidate—in this guide to making every conversation count.

This system may challenge your current practices and actions. I ask that you put your assumptions, ego, and current beliefs on hold and objectively consider minor or major adjustments to your approach that just may elevate your sales in a short time.

The WIIFT sales system guides you toward a greater probability of success in every conversation, allowing you to:

- Ensure success with consistent and conscious actions.
- Replicate it over and over in all situations, with minor adjustments.
- Diagnose gaps in stalled sales or troublesome situations, allowing you to close the gap and advance the sale.

Your sales conversations gain efficiency when you take the related parts—introductions, POWNs analysis, building rapport and trust, negotiating, and closing sales—and organize them into a system.

Figure 3-1 WIIFT™



Figure 3-1 is your visual aid to the system that allows you to capture that Win<sup>3</sup> described in Chapter 2. Each component of the graphic represents a key principle to collaborative selling success:

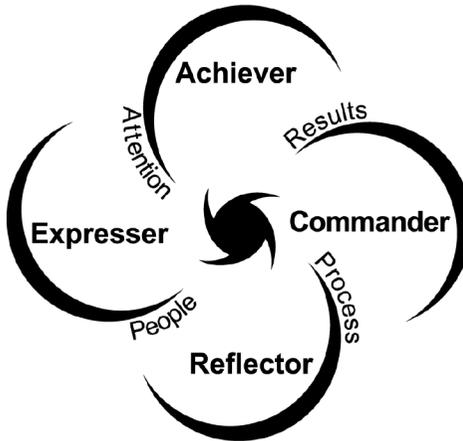
moment” tool to easily identify customs and characteristics so you can quickly adapt how you work with individuals through the buying process and in each conversation throughout your relationship.

To make the Tribal Types model easy to remember and, more important, easy to use, I have identified four distinct types. Yes, people *are* much more complex than four categories can explain, but with these four types as a guide, you are well equipped to make the necessary adjustments to work effectively with most people.

This chapter introduces the four Tribal Types—*Achievers*, *Commanders*, *Reflectors*, and *Expressers*—followed by specific information on how to identify each Type as well as strategies for selling and collaborating with them.

Additional information and how-to’s for working through each step of the WIIFT sales system with the Tribal Types will be included in Chapters 5 through 10.

**Figure 4-1 Tribal Types™**



The Tribal Types model, Figure 4-1, illustrates several important points:

- The Types overlap in customs and behaviors and are therefore displayed in open arcs rather than closed circles or boxes.
- The words that begin on the tip of the inner arcs identify a key focus for the Types on either side. For instance, a focus on Results is associated with both the Achiever and Commander types.

Figure 5-1 WIIFT Quick Prep™

**WIIFT Quick Prep™** Date: \_\_\_\_\_

Name, Title, Company Tribal Type®

**WAIT** Objective(s) for conversation

Customer POWNs Need to knows

Value and benefits important to them

**INITIATE** 3-Step Start notes (greet, why, time/connection questions to open the conversation)

**INVESTIGATE** Questions to uncover POWNs - problems, opportunities, wants and needs

1

2

3

4

**FACILITATE** Possible recommendation(s)

Possible objections to discuss

**THEN CONSOLIDATE** Decision or commitment desired

Follow-up action items

|      |     |      |
|------|-----|------|
| What | Who | When |
|------|-----|------|

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Tool is designed for you to complete in about five minutes for typical sales calls. This page outlines each of the WIIFT steps with space for you to make notes. It guides you through the conversation before it begins. You can download it at [www.conversationthatsell.com](http://www.conversationthatsell.com).

Figure 5–2 Quick Research™

## Quick Research™

Date: \_\_\_\_\_

Research outlets (company website, social networking groups, company or industry forums or community groups, etc.)

Company information

Review the company’s website, brochures, annual reports, and marketing documents, as they provide useful information about:

Mission or value statement

Key stakeholders (names, roles, backgrounds)

Recent company business news (financial results, news releases)

Specific goals (new markets, expansion, returns to stakeholders, personal goals, etc.)

Industry news and trends

For this buyer, what is in alignment with our solution? What potential value do we offer?

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With the additional information you collect, begin identifying how your solutions align for the buyer. Identify the value you can offer to this person, company, or situation so you can incorporate that proof into every part of your conversation.

The way you phrase your questions and explore problems or opportunities affects the responses you receive. The POWNs acronym ensures that you cover what you need to know and what they may need to discover in the *Investigate* step.

To elevate the value you give the buyer and to differentiate yourself from your competition, explore the complete story of their POWNs; this will let you identify the details that allow you to collaborate with Them regarding your solution.

### Get the Full Story with a Four-Point Investigation™

Imagine you have finished your investigation with a potential buyer and are committed to providing a recommendation or proposal. As you work on the recommendation and plan your next call, you realize you don't have all the information you really need. Sound familiar? This happens too often!

It's easy to get caught thinking "I have enough information and now it's time to tell them what I have or how I can help them." Premature recommendations, though, lead to extra follow-up activities and possible frustration for us and the buyer when the solution isn't accepted.

The framework for a complete *Investigation* presented in Figure 7-1 allows you to focus on key information you need to move forward in the sales process and close the sale.

Figure 7-1 Four-Point Investigation™



The graphic shows the framework of the four points. The points guide you through the questions that provide a full picture of the buyer's situation and allow you to identify the sales opportunity. Connecting your questions into a cohesive and logical approach that explores the *facts* of Today and

### ACTION 3: PROVIDE PROOF TO SUPPORT YOU AND YOUR SOLUTION

“Prove” is the umbrella over the entire WIIFT system, as shown in Figure 8–1. “Proving” shelters you from many common objections and lack of trust issues that can stall your sale. Providing proof never ends in the selling process; your genuineness, expertise, intentions, and value are constantly evaluated!

Figure 8–1 WIIFT



Proof is also a factor in your success in the *Facilitate* step of WIIFT. It’s *the* time to make sure the proof and evidence are enough for that buyer.

Provide proof to support you and your solution by proving:

- *Who you are.* Every action you take or word you say—or don’t take or say—proves something about your character, expertise, and your level of professionalism. This proof shows throughout the entire conversation and, more importantly, throughout the entire relationship.
- *The value your solution provides.* Providing proof for your solution is crucial during the *Facilitate* step. Include the following proof sources when sharing information about your solution: metrics, testimonials and references, hands-on demos, validated third-party research, examples from experiences with other buyers, and guarantees/warranties.

The key to proving is providing the *right* proof and evidence for the person and situation. To help you incorporate relevant proof information, use your understanding of Tribal Type customs.

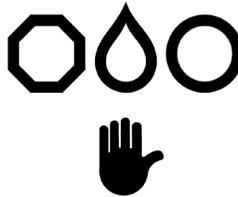
*Asking for objections* may seem like we're giving buyers an opportunity to slow down or stop the sale. Maybe you've been taught to push forward in the sale and hope that objections don't arise, or perhaps you've had training in how to "handle" objections.

Those approaches don't work well in building loyal customers. Ignoring or "handling" an objection doesn't make it go away; it just buries it temporarily. The objection will surface again—usually when you aren't expecting it. Instead, buyers want you to *resolve* their objection quickly, productively, and with a focus on Them.

To set the stage for collaboration when an objection is voiced, respond with Stop, Drop, and Roll (see Figure 9-1).

Why "Stop, Drop, and Roll?" The term represents an important safety tip taught in many schools: if your clothes are on fire, stop, drop (to the ground), and roll to extinguish the flames. Though we aren't literally on fire when we hear an objection, concern, or question, the conversation may get heated and seem as if we are.

**Figure 9-1 Stop, Drop, and Roll™**



Stop, Drop, and Roll is a strategy for working *through* objections or questions:

*Stop* what you are doing, saying, and thinking to pay attention to the buyer. Listen to their tone, observe their body language, and pay attention to their words. This pause allows you to take a breath and engage your mind before your mouth.

*Drop* your defenses, agenda, assumptions, and ego before saying anything.

*Roll* forward by working as a problem resolver with Them using the three A's as your guide: *Acknowledge* the objection; *Ask* clarifying questions; and *Answer* collaboratively.

That's how Stop, Drop, and Roll, illustrated in Figure 9–2, keeps the conversation collaborative. It's a strategy we can employ at any point in the conversation when an objection or question is stated, not just during the *Facilitate* step.

**Figure 9–2 Stop, Drop, Roll™**



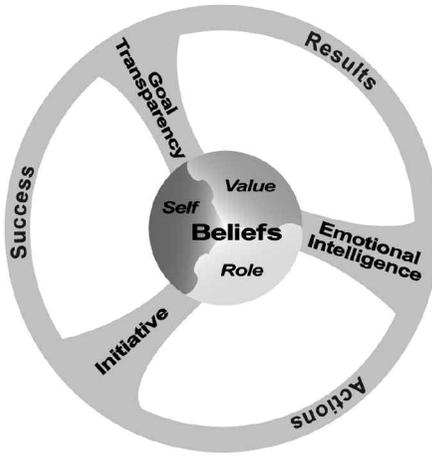
Your approach to any objection is going to either move you through the objection collaboratively or create a barrier that you will need to climb over at some point. Using Stop, Drop, and Roll with Acknowledge, Ask, and Answer removes all barriers and advances you through the rest of the WIIFT conversation.

#### TIMELY TIP

To *Facilitate* through an objection *within a group*, you also want to Stop, Drop, and Roll. Stop, then Drop the agenda, emotions, and assumptions. Roll with an Acknowledgment of the objection, and then Ask your clarifying question, first to the person stating the objection and then to the rest of the group if necessary. Group members may resolve the objection among themselves. If not, continue to Ask and Answer as appropriate. Then Roll forward to the rest of the conversation.

### PREPARE TO WORK THROUGH OBJECTIONS

Preparing for possible objections increases your probability of working through them effectively during the conversation. The Quick Prep Tool, Figure 12–1 in Chapter 12, guides you through the entire conversation, including preparation for possible objections that might surface in a specific conversation.

**Figure 11-1 Success Drivers™**

Success starts at the center of the model with Beliefs, a multifaceted internal component that integrates the beliefs you have in *yourself*, in your *role in sales*, and in the *value of your solution*.

They are called Integrated Beliefs because they combine together into one Driver that also has connectivity with the other three Success Drivers: Goal Transparency, Initiative, and Emotional Intelligence.

The four Drivers explain the Will factor that is often the differentiator between top performers and everyone else. Top performers have passion for what they do and what they sell, they are focused on their goals, they are proactive in their efforts, and they do not let their emotions negatively impact their activity level.

Let's look at the Drivers in more detail.

### **Integrated Beliefs**

Confidence is often cited as a key characteristic of a top performer. Does this confidence come from their success or has their success created the confidence? Probably both. Confidence comes from the internal beliefs in *who they are*, *what they do*, and *why their solution is valuable to others*.

Integrated Beliefs are three beliefs that combine to drive Goal Transparency, Initiative, and Emotional Intelligence. Their integration positively or negatively impacts their effect on your actions.

Figure 12-1 WIIFT Quick Prep™

**WIIFT Quick Prep™** Date: \_\_\_\_\_

Name, Title, Company Tribal Type®

\_\_\_\_\_

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\_\_\_\_\_

Customer POWNs Need to knows

\_\_\_\_\_

Value and benefits important to them

\_\_\_\_\_

**INITIATE** 3-Step Start notes (greet, why, time/connection questions to open the conversation)

\_\_\_\_\_

**INVESTIGATE** Questions to uncover POWNs - problems, opportunities, wants and needs

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

**FACILITATE** Possible recommendation(s)

\_\_\_\_\_

Possible objections to discuss

\_\_\_\_\_

**THEN CONSOLIDATE** Decision or commitment desired

\_\_\_\_\_

Follow-up action items

|       |       |       |
|-------|-------|-------|
| What  | Who   | When  |
| _____ | _____ | _____ |

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Figure 12-2 Quick Research™

**Quick Research™** Date: \_\_\_\_\_

Research outlets (company website, social networking groups, company or industry forums or community groups, etc.)

\_\_\_\_\_

Company information

Review the company's website, brochures, annual reports, and marketing documents, as they provide useful information about:

Mission or value statement

\_\_\_\_\_

Key stakeholders (names, roles, backgrounds)

\_\_\_\_\_

Recent company business news (financial results, news releases)

\_\_\_\_\_

Specific goals (new markets, expansion, returns to stakeholders, personal goals, etc.)

\_\_\_\_\_

Industry news and trends

\_\_\_\_\_

For this buyer, what is in alignment with our solution? What potential value do we offer?

\_\_\_\_\_

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Figure 12-3 Tribal Types Tool™

## Tribal Types Tool™

**Directions** Name: \_\_\_\_\_

- ☞ Write the name of the person who you are assessing at the top.
- ☞ Read through the list of 18 descriptors under each Type.
- ☞ Circle the words or phrases that best describe the person you are assessing.
- ☞ Write the number of circles for each Type in the space labeled "Total."

**Expresser**

| FOCUS    | OBSERVED                 | WORDS USED          |
|----------|--------------------------|---------------------|
| Stories  | Verbal                   | I feel              |
| Approval | Ask oriented             | Like                |
| People   | Social                   | Happy               |
| Emotions | More talking than action | Great               |
| Sharing  | Need to be with others   | Awesome             |
| Outward  | Appearances matter       | What do others say? |

TOTAL  
\_\_\_ /18

**Achiever**

| FOCUS       | OBSERVED         | WORDS USED    |
|-------------|------------------|---------------|
| Achievement | Results oriented | Time          |
| Results     | Need to achieve  | Bottom-line   |
| Ideas       | Many priorities  | When?         |
| Action      | Completion       | Net           |
| Awards      | Recognition      | Make it quick |
| Quick       | May miss details | Now           |

TOTAL  
\_\_\_ /18

**Commander**

| FOCUS    | OBSERVED            | WORDS USED       |
|----------|---------------------|------------------|
| Data     | Order               | Review           |
| Methods  | Analytical          | Think            |
| Accuracy | Need for hard facts | Compare          |
| Control  | Tell oriented       | How do you know? |
| Inward   | Guarded emotions    | Research shows   |
| Facts    | Assesses/Analyzes   | Why?             |

TOTAL  
\_\_\_ /18

**Reflector**

| FOCUS       | OBSERVED             | WORDS USED         |
|-------------|----------------------|--------------------|
| Details     | Precise              | How?               |
| People      | Involve others       | Process            |
| Information | Need for details     | I feel             |
| Safety      | Consistency          | Don't want to rush |
| Security    | Prefers tried & true | Are you sure?      |
| Internal    | Careful word choice  | Who else?          |

TOTAL  
\_\_\_ /18

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Figure 13-1 Goal Planner™

**Goal Planner™** Date: \_\_\_\_\_

**Ready** . . . A goal is a statement of the desired end result.

**Aim** . . .  
My Goal (what and when)

\_\_\_\_\_

**Action** . . .

| Action Steps to reach my goal | Time/Date | Others Involved | Progress Notes |
|-------------------------------|-----------|-----------------|----------------|
| _____                         | _____     | _____           | _____          |
| _____                         | _____     | _____           | _____          |
| _____                         | _____     | _____           | _____          |
| _____                         | _____     | _____           | _____          |
| _____                         | _____     | _____           | _____          |

Weekly actions I will take to stay on target

\_\_\_\_\_

\_\_\_\_\_

**Succeed** . . .

Stakeholders \_\_\_\_\_ Resources (time, materials, people, money, etc.) \_\_\_\_\_

Metrics I will use to track progress and success.

\_\_\_\_\_

**Celebrate** . . .

Reward/Benefits of achieving the goal (why) \_\_\_\_\_ Date Goal Achieved (write debrief notes on back) \_\_\_\_\_

\_\_\_\_\_

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