

**BRIAN TRACY'S**

# **ADVANCED SELLING**

*Workshop*



Nightingale  
Conant

# Important

To begin—Please save this workbook to your desktop or in another location.

## How to Use This Interactive Workbook

How can you get the most out of this interactive workbook? Research has shown that the more ways you interact with learning material, the deeper your learning will be. Nightingale-Conant has created a cutting edge learning system that involves listening to the audio, reading the ideas in the workbook, and writing your ideas and thoughts down. In fact, this workbook is designed so that you can fill in your answers right inside this document, or take a sheet of paper and do the exercises at your desk. By the end, you'll have your own personal success system.

For each session, we recommend the following:

- Preview the section of the workbook that corresponds with the audio session, paying particular attention to the exercises.
- Listen to the audio session at least once.
- Complete the exercises right in this workbook.

Don't just listen to this program — devour it! Strategies don't work unless you use them. Test and use the strategies that make sense to you, consistently, over time — until they become habits. Listen to it more than once. Listen for the key ideas that you can use to impact your attitudes, actions, and results. True change takes focus and repetition.

***Let's get started!***

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# INTRODUCTION

In sales today, there are no easy answers. Because you are dealing with people one-to-one, solutions will be as unique as each client you work with.

Clients are looking for partners, not vendors. And the market demands mutually beneficial business relationships, not one-time, profit-oriented transactions.

“How to build better customer relationships” is one of the specific techniques included in *Brian Tracy's Advanced Selling Techniques*. These strategies will invariably lead to an increase in sales. If you practice and employ everything you learn here, your sales effectiveness can more than double.

The purpose of this workbook, *Brian Tracy's Advanced Selling Workshop* is to help you really understand and develop your advanced selling techniques.

The exercises will encourage you to master the techniques that will enable you to flourish in the new world of sales. These exercises are practical, helpful and, in combination, form the basis for selling excellence.

You have shown a desire to be the very best salesperson you can be—one who knows what the market currently needs and who is willing to do the hard work, to make the tough decisions—and this advanced selling training program is your guide to continued improvement toward becoming the best.

# CHALLENGES OF MODERN SELLING

Although today's sales professional is challenged on many fronts, the opportunities afforded him or her are greater than ever.

Today's sales professional is the recipient or beneficiary of the experiences of thousands of salespeople before them, as well as of their customers and independent researchers. Through them, many traits and characteristics of successful salespeople have been identified, traits that can and should be integrated into your own approach to the challenging field.

As you begin this selling workshop, it would be useful to know where you currently stand in relation to these important characteristics and traits. For only when you know where you are can you reach the point you would like to be.

The following exercise is a self-assessment designed to reveal the basis from which you begin your advanced sales training. For each of the following traits, characteristics and skills indicate whether you consider yourself excellent, good, average or poor.

**Patient**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Industrious**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Fair**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Empathetic**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Creative**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Ambitious**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Honest**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Aggressive**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Knowledgeable**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Trustworthy**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

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**Curious**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Cooperative**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Flexible**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Grateful**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Energetic**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Persuasive**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Oral Communication**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Written Communication**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Listening**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Decision Making**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Research**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Self-Esteem**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Integrity**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Gracious in Defeat**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

**Polite**

\_\_\_ excellent \_\_\_ good \_\_\_ average \_\_\_ poor

Study the results of the twenty-five responses above and, on a separate sheet of paper, set goals for yourself in the areas in which you rated yourself the most poorly. Keep these goals in mind as you listen to remaining audiocassettes and as you complete the other exercises in this workshop.

# POSITIONING AGAINST COMPETITION

In life, perception is important. It often is not the reality but the *perception* of reality that determines how people see you, how much they believe in you and to what extent they trust you.

In selling, perception is absolutely critical. And critical to perception is positioning.

Before you can get to the top of your field or begin selling extensively, consider how you can position yourself, your company and your products and services relative to your competition.

Because everything starts with positioning, the following exercises will help you identify who you are, what you do and what you want to do in your selling activities.

1. How might a typical customer/client describe your company?
2. How would you *like* a typical customer/client to describe your company?
3. How might a typical customer/client describe you?
4. How would you *like* a typical customer/client to describe you?



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5. What can you do to make sure that customers/clients see you and your company in the most favorable light?

6. What are the five most frequently given objections to buying your product or service?

a.

b.

c.

d.

e.

---

7. Ideally, how should you respond to each of the above objections if your purpose is to reduce perceived risk?

a.

b.

c.

d.

e.

8. What is your competitive advantage?

9. Based on the stated competitive advantage, create a personal marketing strategy, focusing on specialization and with the aim of strengthening your positioning.

# PARTNERING WITH CUSTOMERS

It's time to look at yourself and your business in a different way, one that shows you know how you can become a partner-in-profit.

Because partnering requires high-quality relationships based on trust, specialized knowledge of customers' business (including sales, costs, profits and problems), the key question to ask yourself is "How can I make a real difference in my customers' business lives?"

Remember that your reputation is your greatest asset. To that end, the following exercises will help you define just what your reputation currently is, what it can be and how to use it to your advantage.

1. On a scale of 1 - 10 (1 meaning adversarial and competitive, 10 meaning friendly and cooperative) rate your relationship or reputation with five of your most important customers/clients.

From 1 - 10

My score would be \_\_\_\_\_ a. Customer/Client:

My score would be \_\_\_\_\_ b. Customer/Client:

My score would be \_\_\_\_\_ c. Customer/Client:

My score would be \_\_\_\_\_ d. Customer/Client:

My score would be \_\_\_\_\_ e. Customer/Client:

2. For each of the five customers listed above, devise one way in which you can help each of them grow.

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3. Because satisfied customers are your best sources of new customers, list three satisfied customers whose testimonials might be used as part of your sales presentation. Also, briefly state what they might be counted on to say and in what way that might be used with prospects.

a. Customer/Client: \_\_\_\_\_

b. Customer/Client: \_\_\_\_\_

c. Customer/Client: \_\_\_\_\_

4. What three things can you do immediately to become a better partner-in-profit with your customers?

a.

b.

c.

5. In the form of a goal to be achieved in at least six months, state, as specifically as possible, what you would like your most valuable asset, your reputation, to be.

# KNOW YOUR CUSTOMER

Selling today is a mental process based on communication, influence, negotiation and persuasion.

Remember that you are a knowledge worker. This knowledge, in fact, is all you really have to sell. The outstanding salesperson is someone who can assemble and integrate the greatest amount of knowledge prior to taking action. With your eye on the five to seven critical success factors involved in each selling situation, stay focused on results supported by exceptional information.

The following exercises give you the opportunity to open the door on improved information gathering.

1. Use the space provided below to brainstorm on paper all of the information you currently know and the kind of information you still need to know about five current customers or leading prospects.

This is a free form exercise, so let your mind go in whatever direction it may take. When you have isolated the kind of information you need to gather, think about possible sources from which this information can be gleaned.

a. Customer/Prospect:

b. Customer/Prospect:

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c. Customer/Prospect:

d. Customer/Prospect:

e. Customer/Prospect:

2. In the form of a goal to be achieved in at least six months, state, as specifically as possible, in what ways you can become even more knowledgeable about your customers, prospects, company and industry, as well as about yourself.

# PROSPECTING FOR PROFITS PROSPECTING FOR PROFITS

There are no great secrets in selling. The more people you see, the more sales you will make. The quality or profile of the people you see will determine the percentage of those people who will buy.

Your ability to clearly identify the ideal prospect and manage your time to effectively meet more prospects is directly proportional to the quantity and quality of sales you will make.

The key to being a good prospector is to learn how to do it and to learn how to do it in an excellent fashion. The following exercises will help you do just that.

1. On a scale of 1 – 10 (1 meaning poorly; 10 meaning with excellence) rate yourself on the following three aspects of prospecting.

From 1 - 10

My score would be \_\_\_\_\_ a. Finding Customers

My score would be \_\_\_\_\_ b. Selling Product/Service

My score would be \_\_\_\_\_ c. Getting the Sale

2. How much time do you currently spend prospecting?

3. What is your prospecting process?

- 
4. What are the strengths of the way that you currently prospect?
  5. What are the weaknesses of the way that you currently prospect?
  6. Going further than merely naming your product or service, what is it exactly that you sell?
  7. Create a profile of the customer who is buying your product or service today? Who is he or she?
  8. Why is the customer buying today? What benefits is he or she seeking? What are his or her needs?
  9. Without regard to your previous answers, describe the ideal customer of your product or service.



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10. For the following two types of questions that build trust, rapport and credibility, come up with five examples of each that may help you with specific prospects.

a. Personal Questions

b. Situation Questions

11. What specific actions can you take now to improve your prospecting skills?

# PERSONAL PERFORMANCE

The fact is, it is not what you *do* that really counts in the field of sales; it is who you *are*.

Men and women successful in sales have found that they are unique personalities, a discovery made by spending extensive time developing themselves on the inside, as well as learning sales skills on the outside.

Organization, self-knowledge and self-discipline are all essential to making rapid progress toward joining the top people in your field. The following exercises will prepare you to get the most out of yourself in order to enhance your personal performance.

1. Rate yourself on a scale of 1 – 10 (1 meaning needs great improvement; 10 meaning excellent as is) for each of the following critical success factors.

From 1 - 10

My score would be \_\_\_\_\_

a. Prospecting

My score would be \_\_\_\_\_

b. Getting Appointments

My score would be \_\_\_\_\_

c. Establishing Rapport/Credibility

My score would be \_\_\_\_\_

d. Identifying Correct Product/Need

My score would be \_\_\_\_\_

e. Presenting Product as Best Solution

My score would be \_\_\_\_\_

f. Answering Customer Concerns/Objections

My score would be \_\_\_\_\_

g. Getting Customer to Act

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My score would be \_\_\_\_\_ h. Personal/Time Management

2. Identify your major limiting step with three of your current customer/clients.

a.

b.

c.

3. What are possible solutions to each of those limiting steps?

a.

b.

c.

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4. What are your strengths as a salesperson?

5. What are your weaknesses as a salesperson?

6. Consider the last two sales calls you went on, then answer the following vital questions for each.

a. Prospect Call: \_\_\_\_\_

What did you do right?

What would you do differently?

b. Prospect Call: \_\_\_\_\_

What did you do right?

What would you do differently?

# GAP ANALYSIS

When you have done your work, thought about your industry and market, positioned and prepared yourself, prospected and made an appointment, you still have an important task to perform.

You must now focus on the gap between the real and the ideal, the actual and what is desired. You must help the customer visualize this gap, one your product or service can narrow or close for them.

Be prepared with solutions to specific problems by asking questions that reveal both the problems and the solutions. The following exercises mark the beginning of your gap analysis.

1. What kind of gaps do your products or services help resolve?
2. What solutions do your products offer?
3. How do you package your solutions to appear cost effective?
4. In the past, how have you gone about discovering a prospect's problems?

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5. Create a list of problem-focused questions that may be of help to you in your gap analysis.

6. Create a list of need-focused questions that may be of help to you in your gap analysis.

7. For your three top prospects, use the space below to create a case study, i.e., to do a gap analysis on each of them. This may take the form of detailing work you have already done, or it may be a listing of information gleaned after employing your new knowledge of new techniques. Whatever approach you take, always keep in mind that the ultimate goal is to get the prospect to agree that your product or service solves his or her problem or fulfills his or her need.

a. Prospect:

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b. Prospect:

c. Prospect:

# BUILDING BUYING DESIRE

There is a logical sequence to selling effectively. First, you must build rapport, then identify a need or problem and, finally, present solutions.

The value of those solutions dictates the ease of the sale; it creates a buying desire. Building value through the identification of associated costs and then quantifying that cost is critical to your success. Your job is not only to boost value for your solution, but to intensify desire to take action and to implement your solution.

The following exercises deal with building desire to buy in your prospect, and help you build value and face objections.

1. In what ways do you currently seek to build rapport with prospects?
  
  
  
  
  
  
  
  
  
  
2. In what ways do you feel that this rapport-building process can be improved?
  
  
  
  
  
  
  
  
  
  
3. What are the greatest obstacles standing in the way of you making the improvements listed in #2 above?
  
  
  
  
  
  
  
  
  
  
4. For each of the following value-enhancing aspects of a sale, list what you currently do to increase that value and what, specifically, you can do in the future.
  - a. Quality of Relationship
  
  
  
  
  
  
  
  
  
  
  - b. Your Company's Reputation



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c. Follow-up Services

d. Third-Party Testimonials

e. Professional Sales Materials

f. Preparation and Professionalism

g. Presentation

h. Personalized Service

i. In-depth Client Knowledge

j. Persistent Sales Effort

k. Quick Responsiveness to Customer

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l. Hassle-free Reliability

m. Responsibility

5. What are your feelings about dealing with objections? How do you handle objections? Are you at your best while handling them?
6. What can you do to improve your ability to handle objections?
7. Create a response for each of the following prospect price objections to your product or service.
  - a. "I can't afford it."
  - b. "I don't see why it's worth that to me."
8. What are "hot button" questions you can ask specific prospects in order to find out what their real needs and objections are?

# BEATING THE COMPETITION

One challenge facing all sales representatives today is the proliferation of competition. No market escapes for long. Your customers are not making decisions in a vacuum occupied only by you. They are bombarded by competitive messages from your direct and indirect competitors. This challenge must be met head on.

Understanding your strengths and weaknesses in comparison to competition is essential. Knowing how to position yourself within clients' buying criteria is critical.

The following exercises will help you identify your competitors and adjust your sales strategy to meet and beat the competition head on.

1. List all of your direct competitors, i.e., those that sell the same product or solution as you.
  
  
  
  
  
  
  
  
  
  
2. List your indirect competitors, i.e., those that sell other, alternative solutions. (Where possible, list what those alternative solutions are.)
  
  
  
  
  
  
  
  
  
  
3. List your three top prospects and discuss why or why not each of them might buy from your competition.
  - a. Prospect:
  
  
  
  
  
  
  
  
  
  
  - b. Prospect:
  
  
  
  
  
  
  
  
  
  
  - c. Prospect:

4. What is your competitive advantage? (You have answered this question previously, but, based on your new knowledge, has your answer changed?)

5. List your best selling points, then go back and rank them in order of their value/strength.

<u>Selling Point</u>	<u>Rank</u>
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6. Now that you have answered questions 4 and 5 about your product or service, answer them again for your three toughest competitors.

a. Competitor:	
Competitive Advantage:	
Selling Points:	Rank

b. Competitor:	
Competitive Advantage:	
Selling Points:	Rank

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c. Competitor:

Competitive Advantage:

Selling Points:

Rank

7. Devise ways in which you can emphasize each of the following non-price determinants of sales into your competitive strategy.

a. Quality

b. Delivery

c. Installation

d. Terms

e. Service

f. Follow-up

g. Reputation

# POWER, POLITICS AND INFLUENCE

In simpler times, you needed to make only one sales call on one person to get one decision to buy one product—and you very likely would not have to see, talk to or deal with that customer again.

Today, though, sales are more complex. You must make several calls, and there are usually multiple decision makers, many of whom you will never actually meet.

Because power, politics and influence determine all large, important sales today—and many smaller sales as well—you must become familiar and comfortable with these new realities. The following exercises are designed to be your first steps toward such familiarity and comfort.

1. For each of your top three prospects, answer the following questions.

a. Prospect:

How is a purchasing decision made in this organization?

Who are the key decision makers?

What criteria must be met?

Besides your present contact, is there anyone else who should be involved in the process now?

b. Prospect:

How is a purchasing decision made in this organization?

Who are the key decision makers?

---

What criteria must be met?

Besides your present contact, is there anyone else who should be involved in the process now?

c. Prospect:

How is a purchasing decision made in this organization?

Who are the key decision makers?

What criteria must be met?

Besides your present contact, is there anyone else who should be involved in the process now?

2. For each of your top three prospects identify who, if anyone, holds the following kinds of power?

a. Prospect:

Position

Financial

User

Vendor Champion

Customer Champion

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b. Prospect:

Position

Financial

User

Vendor Champion

Customer Champion

c. Prospect:

Position

Financial

User

Vendor Champion

Customer Champion

3. For each of your top three prospects, and using the information listed above, make any necessary changes to your sales strategy for each account.

a. Prospect:

b. Prospect:

c. Prospect:



# THE END GAME OF SELLING

The end game of selling, i.e., actually getting the order, is where the top 10% of salespeople shine.

Asking for an order, attaining it and consummating the new business relationship depends on key clues and evidence, from your prospect, that, when you are sensitive to them, will allow you to get substantially more business.

The following exercises explore the sometimes daunting subject of closing a sale.

1. What are your feelings about closing a sale? Be specific, about both the positive and negative aspects of closing. What do you enjoy? What do you dread?
2. In terms of closing, what are your strong points?
3. In terms of closing, what are your weak points?
4. Recall a recent lost sale. What kept you from closing that sale?

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5. Think of three prospects with whom you are currently working. For each, list possible unresolved concerns, the signs that indicate the existence of these concerns and what you can do to resolve them.

a. Prospect:

Possible Concern

Signs

Possible Resolutions

b. Prospect:

Possible Concern

Signs

Possible Resolutions

c. Prospect:

Possible Concern

Signs

Possible Resolutions

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6. For each of the following types of closes, write an approach you might use to gain each.

a. Directive Close

b. Alternate Close

c. Invitational Close

d. Authorization Close

e. Order Sheet Close

# LEADING THE FIELD

You cannot have any more on the outside than you are on the inside. To be the best in your specific field, you must also be the best person that you can possibly be. The more you work on improving yourself on the inside, the easier it will be to form those critical relationships on the outside that lead to great success and greater happiness.

There are twelve principles vital to success—in sales and in life. In the following exercises, for each of these twelve principles, devise two action commitments for improving your performance in that area.

1. Clarity: Decide/know who you are and what you want

a.

b.

2. Courage: Act on your vision, values, mission and goals

a.

b.

3. Common Sense: Learn from experience, maintain objectivity

a.

b.

4. Career Path: Plan your life several years into the future

a.

b.

---

5. Competence: Be very good at what you do

a.

b.

6. Concentration: Work on your highest-value tasks continuously

a.

b.

7. Creativity: Seek new, better, easier ways to do things

a.

b.

8. Continuous Personal/Professional Development: Keep learning

a.

b.

9. Consistency: Perform steadily, dependably

a.

b.

---

10. Commitment: Put your whole heart into what you do

a.

b.

11. Consideration: Find happiness in your relationships

a.

b.

12. Character: Live consistently with your highest values

a.

b.