

ACCELERATING GROWTH

CHICAGO, IL | FEBRUARY 2026

DAUBERT
CHEMICAL COMPANY, INC.



*“Customized Training for
Daubert Chemical Company”*

SALES CONCEPTS

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INTRODUCTION – WHY DO CUSTOMERS BUY?

Introduction

Welcome to *Persuasive Sales* by Sales Concepts. We're happy you are attending the program today. Please jump in and participate in the discussion as much as you feel comfortable. Our goal is to help you become as successful as possible. With that in mind, let's have some fun.

The Sales Process

SALES CONCEPTS SALES PROCESS

9: Follow-Up | Get Referrals
Confirm your customers are happy after the sale by following up on a continuing basis. Pleased customers are happy to provide you with qualified referrals.

8: Reflection and Growth
Reflect on every encounter you have. Did you meet your objective? Did the customer meet theirs? Why or why not. What can you do better? What did you do well that you can leverage? What is your growth plan?

7: Closing
Closing should not be an awkward question asked at the end of the process. Closing starts at the beginning of the process and takes place throughout the entire sales process. Closing should be a natural part of the process.

6: Presenting
Objections are a buying signal and mean that the customer is serious! Objections are a sign of interest. Avoid being defensive. Objections are an opportunity to learn. Ask questions. Learn what prospects truly value, then reassure them by demonstrating value.

5: Handle Objections
Differentiate yourself, your solutions, and your company based on your unique value propositions and what they do for the customer and your customer's customer.

4: Listening
Hearing is passive. Listen is a verb. Listening takes proactive work. Seek to understand what the customer values and why. You must understand why the customer needs your solution.

3: Questioning
Are you the best fit? How do you know? Stop telling and start asking questions to discover what the customer ultimately values. Customers buy what something does, not what it is. Salespeople typically focus on what something is. There's usually a disconnect.

2: Qualifying
Is the prospect MAD? Do they have money, authority, and desire? What is their timeframe? How will the decision be made? Who will make it?

1: Prospecting
Find a lead and win an appointment using our eight-touch prospecting system. Connect with prospects according to their behavioral styles. Position your offerings with unique value propositions. Negotiating begins here. Represent yourself accordingly.

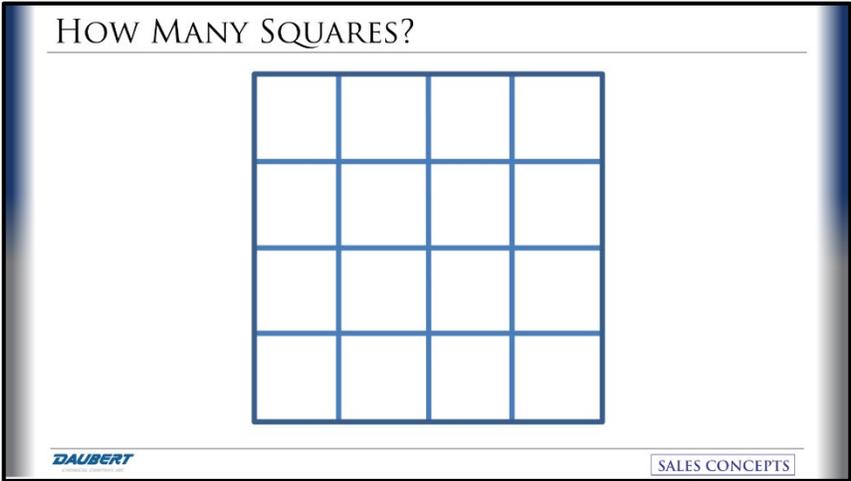
Treat prospects according to their behavioral style to maximize opportunities.

www.salesconcepts.com

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Notes:

INTRODUCTION – WHY DO CUSTOMERS BUY?



How many squares are there in the diagram above?

What is selling?

Notes:

Questions to Ponder

Why do people buy?

What are the top three questions you like to ask prospects or customers?

- 1.

- 2.

- 3.

Notes:

PROACTIVE PROSPECTING

THE POWER OF POTATO CHIPS!

The other day, a coworker was talking about his lunch. He is counting calories and successfully losing weight. He complained that you couldn't eat just one potato chip and said, "Never underestimate the power of potato chips!" As soon as I heard that phrase, I knew it related to prospecting.

We all know you can't eat just one potato chip. They are so incredibly good! Most of us have been guilty of eating chips without even thinking about how much we've consumed. You keep popping them in your mouth. Rarely does a person say, "I am only going to eat one chip." Imagine if you stopped at just one chip. You wouldn't even notice that chip on the scale. Your clothes would not be tighter. You would not feel bloated from the salt. One chip would not change your day or your weight much. Not true for a whole bag of chips. Unfortunately, you would notice it on the scale and in your clothes!

So, what does this have to do with Prospecting? Simple — one is not enough! You cannot make just one call to prospects and expect that to change their day or your forecast! Prospects rarely call you back after the first call. Unfortunately, most salespeople make one call, maybe two, to a prospect, then assume there is no interest and move on. Even more shocking, we hear from attendees in our Prospecting classes that when prospecting, many don't leave messages!

At Sales Concepts, we liken prospecting to a lumberjack. Picture a tree. Would a tree ever fall if a lumberjack hit the tree haphazardly with an ax on the trunk? Can you imagine a lumberjack just swinging the ax and hitting the tree wherever on the trunk? The tree would never fall. However, if you hit the tree consistently in the same place over and over, the tree WILL fall — approach prospecting in the same manner. You must be consistently persistent. You cannot make just one call. People are busy. Usually, they will not return your calls.



Statistics show that 48% of salespeople never follow up with a prospect after the first call. 25% of salespeople make a second attempt and never try again. 12% of salespeople make more than three attempts and become the elite group that wins new business and rises to the top of their sales organization.

Statistics also show that less than 2% of sales occur on the first contact, yet 48% of salespeople never reach out again. Less than 3% of sales occur on the second contact. Roughly 5% of sales happen on the third contact, and fewer than 10% of sales close on the fourth contact. A shocking 80% of sales close between the fifth and twelfth contacts to a prospect! If you keep reaching out to your prospects, you are bound to outperform the competition and increase your chances of closing new business!

So, act like a lumberjack who eats potato chips. Be consistently persistent. Treat prospecting like potato chips. Don't stop at just one!

"The reports of my death have been greatly exaggerated."

-The Cold Call

A trendy opinion is that with all the social media available, cold calling is no longer necessary or effective. At Sales Concepts, we vehemently disagree.

Now, that is not to say we don't value everything the Internet has to offer. We believe the Internet and social media have, forever and irreversibly, changed the way we communicate. To that end, we offer a course titled Selling in the Digital Age to help salespeople make the most of the resources available online.

We are saying that social media should be used in addition to cold calling, not in place of it. Salespeople who choose not to cold call do so at their peril.

How many cold calls do you make a day, a week, a month? Tasks can be broken down into two categories based on their importance and urgency. Judge everything you do by these two criteria. When faced with a task, ask yourself: "How important is this?" and "How urgent is this?" Instinctively, you focus on important, urgent tasks. It is easy to shuffle less important non-urgent tasks to the bottom of the priority list. Most salespeople tend to get into trouble with less important urgent tasks. Often, we work on these tasks to procrastinate from doing something less fun or glamorous, while the important but non-urgent tasks languish quietly in the background. Cold calling is an important task. It does not seem all that urgent unless you make it so. Our advice is to set appointments with yourself. For instance, *this Thursday afternoon, between 2 PM and 4 PM, I am going to call new prospects*. Look at your schedule, determine what works for you. Do what you must to make yourself accountable.

Hold yourself accountable for daily, weekly, and monthly prospecting goals to become an elite salesperson.

What is Prospecting?



Write your definition here:

Notes:

PROACTIVE PROSPECTING

Prospecting must be a priority for it to work.

If your life depended on you doubling your sales next year, how would you do it?



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PROACTIVE PROSPECTING

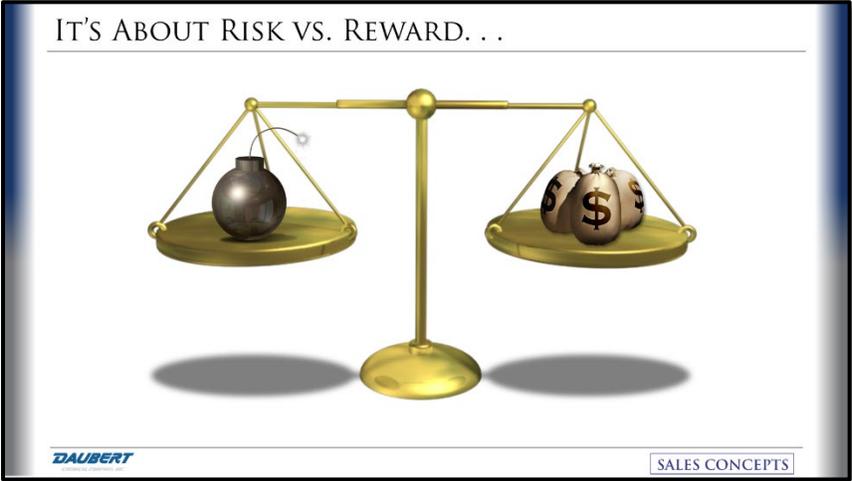
There are really only two ways to grow sales...



1. Add more customers.
2. Sell more to existing customers.

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It all comes down to risks



Be careful about raising red flags when prospecting. State the reason for your call clearly and concisely. Buyers have risks. Your job is to figure out how to minimize their risks and maximize their rewards.

What are the risks in your prospects' minds? Are they legitimate?

What do your prospects stand to gain by becoming your customer?

PROACTIVE PROSPECTING

A historical perspective of prospecting.

PROACTIVE PROSPECTING

Good Times

vs.

Bad Times



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Prospecting is the foundation of all successful selling!

PROACTIVE PROSPECTING

A historical perspective of the US Economy. . .



1990 - 1991	Bad Times – Gulf War
1992 - 1999	Great Times
2000 - 2002	Bad Times – Dotcom Bubble / 911
2003 - 2007	Good Times
2008 - 2010	Bad Times – Mortgage Meltdown
2011 - 2016	Fair Times
2017 - 2019	Good Times
2020 - 2023	Covid-19 Bad for Most Good for Some

2024-26 ??? | Mixed | War, Inflation, Tariffs, General Uncertainty

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Notes:

PROACTIVE PROSPECTING

Prospecting is often the difference between an average salesperson and a top-performing salesperson, even in tough economic times.

PROACTIVE PROSPECTING

Selling During the Bad Times

33% Fail and Leave

55% Struggle

12% Overachieve!

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*Don't allow bad economic times to keep you from prospecting.
This is precisely when you should be doing more of it!*

Notes:

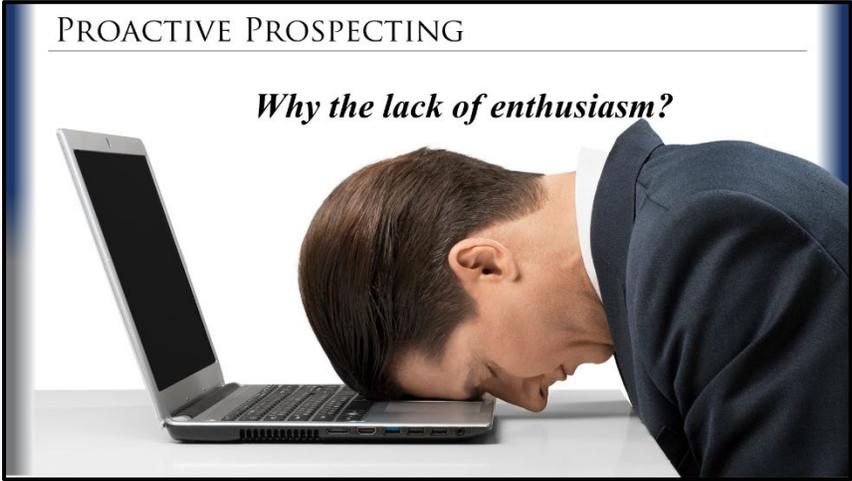
Why don't we prospect?



Reasons salespeople don't prospect:

- Fear of rejection.
- Lack of preparation.
- Lack of a perceived need to prospect.
- Lack of an understanding of value.
- Poor assumptions about the customer's attitudes.
- Unable to do it effectively, lack of skill.
- Waiting for something to happen, like a new product introduction.
- Too busy taking care of current accounts.
- Poor time management.
- Think it's outdated.
- Do not believe it works.
- General negative attitude or laziness.
- Think it is beneath them.
- Just don't like doing it.

Enthusiasm?



Notes:

Don't Be Afraid

PROACTIVE PROSPECTING

Why the lack of enthusiasm?

**Fear
and
Rejection**



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PROACTIVE PROSPECTING



- Lack of skill
- Need for approval
- False perception of reality
- Poor self-image
- Negative self-talk

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The good news is that it is quite easy to overcome these reasons with practice and training.

Notes:

How is prospecting like cabbage?



We know cabbage is good for us, but that doesn't mean we like to eat it! Prospecting is like cabbage. We tend to push it aside. If it is on our plate, we know we should eat it. However, we often don't. Prospecting is something that most salespeople know they should do but still put off until later. It's easy to justify doing it tomorrow or next week. The problem is that tomorrow is never today.

You need to set aside a time each day or week, in the office, to prospect. Maybe 30 minutes each day at 9:00 AM, two hours on Thursday at 3:00 PM, or call three people before lunch. Set aside a time to prospect and **DO IT!** Many successful salespeople believe the best time to prospect is on Friday afternoon! What? Are you kidding? No. People are usually in a good mood on Friday afternoon and are anticipating the upcoming weekend. They may not want to work as hard as they could. They may see your call as a welcome break! Think about that the next time you want to slow down on a Friday afternoon. Be different! End the week strong and productive.

We recommend that you track your activities hourly for a couple of weeks. Then pick a time that is best for you to prospect. *Your time is expensive!*

PROACTIVE PROSPECTING

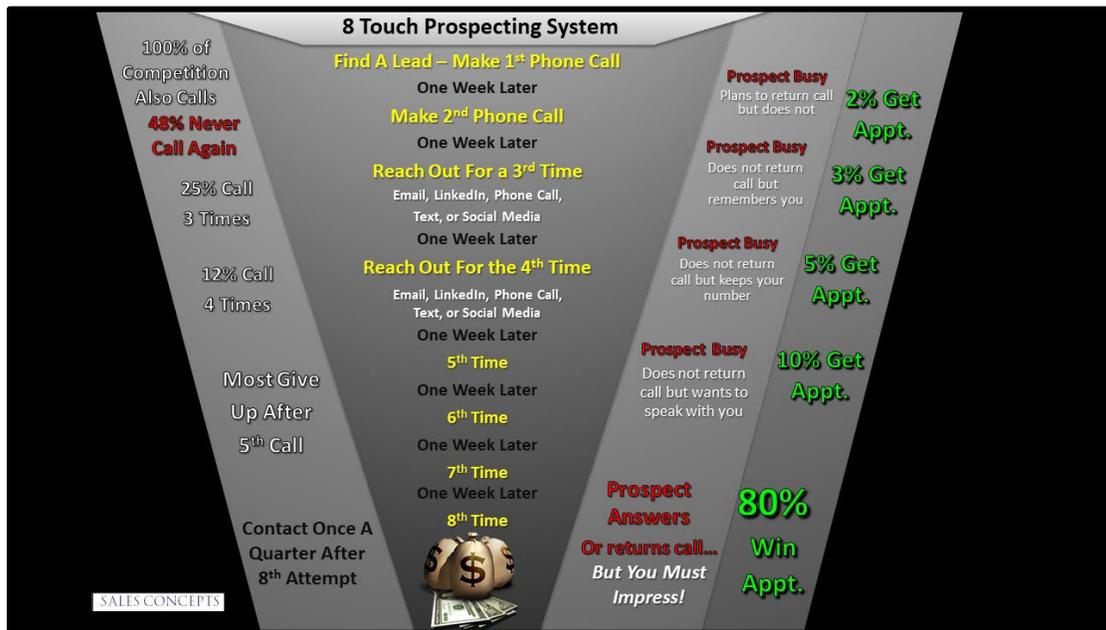
Now that you are making prospecting calls, you will inevitably run into voicemail. Many people in today's world think that leaving voice mail messages for prospects is a waste of time. After our email blast on forecasting, we had a customer jokingly call to let us know that leaving voicemails is a waste of time if the customer does not return your call. Thanks, Jimmy S. That was funny. All kidding aside, leaving voicemail is far from a waste of time and may ironically be one of the best uses of it. Look at it as a free advertisement! You've already made the call. Why not leave a message? The problem with voicemail is that it usually takes a while to work. We live in an instant-gratification world, and when our calls go unreturned after one or two messages, we give up.

You are going to have an awfully cold winter if you walk into the forest with an ax to chop down a tree for firewood and swing at the tree one or two times and say, "Oh well, this doesn't work. Cold calling is a waste of time." Our research indicates that on average, you have to leave eight voicemail messages to get a return call. Once you do get a return call after that many messages, the prospect feels a certain amount of remorse for not returning your calls sooner. Usually, they will at least allow you a fair shot at their business. Very few will shout, "Stop calling me!" They are few and far between. The new customers you win are worth one or two resisting a bit. So, confirm that appointment with yourself and make the calls. Sooner rather than later, you will be able to yell "Timber!"

A very wise man once said, "If I knew that I had eight hours to chop down a tree, I would spend the first six sharpening my ax." Welcome to Prospecting! Let's sharpen that ax. Let's get started!



The 8-Touch Proactive Prospecting System



Start small if you must, put five prospects a day on your 8-Toouch system. That’s 25 a week. Reach out to them once a week for eight weeks. By the end of that time, odds are that you will have created a meaningful engagement with 20 of them. Repeat this process for a year, and you will have meaningful interactions with 120 new prospects. How much new business could you land if you had interactions with 120 new prospects?

What would this mean for you financially if I told you that by this time next year, you could have 120 meaningful interactions with qualified prospects?

Notes:

PROACTIVE PROSPECTING

You wouldn't want to sit on a two-legged stool, would you?

Proactive prospecting requires the consistent use of all available resources for salespeople. Do not rely solely on one communication channel, such as email. This program works best with a mix of consistent phone calls, followed up with emails, texts, and social media.



For this system to work, you must consistently use the phone and leave compelling voicemail messages.

Notes:

PROACTIVE PROSPECTING

“A journey of a thousand miles begins with a single step.”

Lao Tzu

TAKE THE FIRST STEP

Create the messages.

-  8 Voice Mail Messages
-  8 Email Messages
-  1 LinkedIn Connection Request

Send them to: asharp@salesconcepts.com
kduley@salesconcepts.com



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PROACTIVE PROSPECTING



You have to take the time to do it!

For this to be effective you have to set time aside to prospect.

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Notes:

*Use your calendar and book an appointment
with yourself.*

IT'S ALL ABOUT PRIORITIES!

We all have the same amount of time.



We suggest you set appointments with yourself and put it on your calendar.

How will you use yours?

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Use our resource page



https://www.salesconcepts.com/daubert_sales_202602

What should you do now?

- Think of prospecting as a system dealing with human nature. Don't make it personal.
- Use the 8-Touch system and keep Salesforce up to date.
- Don't give up after 4 or 5 tries! This is when you get momentum.
- Use all prospecting channels (phone, email, LinkedIn, text, even snail mail), especially the phone.
- Time-block prospecting. Make appointments with yourself to do it consistently.
- Build and maintain a library of messages.



Notes

PROACTIVE PROSPECTING WITH LINKEDIN

PROACTIVE PROSPECTING

What do you think when you hear:



LinkedIn

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PROACTIVE PROSPECTING WITH LINKEDIN

Pros and Cons of LinkedIn

Pros	Cons
<ul style="list-style-type: none">Professional networking with connectionsBrand yourself and your companyGet noticed by potential customers and prospectsBuild trust with prospectsEstablish yourself as a go-to resource in your industryUnlock LinkedIn learning resourcesConnect and learn from others in your industry.Reach prospects and customers when other methods don't work.	<ul style="list-style-type: none">Open yourself to spam and other types of scams or schemesCan be time-consuming if you let itWon't get you results without a consistent strategy and methodMany advanced features cost moneyInterface and features frequently changeSlight loss of privacy – information on your profile becomes public

We believe the Pros far outweigh the cons!

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Notes

PROACTIVE PROSPECTING WITH LINKEDIN

Think of LinkedIn like a continuous virtual trade show!

It used to grow at a rate of 2 new members every second, now its growing at a rate of 3 new members every second.



LinkedIn

Latest Facts About LinkedIn

- LinkedIn's growth is now being driven beyond recruiting
- Over 1.3 billion members. The average user has 393 connections.
- More than 58.4 million companies are on LinkedIn worldwide.
- There are more than 1.5 million unique publishers actively using the LinkedIn Share button on their sites to send content into the LinkedIn platform.
- Each month, 310 million monthly active users.
- 16.2% of users log in daily to LinkedIn
- The average LinkedIn user spends 14 minutes and 20 seconds per session
- Microsoft bought LinkedIn in 2016. LinkedIn turned 20 in May of 2023.
- Almost 60% of LinkedIn's users are between 25 and 34 years old
- 234 million LinkedIn users in the United States. 3 million users share content weekly.
- Most users do not post consistently. Differentiation is possible with consistent posts that feed the algorithm.
- Smartphones are Responsible for About 57% of LinkedIn's Traffic.
- LinkedIn is increasingly rewarding exactly what industrial sellers already have: credible, specific, experience-based insight—and it's big enough (and profitable enough) that buyers are using it as a serious vendor-validation layer.

• It's all about timing. "LinkedIn's busiest hours are morning and midday, Monday through Friday," says LinkedIn. The best times to post for the time zone you want to reach include:

Tuesdays – 10-11 AM, 7-8 AM, and 5-6 AM
Wednesdays and Thursdays – 7-8 AM and 5-6 PM
Avoid Mondays and Fridays

LinkedIn posts with images see 2x higher comment rates

*Various Sources
February 2026*

Think of LinkedIn as a continuous virtual trade show!

PROACTIVE PROSPECTING WITH LINKEDIN

Get help from LinkedIn



<https://www.linkedin.com/help/linkedin>

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Notes

PROACTIVE PROSPECTING WITH LINKEDIN

PROACTIVE PROSPECTING WITH LINKEDIN

To be successful, you need a strategy!



Think PEP!

- Promote
- Engage
- Prospect

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To be successful, you need a strategy!

Promote

In marketing, promotion refers to any communication used to inform target audiences of the relative merits of a product, service, brand, or issue. Often, it is intended to be persuasive.

Engage

People buy from people whom they know and trust. They buy from people whom they believe can help them. They buy from people who care about their success. Engaging with people on LinkedIn helps answer these questions about you in the minds of your prospects and customers.

Prospect

We define prospecting as anything one proactively does to grow business by adding new customers or selling more to existing customers. LinkedIn is a perfect platform for both of these.

Notes

Promote

PROACTIVE PROSPECTING WITH LINKEDIN

Promote Maintain and update your profile.

Your Name and Profile List your name as you are known, not how you sign official documents. If you go by Tom, don't call yourself Thomas on LinkedIn, even if it's on your birth certificate. Take advantage of all three areas to add websites. Customize the names of the websites. Use a well-lit, professional-looking picture. Think of your LinkedIn profile as your image to potential customers. If you are going to be on LinkedIn, do it well.

Complete your profile Build your [Social Selling Index](#) strength. Look at your rating now. Return to your LinkedIn home page and click the "me" button. Click edit profile and fix the missing things; you don't have to create them. LinkedIn tells you what's missing.

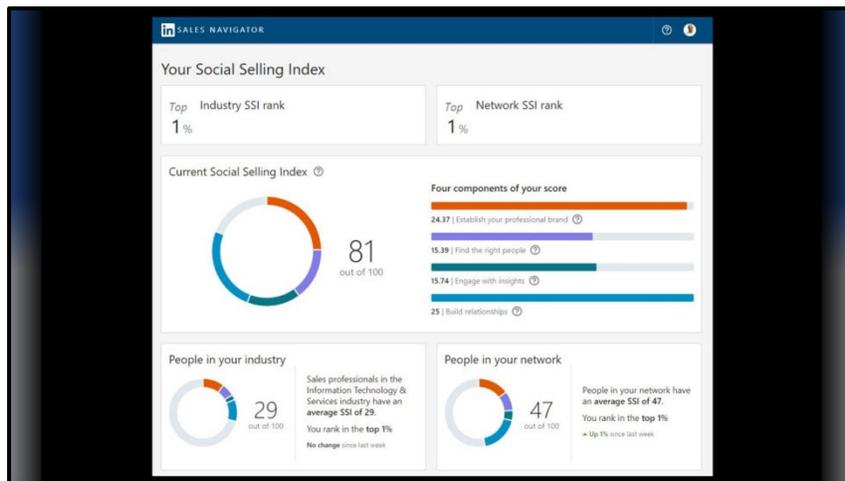
Your Profile Summary Don't write it as an obituary. Don't say what you've done; list your qualifications in the present and future tense.

Other ideas Instead of listing your title, say what you do and how you help customers. If you are not looking for a job and want to use it for sales, your LinkedIn page should not read like a resume.

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Get your Social Selling Index here:

<https://www.linkedin.com/sales/ssi?src=li-other&veh=www.linkedin.com>



Notes

PROACTIVE PROSPECTING WITH LINKEDIN

PROACTIVE PROSPECTING WITH LINKEDIN

Your Social Selling Index



Find yours now.
Scan the code!

<https://www.linkedin.com/sales/ssi?src=li-other&veh=www.linkedin.com>

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If you have a name that is hard to pronounce, LinkedIn can help people get it right. Put it on your profile.

PROACTIVE PROSPECTING WITH LINKEDIN

Maintain and update your profile. Other cool things you can do with your profile:

Record and display your name pronunciation on your profile.



1. Click the "Me" button at the top of the window with your picture, then View Profile.
2. Click the Edit icon from your introduction section.
3. Click Record name pronunciation.
4. Click the recording button and hold it to record your name.
5. Click the Use button when you're satisfied with your recording.
6. Click Save.

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Another thing you can do on LinkedIn to help yourself get found and noticed is to customize your LinkedIn URL. Both the Google and LinkedIn algorithms will rank you higher if you do this, and you will also leave a better impression.

Notes

PROACTIVE PROSPECTING WITH LINKEDIN

PROACTIVE PROSPECTING WITH LINKEDIN

Maintain and update your profile. Other cool things you can do with your profile:

Create a vanity URL

<https://www.linkedin.com/in/Katherine-duley-72198ab84/>



<https://www.linkedin.com/in/katherineduley/>

Google and the LinkedIn algorithm love this. You will be ranked higher and easier to find.

DAUBERT SALES CONCEPTS

PROACTIVE PROSPECTING WITH LINKEDIN

Maintain and update your profile. Other cool things you can do with your profile:

<https://www.linkedin.com/in/katherineduley/>

To create or edit your custom public profile URL:



1. Click the **Me** icon at the top of your LinkedIn homepage.
2. Click **View Profile**.
3. On your profile page, click the **Edit** icon next to **Public profile & URL** on the right pane.
4. Under **Edit your custom URL** on the right pane, click the **Edit** icon next to your public profile URL.
5. Type or edit the last part of your new custom public profile URL in the text box.
6. Click **Save**.

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Notes

Engage

PROACTIVE PROSPECTING WITH LINKEDIN

Engage You are on a network, not in a silo. Your goal should be to create and build relationships

Master your feed There is a difference between your profile page and your feed. Your feed provides updates on what's happening in your network. Pick out a few things daily and comment, like, share, respond, and reach out to people. Be active, and the algorithm will love you. So will Google and your clients and prospects. The impact of just a few minutes on this every day is significant.

Recommendations Recommend people in your network; give it some thought, don't do it to be doing it. Make sure it's genuine. People who visit your profile will see all of your recommendations, so make sure they don't all sound the same. To find leads, scroll over the pictures in the recommendation section of your contacts. You'll find similarly titled people you may not know.

Skills and Endorsements Same general rule as recommendations above. Many people see endorsements as a joke. However, they're a good source of leads and business worth exploring.

Follow Companies Get notifications of key events about your customers' organizations without searching. Be sure to follow Sales Concepts for tips and ideas about working with customers!

Remember the 411 Rule! This rule says that for every six posts you create on your social media channels, four posts should entertain or educate, one post should be a "soft sell" and one post should be a "hard sell."

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Post the right things with the right frequency! Use the 411 rule of social media.

PROACTIVE PROSPECTING WITH LINKEDIN

You are on a network, not in a silo. Your goal should be to create and build relationships

The 411 Rule of Social Media

For every six posts you create on your social media channels, four posts should entertain or educate, one post should be a soft sell and one post should be a hard sell.

Provide Value / Serve

- Tips
- Ideas
- Helpful Links
- Share Other's Content

Soft Sell

- Reminders
- Links to Your Site
- Self Promotion
- Company Promotion

Hard Sell

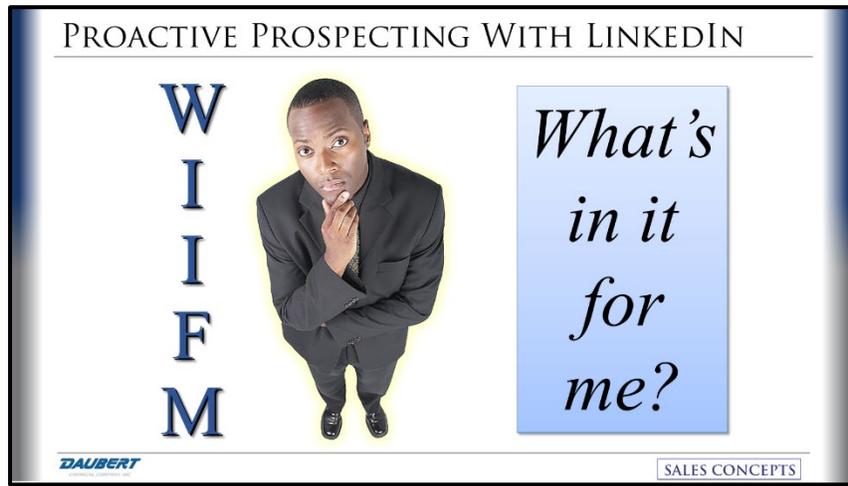
- Call to Action
- Connection Request
- Contact Me For...
- Links About Products

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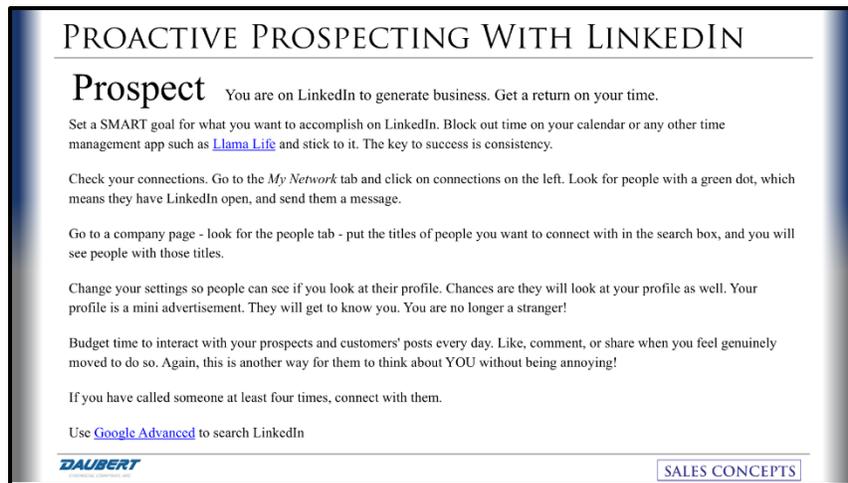
Notes

PROACTIVE PROSPECTING WITH LINKEDIN

Remember the first rule of persuasion. We must answer the question everyone has:



Prospect!



Notes

PROACTIVE PROSPECTING WITH LINKEDIN



If you don't find what or who you are looking for using LinkedIn's search box, try Google's advanced search. It's much more thorough and gives you more control over your search parameters. Try it here:

https://www.google.com/advanced_search

Llama Life is an app to limit and keep tabs on your time on LinkedIn. It's a superb tool to help you set goals and stay focused without overdoing it.

<https://llamalife.co/howitworks>

The following pages contain ideas and tips to help you maximize your efforts on LinkedIn and get the highest return on your time.

Notes

LINKEDIN PEP – FEBRUARY 2026

PROMOTE!

Promote yourself.

- Make sure your profile is complete.
- Customize your profile with a vanity URL address.
- Upload a photo. People like to see with whom they are connecting. Well-lit, professional-looking headshots are preferred.
- What is your profile background? Think about what your profile is saying to your prospects and customers.
- Post a background picture of something relevant to your business
- Use the name you go by, not your birth name, if they are different. Sam vs. Samuel
- Think of your profile like your online business card. It needs to look good to attract customers and win trust.
- Add name pronunciation if you have an unusual name.
- Make your headline a value statement or use keywords to highlight how you help people.
- Don't speak in passive language or the past tense. Speak in the present proactive tense. It should not read like an obituary. You are still alive and helping people!
- Build your [Social Selling Index](#) strength. While it's not a guarantee of success, it can keep you on the right track. Work to improve your score.
- Your profile should not read like a resume unless you are looking for a new job. Focus on how you help customers. People want to know what they get by connecting with you. Make it easy for them.
- Every time you speak to someone for the first time or via email, send them a LinkedIn connection request.
- Put your LinkedIn URL in your email signature and any other material you publish or send to customers.

Promote your company.

- Add your company's website to your profile. You can add up to 3. Use them!
- Post about what your company is doing!
- Repost what your company shares.
- Post links about your company and the products you sell.
- Interact with what your company shares on all social media platforms.
- Invite connections to follow your company.
- Make your headline a value statement, not your title. How can you help your prospects? Another mini advertisement
- When you connect with someone, thank them and send a link to follow your company.

PROACTIVE PROSPECTING WITH LINKEDIN

ENGAGE!

Engage with others.

- Know your audience. What do they want? How can you help?
- Your profile should WIFFM. What do people get by connecting with you?
- Update Status on LinkedIn – Keep it active at least once a week. The gurus say 2 to 5 times a week or 20 times a month works best.
- Ask compelling questions in your posts. Work to create interaction.
- Reach out – send connection requests with a note.
- Ask for introductions if you have second-degree prospects.
- Offer recommendations for people who have helped you or done a good job for you.
- Ask for recommendations from satisfied customers. These serve as excellent references.
- Join relevant groups and interact with people. Like, share, and comment on their post.
- Remember the 411 rule of social media posting, and this is especially true for LinkedIn.
- Use the message button to reach people who do not respond to your phone calls or emails.

PROSPECT!

Generate new business!

- Define your goals. What do you want to accomplish?
- How much time do you want to invest in LinkedIn each day? Track your results. Make sure you are getting an adequate return on your time.
- Go to a company page. Look for the people tab – search for titles you want to connect with, and you will see people with those titles.
- Check their contact details. Sometimes, people put their phone numbers and email addresses there.
- Use Google Advanced Search to find additional information.
- If you have called someone at least four times, send them a connection request with a custom note.
- Budget time for LinkedIn every day. Interact with your prospects and customers' posts. Like, comment, or share when you feel genuinely moved to do so. This is another way for them to think about YOU without being annoyed.
- If you are selling to someone and are connected to them, scroll down to the interests tab at the bottom. Click on Companies and see if they follow your competition.

PROACTIVE PROSPECTING WITH LINKEDIN



Not sure where to start? Follow Sales Concepts on LinkedIn and then try these five things first.

1. Update your page. Make sure it demonstrates how you help your current customers. Complete all the sections and use a current, professional-looking headshot for your picture.
2. Expand your network. Connect with past or current customers.
3. Repost things from your company page with a note as to why it might be helpful to your current prospects and customers.
4. Follow your customers' companies.

Follow Daubert Chemical Company as well!



<https://www.linkedin.com/company/daubert-chemical-company/posts/?feedView=all>

*Developing Compelling
Prospecting Messages*



DEVELOPING PROSPECTING MESSAGES

What we are up against, the common responses:

- 1. "I'm busy / I don't have time."
- 2. "Just send me an email."
- 3. "We already have a vendor / we're happy with who we use."
- 4. "We're not interested."
- 5. "We don't have a budget."
- 6. "That's not my area."

How would you respond?

- 1. "I'm busy / I don't have time."

- 2. "Just send me an email."

- 3. "We already have a vendor / we're happy with who we use."

- 4. "We're not interested."

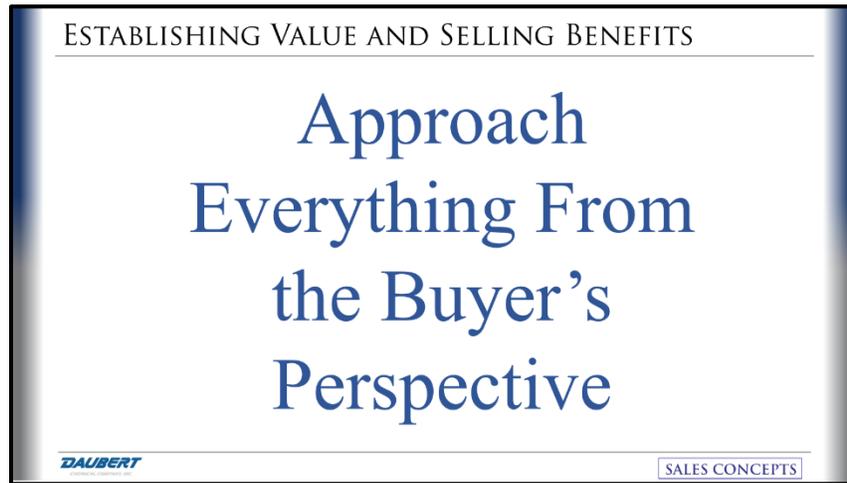
- 5. "We don't have a budget."

- 6. "That's not my area."

Notes

DEVELOPING PROSPECTING MESSAGES

The one thing you must always do to be successful in selling is.



Salespeople typically sell what something is; customers typically buy what something does. This creates an inherent disconnect between salespeople and customers. Salespeople typically know and talk about the features and advantages of their products and services and seldom speak of what they do for their customers.



Customers buy for their reasons, not ours. This makes it difficult for us to sell to them the way they want to be sold, or more importantly, to help them buy the way they want to buy. Helping customers buy the way they want to buy is critical for any meaningful success in selling and is a recurring theme throughout all our workshops.

DEVELOPING PROSPECTING MESSAGES

ESTABLISHING VALUE AND SELLING BENEFITS

Just because *you* know why your product or service will make your customer's life better doesn't mean *they* do.

DAUBERT

SALES CONCEPTS

Your customers did not go to customer school, and they may not know what they don't know. It's your job to help them understand, but you can't do it until you know what they don't know. You learn by asking questions and having open and engaging conversations.

ESTABLISHING VALUE AND SELLING BENEFITS

Salespeople typically sell what something is...



Customers typically buy what something does.

DAUBERT

SALES CONCEPTS

Customers buy benefits, but what is a benefit?

DEVELOPING PROSPECTING MESSAGES

ESTABLISHING VALUE AND SELLING BENEFITS

ben·e·fit

/'benəfit/

- An advantage or profit gained from something.
- A favorable or beneficial circumstance, condition, or result.
- A form of compensation, such as paid vacation time, subsidized health insurance, or a pension, provided to employees in addition to wages or salary as part of an employment arrangement.
- To be helpful or useful.

DAUBERT

SALES CONCEPTS

A benefit is what something does. A feature is what something has or is.
Customers buy for what things do, not what they are.

ESTABLISHING VALUE AND SELLING BENEFITS

fea·ture

/'fēCHər/

Noun

- A distinctive attribute or aspect of something.
- A newspaper or magazine article or a broadcast program devoted to the treatment of a particular topic, typically at length.

Verb

- Have as a prominent attribute or aspect, highlight

DAUBERT

SALES CONCEPTS

Notes

DEVELOPING PROSPECTING MESSAGES

ESTABLISHING VALUE AND SELLING BENEFITS

Why Are Features and Benefits Often Confused?

- Because we do not approach the sales from the buyer's perspective.
- Just because *you* know why your product will make your ideal customer's life better doesn't mean *they* do.

DAUBERT

SALES CONCEPTS

ESTABLISHING VALUE AND SELLING BENEFITS



What Features are important to you when buying a car?

DAUBERT

SALES CONCEPTS

Not all customers buy the same benefits. Think about all the different cars on the road. Every vehicle on the road was purchased by a customer for a specific set of reasons. Your products and services are no different. Some auto buyers are concerned about safety, while for others, performance might top the list. Still, others might be interested in economy, and others are interested in status and the statement the car makes about them when they drive it. The point is that we are all different.

Remember that when you are working with customers and make sure you fully understand what they want.

DEVELOPING PROSPECTING MESSAGES

ESTABLISHING VALUE AND SELLING BENEFITS



Feature:
Remote Start

Advantage:
You do not have to be in the car to start it.

Benefit:
You will stay warm on cold days or cool on hot days... Increased comfort.

Value:
Whatever that increased comfort is worth to the owner or driver.

DAUBERT SALES CONCEPTS

ESTABLISHING VALUE AND SELLING BENEFITS

People Buy *What*
They Perceive as
Benefits!

DAUBERT SALES CONCEPTS

As simple as this seems, most salespeople do not sell benefits. We only have the perspective of seeing things our way, not the customer's. It takes desire, empathy, and practice to see things from the customer's point of view.

Notes

DEVELOPING PROSPECTING MESSAGES

ESTABLISHING VALUE AND SELLING BENEFITS

Salespeople typically
sell **FEATURES**



Customers typically
buy **BENEFITS**

DAUBERT SALES CONCEPTS

ESTABLISHING VALUE AND SELLING BENEFITS

Four Main Categories of Benefits



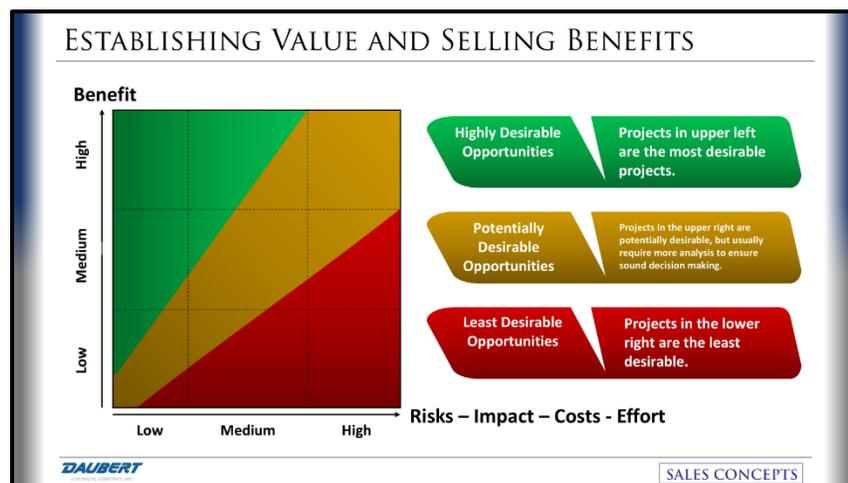
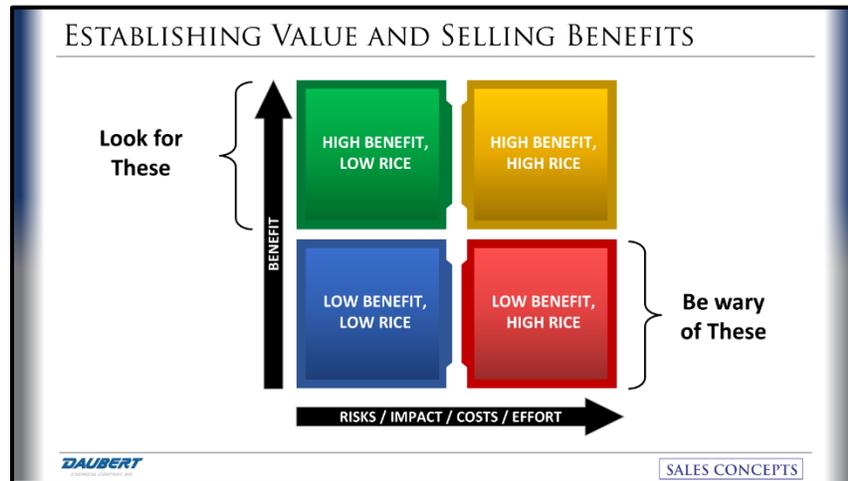
Time	Money
Comfort	Health

DAUBERT SALES CONCEPTS

Notes

DEVELOPING PROSPECTING MESSAGES

Salespeople frequently find themselves in a situation where they present a benefit(s) to a customer, and the customer understands the benefit, but they still do not buy. Why? Often, the customer does not see the benefit as worth the effort to change, or they are uncertain about the anticipated results. Customers must have a full understanding of what's in it for them and how they stand to win. The more effort it takes on their part to buy from you or make a change, the more resistance you will face in compelling them to do it. This effort matrix demonstrates this point.



*People Buy What They Perceive As
Worthwhile Benefits!*

DEVELOPING PROSPECTING MESSAGES

Have you ever felt you presented the perfect solution for a client, and they still would not buy? Frustrating, isn't it? Many of us overlook the level of commitment, effort, or perceived risk on the part of our customers that our solutions require. We often assume that once our customers understand the benefits, they will buy, but this is not always true.

We must address four things in our customers' minds before we can fully understand their perspectives. There are risks, impacts, costs, and effort. Any benefit for the customer must outweigh the perceived risks our customer has about our solution. We call this FUD. FUD is an acronym for fear, uncertainty, and doubt. Customers don't always tell us about their FUD. We need to create an environment where they feel comfortable sharing it with us, or we may lose the business, wondering why.

Another thing to consider about our customers' perspective is our solution's impact on the customer or their organization. The higher the impact, the bigger the benefit needs to be to offset the potential risks.

Generally speaking, we all understand how perceived costs impact our ability to win business from a customer. We realize there must be some form of financial return on investment before we can make a business case to move forward with a purchasing decision.

We also must consider how much effort the customer will put into making changes. Staples got it right with the easy button. Customers will shy away from complicated processes and procedures to buy from you. We must help them understand what they get as a benefit, and it must be worth the effort, or they won't buy.

ESTABLISHING VALUE AND SELLING BENEFITS

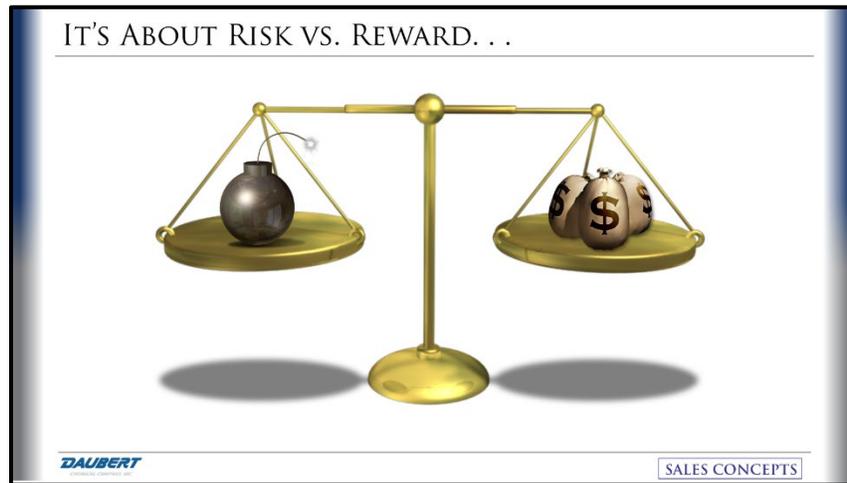
Four things to remember. Think about rice!

Risk	What does the customer perceive as risks? What is their FUD?
Impact	The greater or broader the impact, the more significant the possible risks.
Cost	The higher the cost, the higher the potential return or reward needs to be to justify the expenditure.
Effort	Staples got it right with the easy button! Make things as easy as possible. Customers resist complicated processes.

DAUBERT SALES CONCEPTS

One way to remember this is with the acronym RICE. The next time you are in the discovery phase with a customer, think about rice and ask questions about risks, impact, cost, and effort. The best way to understand the customer's perspective is to ask questions early in the process to determine what they perceive as the possible risks, impact, cost, and effort on their part and address them.

DEVELOPING PROSPECTING MESSAGES



We must mitigate risk and demonstrate reward.

ESTABLISHING VALUE AND SELLING BENEFITS

How to sell using benefits

- Step 1 – List all the features of what you sell.
- Step 2 – For each feature, list all the possible benefits the feature provides.
- Step 3 – Write questions you can ask your prospect or customer to determine if they care about that benefit.
- Step 4 – Develop follow-up questions to determine how much it matters to the customer and whether they would be likely to change what they are currently doing to acquire the benefit.

DAUBERT SALES CONCEPTS

The slide has a blue border. The title 'ESTABLISHING VALUE AND SELLING BENEFITS' is at the top. Below it is the sub-header 'How to sell using benefits' in blue. There are four numbered steps listed. The logo 'DAUBERT' is in the bottom left and 'SALES CONCEPTS' is in the bottom right.

DEVELOPING PROSPECTING MESSAGES

All too often, salespeople assume prospects make the mental leap between what we are offering and what they have in the way of needs. Simply put, the greater the match between need and solution, the more satisfying the result for all parties. This exercise guides you through the process to arrive at a system for matching what we offer to what they need.

1. What are the fundamental needs of every customer?
2. What are the needs that are unique to our industry?
3. What are the unique needs for this specific prospect?
4. How are these needs currently being met? By whom?
5. Where is the opportunity to make a difference?
6. Who are the best prospects for the unique benefits we provide?
Why? What impact will our solution have on them?
7. What advantages do we have over our competitors?
8. What advantages do they have over us?
9. Attach a critical importance grade to each? Prioritize each need
and determine how well you meet the essential requirements.
10. How do we leverage our advantage?
11. How do we compensate for our disadvantage?
12. Develop a chart for the best prospects for each of our advantages.
13. Develop a chart for answering each of our disadvantages.

DEVELOPING PROSPECTING MESSAGES

Feature: _____

Possible Benefit: _____

Questions to ask:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

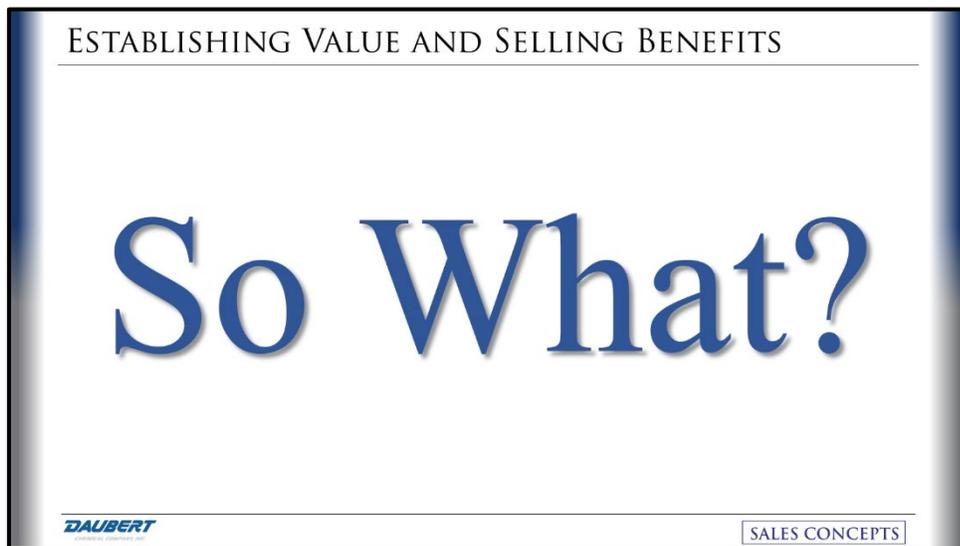
Buy-in Questions:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

DEVELOPING PROSPECTING MESSAGES

Key points to remember:

- Question and address your customer's needs.
- What your people design into a product or service is only one-half of the story. The other half is what the customer gets out of it. The benefit.
- You cannot define the benefit for prospects and customers. You must ask questions to determine the benefit to them. They tell you what the benefit is. Customers look for solutions. They each have personal benefits.
- Relate the benefit to value.
- What is the benefit of what you sell? The benefit is different for every customer.



Benefits answer the *so what* question.
If prospects and customers are thinking or saying,
“So what?”
they perceive no benefit to what you are selling.

What should you do now?

- Adopt the buyer's perspective.
- Apply the "So What?" test to everything you say to a customer.
- Use the value worksheet. Map features to discovery questions.
- Prioritize listening over listing.
- Address FUD with RICE!
- Position value before discussing price.
- Develop questions to discover the importance of the four primary benefits.



Notes

Write a message for the First Call

WRITE HERE:

TRY AGAIN:

Write a message for the Second Call

WRITE HERE:

TRY AGAIN:

Write a message for the Third Call

WRITE HERE:

TRY AGAIN:

Write a message for the Fourth Call

WRITE HERE:

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Write a message for the Fifth Call

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Write a message for the Sixth Call

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Write a message for the Eighth Call

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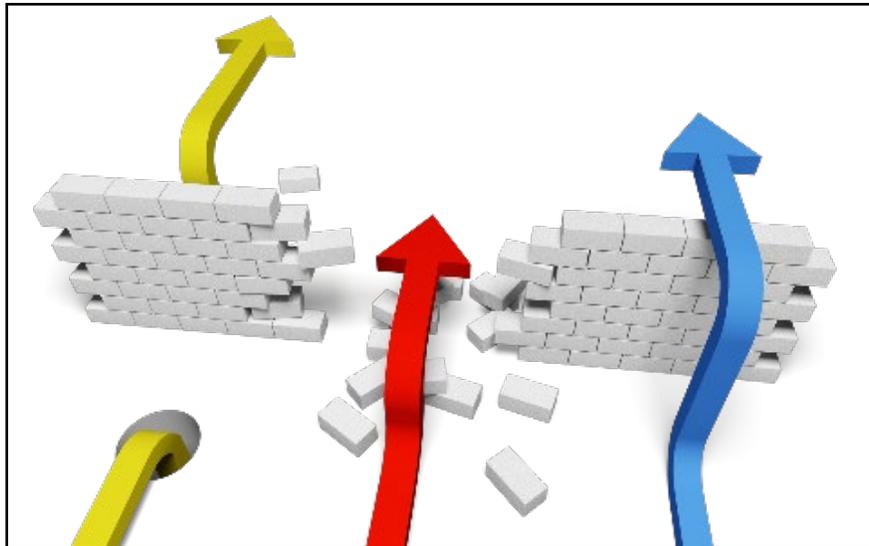
Writing a LinkedIn introduction

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TRY AGAIN:

TRY AGAIN:

Dealing With and Responding to Customer Concerns



Overview

- What are objections?
- Where do objections come from?
- How to react to objections.
- The five types of objections?
- Seven-step process to deal with any objection.
- Dealing with your most common objections.

Notes:

DEALING WITH CUSTOMER CONCERNS

Key tips to remember about dealing with any kind of objection:

- Approach every sale from the customer's point of view.
- Answer the question every customer is asking you: "What's in it for me?"
- Guard against the temptation to sell what something is. Customers buy what something does.

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

What is an objection?



Any concern of a prospect or customer, either stated or not, that can keep you from closing a sale or moving a sale forward.

DAUBERT SALES CONCEPTS

Where do objections originate?



- Misunderstandings
- Political influences
- Past experiences
- Pricing
- Current supplier
- Competition
- Fear of the unknown
- The media
- Failure to recognize value
- Laziness ~ Inertia

DEALING WITH CUSTOMER CONCERNS

Objections are inevitable in sales. Don't get angry or defensive. Accept that they are a part of the process.

Remember, prospects with the most objections often become your best customers.

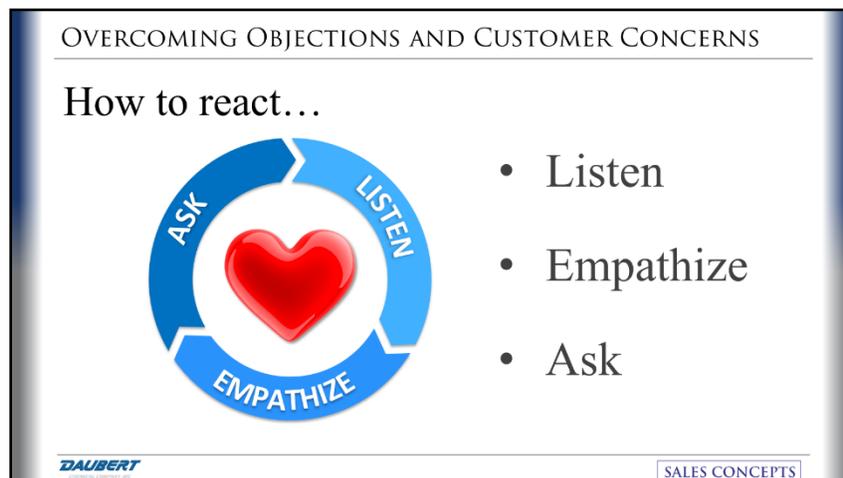
Most objections come from some form of uncertainty. Work to uncover what your customers perceive as risks to get to the *real* objection. Sometimes customers don't even know what it is, and you have to help them uncover it with insightful questions, which inspire customers to think about things in different ways.

Customers didn't go to customer school. They don't always know how to give you the right objection or articulate the real reason for what's holding them back. At times, they don't even understand it themselves. They just have a gut feeling they can't explain.

Buyers have been conditioned to protect themselves from pushy salespeople to reduce conflict and make them go away faster.

They've learned what to say and how to say it to shut you down. They avoid conflict, hesitate in the face of change, abhor the unknown, and are averse to risk.

Three components to handling any objection:



Allow your customer as much time as they need to fully state their objection. Avoid rushing or interrupting them. Think about what the cause of their objection might be.

Be empathetic. Encourage them to share more about it. Ask them questions about how that makes them feel or what they think about that. Get them to share their opinions with you.

Ask them questions to make sure you understand the full impact of the objection.

DEALING WITH CUSTOMER CONCERNS

Remember:

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

Spoken **or not . . .**



What you don't know
in sales will hurt you!

DAUBERT SALES CONCEPTS

Objections

- Are good signs that the purchase is near.
- Provide feedback on your competitive position.
- Give an opportunity to restate key benefits.

Relax and prepare yourself to know objections are coming. Your best defense is great preparation and great questions.

Notes:

DEALING WITH CUSTOMER CONCERNS

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

6 General Types of Objections:

-  Financial
-  Competition/Comparison
-  Lack of Authority
-  Lack of Understanding/Education
-  Compatibility/Fit
-  Timing

DAUBERT SALES CONCEPTS

There are six primary categories of objections.

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

7 Step process for dealing with objections.



1. Be Prepared.
2. Listen patiently for true objection.
3. Restate as a question to confirm understanding.
4. Show empathy for customers' concerns.
5. Ask questions about the objection to uncover the real issues and causes.
6. Convert the objection to your advantage based on what the customer is really saying.
7. Close. Confirm customer is convinced.

DAUBERT SALES CONCEPTS

Ideas for dealing with three of the most common objections most salespeople encounter:

- The price is too high!
- I'm happy with our current provider
- I have to think about it.

DEALING WITH CUSTOMER CONCERNS

What to do when your customer or prospect objects to the price.



- Ask about it
- Isolate the price objection
- Focus on the difference
- Challenge the prospect
- Investment vs. expense
- Make it smaller
- Compare with more expensive products
- Compare results, not price
- Other factors about the proposal or quote
- Under promise and over deliver

Here are some questions you can ask when a prospect says they are happy with your competition:

- Why do you like them?
- Is that your choice?
- How do you feel about that?
- Are you ecstatic with them?
- Separate source / Insurance
- How do you know they are not taking you for granted?
- What would you like to change about them?
- Try us just once and see... what have you got to lose?

DEALING WITH CUSTOMER CONCERNS

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

“I need to think about it.”



They truly do need to think about it.

- Personal Buying Style
- Not enough information
- They need approval

They have no intention of buying.

- They are just not sold
- They are hoping you just go away
- They don't want to hurt your feelings

They are just procrastinating

- Establish a sense of urgency
- Make a limited time offer
- Make it easy on them

DAUBERT **SALES CONCEPTS**

Search for the “real” objections, concerns, or perceived risks.

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

What is the toughest objection you will ever have to overcome?



IMPOSSIBLE



The one **YOU**
BELIEVE to be true!

DAUBERT **SALES CONCEPTS**

Start an Objections Journal

What objections do you struggle with the most?

Overcoming objections exercise

List them here with possible questions to ask:

Objection: _____

Source (What's causing it, what does the customer perceive as risks?):

Type (What type of objection is it?):

Questions to ask about it:

1. _____

2. _____

3. _____

4. _____

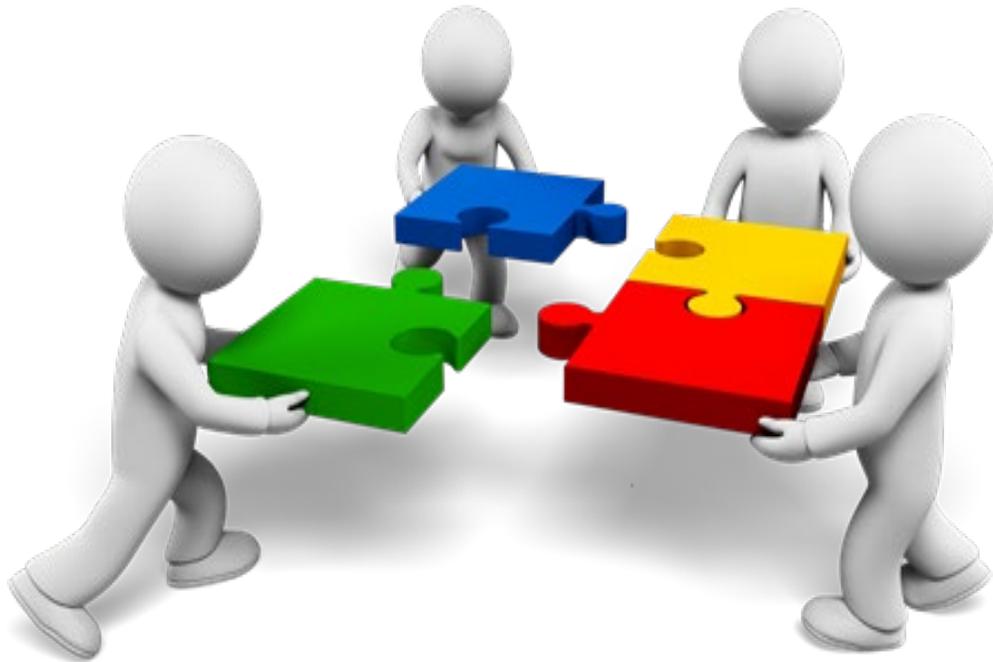
What should you do now?

- Always start with the buyer's perspective (WIIFM)
- Reframe financial objections as investments
- Remember LEA! Master the empathy-ask-listen cycle
- Proactively isolate unspoken objections
- Apply the seven-step objection process
- Maintain an objections journal
- Confront your own beliefs.



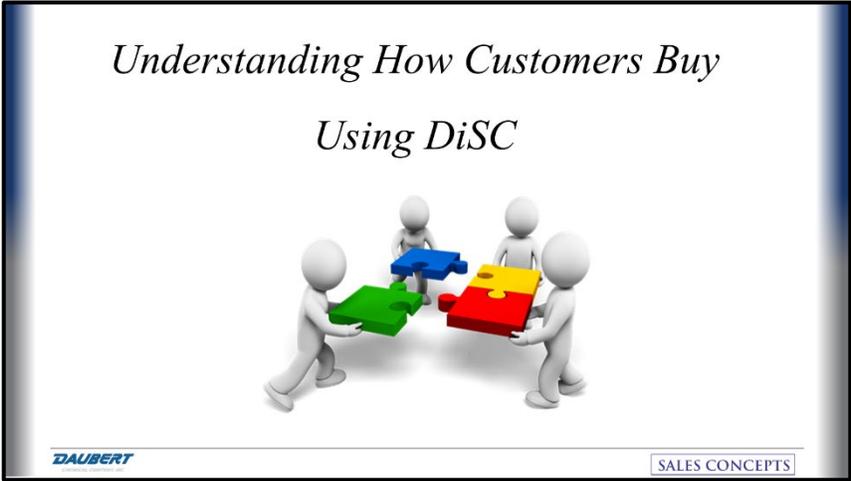
Notes

*Understanding How
Customers Buy
Using DiSC*



HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles



Buying Styles is a method of relating to different types of people to better meet their buying expectations.

Buying Styles is behavior. It is not personality.

*Personality is the reason you behave the way you do.
Behavior is what you let others see of you.*

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

How do you define behavior?

Buying Styles increases your awareness of other people’s behavior, your effectiveness in communications, and teamwork. By using this method, you’ll be more effective at understanding and meeting the expectations of prospects and customers. You also see where potential conflicts may arise. Customer Buying Styles is only what you see of someone on the surface. It’s not rocket science. It is what is observable. Two research psychologists and one research assistant from Stanford University developed this model, although it has roots going back to the time of Aristotle and Plato.

CUSTOMER BUYING STYLES

Goal

Do the best job possible of meeting the expectations of prospects and customers by working with them the way they want to be worked with.

DAUBERT SALES CONCEPTS

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

CUSTOMER BUYING STYLES

What is a buying style?

- Surface Behavior
- Observable
- Nonverbal
- Habitual and Repetitive
- Place of Refuge

DAUBERT SALES CONCEPTS

CUSTOMER BUYING STYLES

It's how a person does things.

It's a particular *pattern of actions* that others can observe and agree upon for describing a person's usual behavior.

DAUBERT SALES CONCEPTS

Buying Styles has nothing to do with morals or values. It is simply a way to describe one's *usual* behavior—how a person behaves most of the time. At various times, anyone can exhibit all forms of behavior. We are talking about *usual* and *consistent* behavior over time. This also relates to the first few minutes of an encounter.

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles



What does the rear wheel on a motorcycle do?

What does the front wheel do?

If you put your communication cycle on autopilot and treat everyone the same way, eventually you are going to crash.

PLATINUM RULE

“Do unto others the way they like.”

It works.

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

To determine a person's behavior style, you must evaluate two dimensions of their behavior. Pace and Priority.

CUSTOMER BUYING STYLES

How to determine someone's style...

We evaluate two dimensions of human behavior:

- ***Pace***
- ***Priority***

DAUBERT SALES CONCEPTS

The First Dimension of human behavior: Pace

CUSTOMER BUYING STYLES

Pace

A = Faster paced than at least 75% of the population
B = Faster than half but slower than a quarter of the population
C = Slower than half but faster than a quarter of the population
D = Slower than at least 75% of the population

DAUBERT SALES CONCEPTS

C and D people:

- Do things by asking questions.
- Prolong decisions.
- Tend to be more cautious.

A and B people:

- Do things by telling.
- Make quick decisions.
- Tend to take more risks.

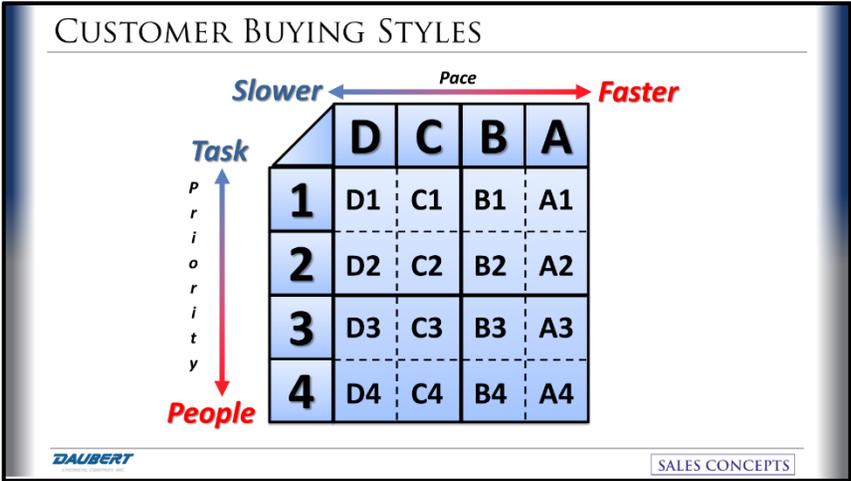
Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

Now combine the two axes.

On the axes circle your letter and number.



Where do they intersect? _____

This means I am a: _____

Analyticals are C1, C2, D1, D2.

Assertives are A1, A2, B1, B2.

Amiables are C3, C4, D3, D4.

Animateds are A3, A4, B3, B4.

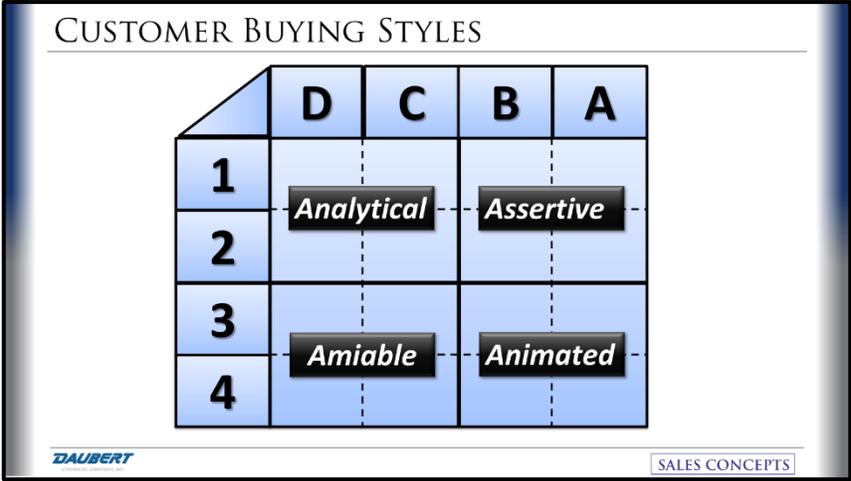
There is no right style to be.

*Successful people
are found everywhere in business.*

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

THE FOUR STYLES



Adjectives that describe Assertives:

Positive Adjectives

Negative Adjectives

Adjectives that describe Animateds:

Positive Adjectives

Negative Adjectives

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

Adjectives that describe Analyticals:

Positive Adjectives

Negative Adjectives

Adjectives that describe Amiables:

Positive Adjectives

Negative Adjectives

Notes:

HOW CUSTOMERS BUY – BUYING STYLES

Customer Buying Styles

Sub-Styles

You are a combination of two styles
 You have a major style and a minor style, or sub-style

CUSTOMER BUYING STYLES				
	D	C	B	A
1	D1 Analytical	C1 Assertive	B1 Analytical	A1 Assertive
2	Analytical	Assertive	Analytical	Assertive
3	D2 Amiable	C2 Animated	B2 Amiable	A2 Animated
4	Amiable	Animated	Amiable	Animated
3	D3 Analytical	C3 Assertive	B3 Analytical	A3 Assertive
2	Analytical	Assertive	Analytical	Assertive
4	D4 Amiable	C4 Animated	B4 Amiable	A4 Animated
3	Amiable	Animated	Amiable	Animated

DAUBERT SALES CONCEPTS

Analyticals

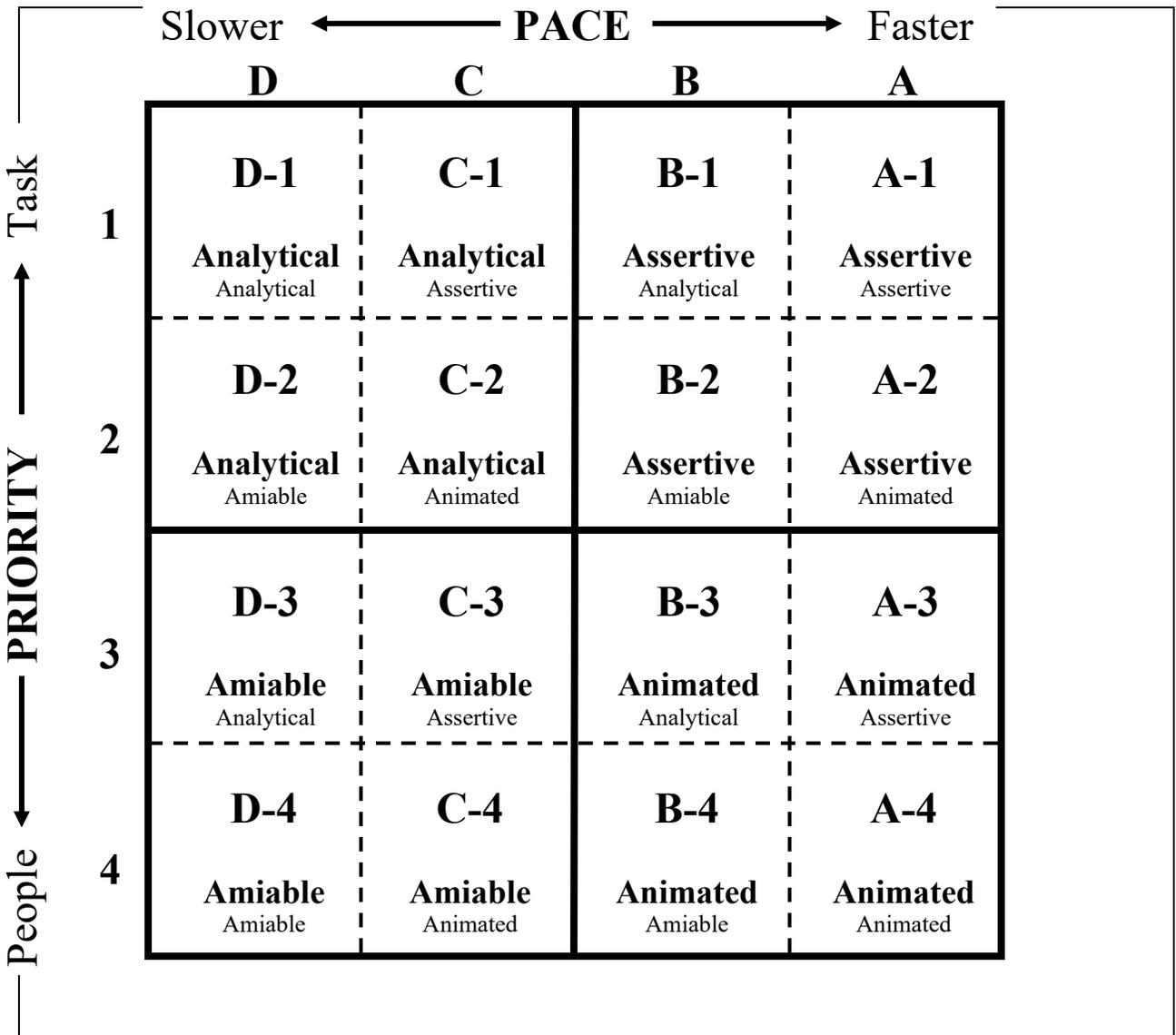
- If you are a D-1 your major style is analytical and your sub style is analytical.
- If you are a D-2 your major style is analytical and your sub style is amiable.
- If you are a C-1 your major style is analytical and your sub style is assertive.
- If you are a C-2 your major style is analytical and your sub style is animated.

Assertives

- If you are a B-1 your major style is assertive and your sub style is analytical.
- If you are a B-2 your major style is assertive and your sub style is amiable.
- If you are an A-1 your major style is assertive and your sub style is assertive.
- If you are an A-2 your major style is assertive and your sub style is animated.

Notes:

BEHAVIOR STYLE MINI QUADRANTS



Notes:

Within the four major style quadrants, there are sixteen specific mini-quadrants. They may be summarized as follows.

THE ASSERTIVE QUADRANTS (A-1, A-2, B-1, B-2)

Assertive-Assertive (A-1)

People with this style are strongly assertive and controlling. They are goal-oriented and think in an immediate time frame. They want to achieve... now! Assertive-assertives make decisions quickly and must be allowed to do so. Others often view them as insensitive since they devote maximum effort to accomplishment and minimum effort to understanding the feelings of others.

Animated-Assertive (A-2)

This style combines strong assertiveness with a mild charismatic style. People with this style take command of a situation. They are comfortable directing others and influence others by their personal forcefulness. The animated-assertive is often perceived by others as too aggressive and ambitious, even too authoritarian. Recognition and praise will move this person to achieve.

Analytical-Assertive (B-1)

This is a moderately assertive and strongly controlled style. Others view people having this style as exhibiting accuracy and dependability in performance. The analytical-assertive is seldom seen as too overbearing. People who have this style appreciate a challenging situation that depends upon their technical skills. While analytical-assertives tend to avoid emotional involvement, they can work well with others because they inspire confidence through example. This style tends to want to control situations, does not delegate authority or responsibility easily, and tends to analyze efforts rather than feelings.

Amiable-Assertive (B-2)

Also known as an adaptable-assertive, people with this style are both moderately assertive and mildly responsive. Their behavior is a balance of ambition and relationship orientation. They need to achieve, but they need to be liked. This sometimes causes others to see them as indecisive. The amiable-assertives may not make a maximum effort to press their point unless they are sure of their position with others. People with this style will capitalize on their ability to influence the thinking and behaviors of others.

THE ANIMATED QUADRANTS (A-3, A-4, B-3, B-4)

Assertive-Animated (A-3)

This style combines strong assertiveness with added responsiveness. People with this style are accomplished at influencing others by sheer personal force and charisma. They are comfortable directing others, and their socially active behavior is often effective. They need recognition and reward to stimulate them to achieve. Others may view them as too aggressive and ambitious, often not professional, needing to win no matter what the cost.

Animated-Animated (A-4)

Perhaps the most creative of all the styles. This style combines strong assertiveness with intense responsiveness. People with this style are extroverted and intensely ambitious. Their energy level is extraordinary. They display a confident demeanor. They rely heavily upon their intuition to guide their actions rather than cold, hard facts. Less assertive people may view the animated-animated as too ambitious, too egotistical and too impulsive. Their enchantment with “great things to come in the future” tends to hamper their effectiveness in dealing with present necessities. Their lack of focus on details is often offset by their eccentric creativity and view of the big picture.

Analytical-Animated (B-3)

Also known as the adaptable-animated, this style combines moderate assertiveness with moderate responsiveness. People with this style are concerned with others and are adept at maintaining harmony among individuals of a group. This concern with others includes the willingness to listen to their ideas and viewpoints. People with this style receive the trust and confidence of others to do their bidding. People tend to view them at times as too willing to change direction to avoid conflicts. At times, in situations where tasks need to be accomplished, some people will see them as relying too much on their persuasive skills and too little on fact and logic.

Amiable-Animated (B-4)

This style combines moderate assertiveness with intense responsiveness. This style is closely akin to the animated-amiable style with slightly stronger assertive behavior.

THE AMIABLE QUADRANTS (C-3, C-4, D-3, D-4)

Assertive-Amiable (C-3)

This style combines mild assertiveness with moderate responsiveness. People with this style evoke confidence and trust from others through friendly persuasion rather than force. They can, when the need arises, be direct and confrontational to maintain the support needed by others in an endeavor. Others tend to view the assertive-amiable as supportive and helpful. The assertive-amiable does not always see it necessary to take a strong stand.

Animated-Amiable (C-4)

This style combines mild assertiveness with intense responsiveness. People with this style are people-oriented and effective in promoting relationships. Others view the animated-amiable as forthright but moderately so. Their candor is tempered by their people skills. They seek approval but may be lacking in detailed planning and fact-gathering skills. This being so, others may see them at times as inaccurate and superficial in their work while admiring their concern with relationships.

Analytical-Amiable (D-3)

This style combines limited assertiveness with moderate responsiveness. People with this style are friendly, and they like people. However, they work best by themselves on clearly defined tasks. The analytical-amiable is a good listener and functions effectively in a group by listening and asking questions for clarification. People view the analytical-amiable as being uncomfortable with giving directions to others or correcting others. Highly assertive people often do not remember the names of analytical-amiables.

Amiable-Amiable (D-4)

Perhaps the most loyal of all the styles. This style combines limited assertiveness with intense responsiveness. People with this style have a strong social drive, and they depend on others more than fact or necessity when making decisions. Others often view them as very friendly and accepting. They are successful team players. Highly assertive people see them as “easy marks,” lacking in strength of will and vacillating when difficult decisions need to be made.

THE ANALYTICAL QUADRANTS (C-1, C-2, D-1, D-2)

Assertive-Analytical (C-1)

This style combines strong control of emotions with mild assertiveness. This style is closely akin to the analytical-Assertive style, different primarily with respect to a lesser degree of assertiveness and a lesser tolerance for risks than the B-1.

Animated-Analytical (C-2)

This style combines mild assertiveness with mild responsiveness. People who have this style have the tendency to depend upon themselves to get the job done rather than on others. However, they do seek personal relationships that can be built on a solid foundation. They tend to avoid conflict with others. They are diplomatic but use facts and logic to back them up in their diplomacy. Animated-analyticals need approval from others — they desire approval based upon their competency in “doing an exceptional job.” In this respect, they are more achievement-oriented than acceptance-oriented, though they need both. They will take a firm stand at times but often will depend upon themselves to complete a job when others fail to follow through with their part. They will exercise authority over others when they have to, but they find it difficult to sustain this over a long period of time if the others involved are incompetent or lazy.

Analytical-Analytical (D-1)

This task-oriented style combines limited assertiveness with strong control of emotions. People with this style are in the lowest quartile of assertiveness and the lowest quartile of responsiveness. They do not like to assert themselves or to give vent to their emotions or opinions. They are task-oriented and prefer using their skills alone or in small groups. People with this style rely upon facts, logic, and process. They intend to explore all avenues of a situation before deciding. Perfection usually trumps urgency. They are skilled thinkers, planners, and organizers. When in leadership roles, they lead by example and competence, not personal force. More assertive people often view the analytical-analytical as unenthusiastic, too slow and deliberate, unable to decide and act on it. Of all the styles, this one is most likely to hold a grudge.

Amiable-Analytical (D-2)

This style combines limited assertiveness with mild responsiveness. This style is closely akin to the analytical-amiable style, different primarily with respect to a greater degree of emotional control and professionalism than the D-3.

How They React Under Stress or Pressure

Assertive < > Dictate

When Assertives are confronted with individuals who do not conform to their wishes, their tension increases and they revert to their back-up style. They want to control the situation and will use their position of power. If they do not have a high position, they will insert their physical or vocal presence. They minimize emotional display and tend to dominate with facts. They cut off conversations and issue edicts. They will tolerate but not respect “*yes people*” because they believe they have mastered them. They directly confront those who oppose them until they win. Assertives will not accept being subordinate to anyone since that is admitting defeat. Their approach is “I win, you lose.” They become selfish in their actions and approach. Under tension, they become very dictatorial and non-emotional.

Animated < > Attack

Like Assertives, Animateds are very competitive. When their tension reaches the level where they cannot cope, they attack. They express feelings very openly in an emotional and hostile way. They can whip others along with emotional displays. They will attack verbally and personally with emotions and opinions. For those who are supportive, they are friendly, pleasant, and even gracious. They are competitive. They like risk and challenge, but they have difficulty sustaining long-term goals. They become impatient with those who drag their feet on decisions, cannot see the big picture, or are knee deep in facts and details. They want to lead the parade. They attack personally and will use the word “you” strongly and sometimes offensively. Once they have verbalized their frustration, they will tend to apologize or “mend the fence,” since they are very aware of relationships. Under tension, they become extremely self-centered, loquacious, and vociferous. Although they can get angry quickly, they don’t stay angry for long and tend to be the most forgiving of all the styles.

Amiable < > Acquiesce

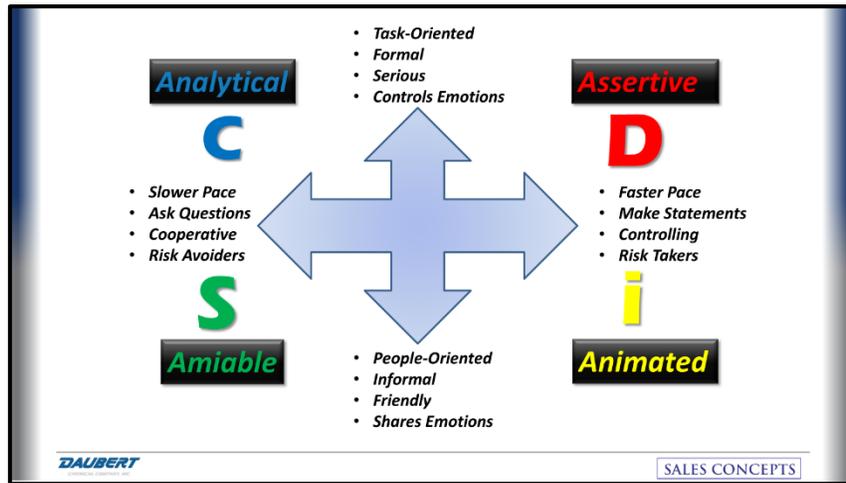
When Amiables are confronted by the tension of others, they acquiesce. Amiables want to be accepted, approved, and even loved by others. They do not like conflict; therefore, when an assertive or animated revert to their backup behavior, the amiable will acquiesce. S/he will “*go along with the situation*”. This does not mean they agree, approve, or accept it. They will not strongly voice their disapproval. They will not buy in and may resist in other non-confrontational ways. They will make a shallow agreement to keep the peace since they want to meet their need for acceptance. They are afraid others will withhold their affections or approval. They seek the support of others. Their self-confidence can appear hinged on this. When tension confronts them, they seek reassurance from others... preferably another amiable. Under tension, they feel intense pressure and have difficulty expressing themselves.

Analytical < > Avoid

Analyticals are individuals who dislike anyone attacking or strongly questioning their system, method, or process of doing things. They pride themselves on accuracy, logic, order, and perfection. They feel safe in their system. They can be confronted personally since that has less effect due to their relationship orientation, but their system, logic, and method are sacred. They avoid fighting but won’t easily give in either. Their solution is to avoid tension and conflict. They want to be independent of others and not to be under obligation or influenced while involved. They rarely express feelings and put their confidence in facts, rational, and critical thinking. They can be indecisive and overly concerned with details.

Customer Buying Styles

Summary



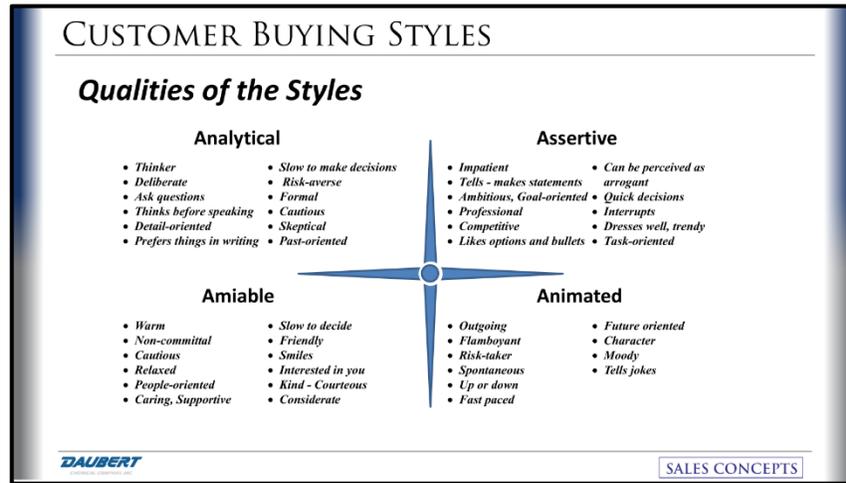
Analyticals are detail-oriented, task-oriented, quiet, take longer to decide, ask, and show little emotion.

Assertives are tough, task-oriented, go-getters, always on the go, finger-pointers, make statements, and show little emotion.

Amiables are sociable, nice, warm, supportive of others' ideas, easy to be around, ask, and share emotions.

Animateds move fast, tell jokes and stories, are big picture oriented, make statements, and share their emotions.

Customer Buying Styles



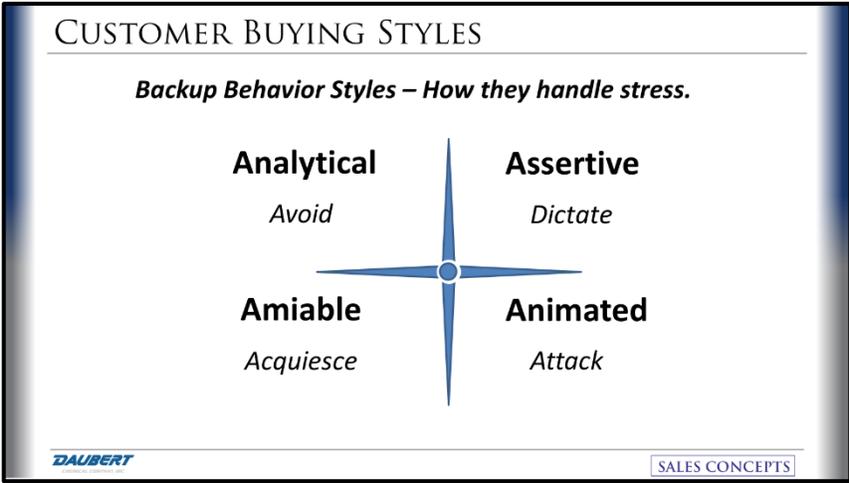
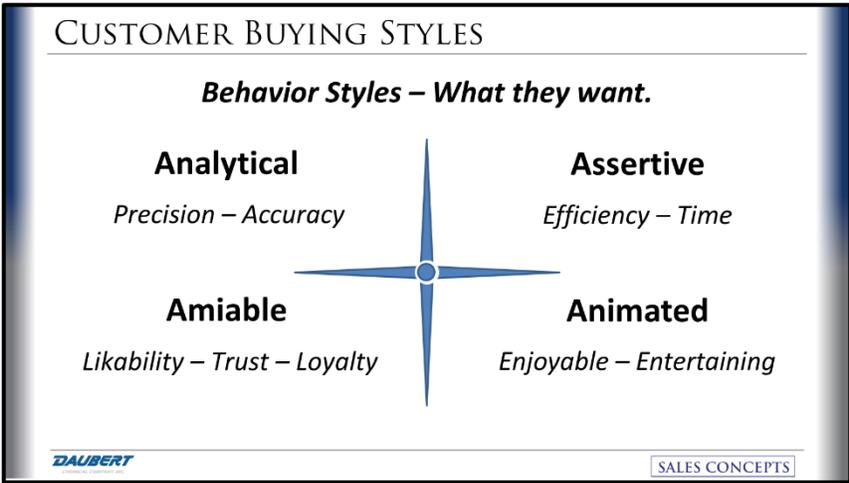
Key points to remember:

- This is what you let the outside world see of you. Most of us are, whether we know it or not, already using a categorization of this kind. A lot of this really is just common sense! However, research has revealed that your success in interacting with others is greatly enhanced when you use it deliberately and not by accident.
- A and B people tell. They act on decisions quickly.
- C and D people ask. They act on decisions over a longer period of time.
- 1 and 2 people share little emotion. They are task-oriented.
- 3 and 4 people share facial expression, gestures, and emotion. They are people-oriented.
- There is no right style. No one style is better or worse than any other. People in all four quadrants are successful, and people from all four quadrants struggle.

If you put your communication cycle on autopilot and treat everyone the same way, eventually you are going to crash.

Notes:

HOW CUSTOMERS BUY – BUYING STYLES



Notes:

Recognizing Customer Buying Styles



Recognizing a person’s style can be accomplished quickly over the phone, by e-mail, on the Internet or in person.

The same procedure is used.

Notes:

Recognizing Customer Buying Styles

George

J. K.

Lara

Kevin

Recognizing Customer Buying Styles

First, look at priorities.

Does this person show many facial expressions, express emotion, and sound friendly? If yes, this person is people (social) oriented most of the time. S/he is a 3 or 4.

Does this person show little facial expression or emotion and sound guarded? If yes, the person is task-oriented most of the time. S/he is a 1 or 2.

Next, look at pace.

Does this person ask questions and make decisions slowly most of the time? If you think the person asks questions and makes decisions slowly, most of the time, he is a C or D.

Does this person make statements and make decisions fast? If you think the person moves fast and tells most of the time, she is an A or a B.

Now, combine the two dimensions.

If you think a person shares emotions and asks questions most of the time, she would be an amiable.

If you think a person is task-oriented and makes statements most of the time, he is an assertive.

If you think a person emotes and makes statements most of the time, she is an animated.

If you think a person is task-oriented and asks questions most of the time, he is an analytical.

The closer one gets to the center of the grid, the more one exhibits traits of all the styles. This is the 5th style and consists of the four middle squares. These people are adaptable. These people are near the center of the grid. They may exhibit traits of each style. Adaptables can be what they want to be whenever they want. Some people think this is an excellent place to be. The negative is that no one knows where they stand. They can come off as manipulative.

Recognizing Customer Buying Styles

CUSTOMER BUYING STYLES				
	D	C	B	A
1	D1 Analytical	C1 Assertive	B1 Analytical	A1 Assertive
2	Analytical		Assertive	
3	Adaptable		Adaptable	
4	Amiable		Animated	
	D2 Amiable	C2 Animated	B2 Amiable	A2 Animated
	D3 Analytical	C3 Assertive	B3 Analytical	A3 Assertive
	D4 Amiable	C4 Animated	B4 Amiable	A4 Animated

DAUBERT SALES CONCEPTS

Key points to remember:

- An analytical is task-oriented and asks questions.
- An assertive is task-oriented and makes statements.
- An amiable is people-oriented and asks questions.
- An animated is people-oriented and makes statements.
- It is not what is said, but how it is said.

Does the person speak quickly or slowly?
Does the person ask questions?
Does the person give concise or long-winded answers?
Does the person show a lot of facial expression or a little?

*This is Easy. This is not Rocket Science.
Just Think.*

*Do they move **quickly** or **slowly**?*

*Are they **task-oriented** or **people-oriented**?*

Selling to the Styles



Use different strategies for each style.

*If you use the same strategy with all your customers,
you are going to crash.*

Notes:

Selling to the Styles

What should you do for an assertive?

What should you do for an animated?

Selling to the Styles

What should you do for an amiable?

What should do for an analytical?

UNDERSTANDING HOW CUSTOMERS BUY

Selling to the Styles

SELLING TO THE STYLES

Working with an Analytical – High C



- *Expect Questions*
- *Present and Validate Facts*
- *Additional Meetings for Details*
- *Take Your Time*
- *Low Key*
- *Don't Push or Interrupt*
- *Accept More Responsibility*
- *Emphasize Technical Support*

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SALES CONCEPTS

SELLING TO THE STYLES

Working with an Assertive – High D



- *Make an Appointment*
- *Be on Time*
- *Get Down to Business*
- *Control Your Emotions*
- *No Stories*
- *Be Specific*
- *Use Proposals*
- *Give Options*

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SALES CONCEPTS

SELLING TO THE STYLES

Working with an Amiable – High S



- *Be Friendly and Interested*
- *Don't Jump to Business Too Quickly*
- *Make Suggestions to Get Ideas*
- *Be Aware of Feelings*
- *Show How YOU will Support Them*
- *Confirm Commitment*
- *Don't Push*
- *Reduce the Risk of Failure*

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SALES CONCEPTS

SELLING TO THE STYLES

Working with an Animated – High i



- *May Be Up or Down - Why?*
- *Allow Plenty of Time*
- *Expect Them to Change Minds*
- *Record Details*
- *Talk About Others' Successes*
- *Get Involved in Their Dreams*

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SALES CONCEPTS

CUSTOMER BUYING STYLES

Behavioral Points to Remember



- *A doorway to communication – uniqueness extends far beyond the Buying Styles model.*
- *Used to create win-win relationships.*
- *There is no good, bad, right or wrong behavioral style.*
- *Your behavioral design is a combination of the two dimensions of priority and pace.*
- *Every person has the ability to adapt.*
- *Treat people the way they want to be treated.*

DAUBERT

SALES CONCEPTS

Notes:

Exercise: Who do you know?

Make a list of the first three customers that come to mind. Write the style of each customer and then list what you can do for them specifically because of their style.

1. _____ Style: _____

What can you do specifically for them:

2. _____ Style: _____

What can you do specifically for them:

3. _____ Style: _____

What can you do specifically for them:

What should you do now?

- Profile everyone by buying/behavior style (pace + priority)
- Adapt your communication to how they want to be worked with.
- Match the customer's priority (task vs. people) in every interaction
- Match your customer's pace in meetings and calls.
- Write the names of your top prospects and customers and their style. Then think about what to do specifically for them.
- Review that list. Are there any styles under-represented? Work to build relationships with people who have opposite styles.



Notes

Asking Questions and Challenging Assumptions

Engage and Generate Interest



ASKING QUESTIONS

Something to think about: “What separates successful people from mediocre ones?”
What do you believe are the top three traits of a highly successful salesperson?

1. _____
2. _____
3. _____

How about “*Curiosity?*”

We believe curiosity is essential for excelling in any job and doing it better because when you are curious, you ask questions, learn from others, and look for innovative ways to do your job better and help others. If you show more interest in what you are doing, you indicate that you care and want to learn and progress.

Quote:

“Our world is drowning in a sea of self-centeredness. You can make yourself unique right away by leaving this ocean of selfishness and choosing to be curious about other people.”

– John Bytheway

Curiosity is a quality that can be strengthened, but why become more curious?

- You become more likable
- You have stronger relationships
- Improves the quality of your life
- Improve your health
- You become happier
- Personal Growth
- It helps you learn almost anything
- Gain a better understanding of yourself and other people

Questions open minds.

Statements close minds.

ASKING QUESTIONS

How to become more curious:

- Call new people. Do something different.
- Ask different questions.
- Be willing to ask seemingly dumb questions.
- Listen without judgment.
- Resist the temptation to interrupt.
- Be present. Don't worry about the future or the past. Just be in the moment.
- Do things you don't know how to do. Push you out of your comfort zone.
- Put other people before yourself. Ask yourself: what do they want and why?
- Consume information from sources with which you disagree.
- Read widely.
- Be willing to be wrong. Be eager to learn and grow.
- Be willing to admit you don't know.
- Quit trying to be an expert . . . even though you may be!

Three questions all customers ask which you must answer:



- Can I trust you?
- Can you help me?
- Do you care for me?

ASKING QUESTIONS

Why ask questions?

- Gain Information
- Uncover concerns, objections, and perceived risks
- Confirm understanding
- Validate assumptions
- Avoid Mistakes
- Establish Credibility
- Establish Value
- Create Interest
- Move the process forward



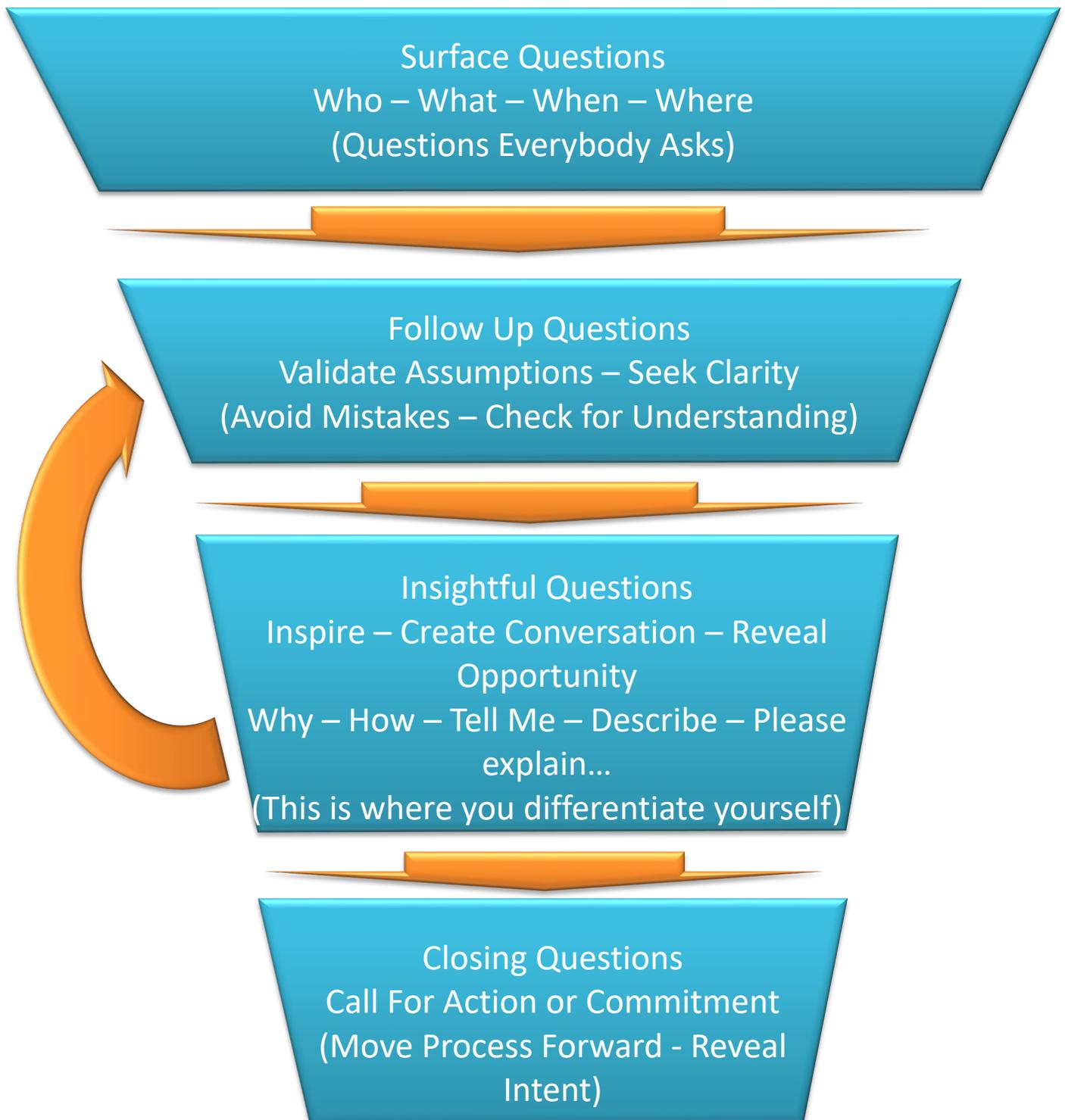
Why don't we ask questions?



- Assumptions
- Too busy. Not enough time.
- Not listening
- Lack of understanding
- Not wanting to look foolish
- Afraid of the answer
- Lack of interest
- Lack of caring
- Lack of preparation

Guard against assumptions! If you don't know exactly what your customer means... ASK!

QUESTIONING FUNNEL



ASKING QUESTIONS

Examples

Surface Questions

- ✓ What is your timeline for making a decision?
- ✓ When do you want to get underway?
- ✓ What is your total budget?
- ✓ How may I assist you today?
- ✓ What does your business do, and what is your role there?
- ✓ Who is my competition?

Results

- Everyone asks them.
- Not detail-oriented.
- Don't lead to many follow-up questions.
- Don't get the customer to open.
- Are often answered with one word or sentence.
- Don't cause your customers to think very hard.

Follow-Up Questions

- ✓ So, what you're saying is...
- ✓ Can you tell me more about that?
- ✓ Let me see if I understand...
- ✓ Is there anything else you want to add...
- ✓ Can you say that again? I want to make sure I get it right.
- ✓ How does that impact...

Results

- Go deeper by asking follow-up questions.
- Coming up with a great list of questions is only the first step. It's the follow-up questions that will really tell you who you're dealing with.
- For example, "if you find out they like dogs, take it a bit deeper by asking them what they like most about their dog or what kind of dog is their favorite and why?"
- In answering, they are revealing a little more about themselves and their preferences.

Notes:

ASKING QUESTIONS

Insightful Questions

- ✓ Aside from all that, what else is there keeping you from...?
- ✓ How can I make the process easier for you?
- ✓ To best be of help with all the resources we have. May I ask what is driving this directive?
- ✓ What can we do to help you please your customers' customers?
- ✓ What could we do to help you set your company apart from your competition?
- ✓ Have you experienced a service issue or issues in the past that you could share with me so I can take extra steps to ensure those types of details are addressed before we begin?
- ✓ How are you going to measure the success of this endeavor?

Results

- Deeper Questions: Why... How... Tell me... Describe...
- Should... Would... Could... What if?
- Ask about their Knowledge, Feelings, Opinions, or Thoughts
- Ask for explanations. Could you please explain...
- Create conversation because they lend themselves to follow-up questions.
- Come in many forms.
- May not be easily answered.
- Cause your customers to think.
- Allow them time to formulate and answer. Silence is good!

Closing Questions

- ✓ What do you think?
- ✓ What concerns do you have at this point?
- ✓ Shall I send you a contract/quote?
- ✓ Are you ready to move forward?
- ✓ Are you ready for me to send you the contract now?
- ✓ Do we meet your expectations? Let's get your order in now.
- ✓ Would you like to schedule a demo or evaluation?
- ✓ Since you seem to like what you see, shall we move forward?
- ✓ Are there any decisions that need to be made today?
- ✓ Is there anything else besides that keeping you from moving forward?

Results

- Closing Questions – Questions that call for action or reveal intent.
- Short words – Short Questions. Then Quiet!
- Use short words like, Do..., Is..., Would you...? May I...?, Can we...?

What should you do now?

- Prepare a list of possible questions to ask for each of the four types of questions.
- Ask at least 3 insightful questions on every call.
- Write down one assumption before each meeting.
- Let the customer speak first.
- Never interrupt a customer.
- Use silence intentionally.
- Be curious!



Notes

ACTIVE LISTENING



“No one ever listened themselves out of a sale!”



The [Dunning-Kruger Effect](#) postulates that those people who are least competent at a task often incorrectly rate themselves as high-performers because they are too ignorant to know otherwise. They don't know what they don't know. Most drivers think they are better than most drivers. I've even heard it said that 90% of the drivers think they are better than 90% of the drivers. Most of us believe we are better listeners than we are as well. We are not.

This bias was first described by social psychologists David Dunning and Justin Kruger in 1999.

Listening is more than you think!



- Don't just listen for words.
- Body language
- Tone
- Context
- Feeling – Emotions
- Perspective
- Objectives
- Meaning

ACTIVE LISTENING

ACTIVE LISTENING

“Speech is a joint game between the talker and the listener against the forces of confusion.

Unless both sides make the effort, interpersonal communication is quite hopeless.”

Norbert Weiner



DAUBERT SALES CONCEPTS

No one ever listened themselves out of a sale!

How does it make you feel when someone listens to you, really listens to you? Do you provide that kind of feeling for your prospects and customers, or anyone in your life, for that matter? Actively listening to them shows how important they are to you. Listening is a skill that can only improve with practice. Next time, you will know when someone says, “Where were we?”

Quote:

“Speech is a joint game between the talker and the listener against the forces of confusion. Unless both sides make the effort, interpersonal communication is quite hopeless.”

Norbert Weiner

Effective listening occurs when there is a high degree of correspondence between the sender’s original message and the listener’s re-creation of that message.

Castleberry & Shephard

Notes:

What is Listening?

Listen	Hear
<ul style="list-style-type: none">• to pay attention to sound• to pay attention; heed; obey (often followed by to)• to hear something with thoughtful attention : give consideration• to be alert to catch an expected sound• to wait attentively for a sound (usually followed by for)	<ul style="list-style-type: none">• to perceive sound with the ear• to sense audio energy with the ear• to receive information by the ear

- Acquiring information from others in an empathic and nonjudgmental way to
- understand their meaning.
- Questioning and restating to ensure understanding.
- Acknowledging the speaker, inviting communication to continue.
- Providing limited encouraging input and giving appropriate feedback.

Listen	Hear
<ul style="list-style-type: none">• Active• Voluntary	<ul style="list-style-type: none">• Passive• Involuntary

“Assuming one can listen because they can hear is like assuming one can read because they can see.”

Listening impacts:



- Relationships
- Self-Awareness
- Professional Development
- Interpersonal Power
- Your Value to Others

Notes:

We know we should, but why don't we listen?



- It takes too much work
- No interest
- Not caring
- Not seeing the value
- Close-minded
- Judgmental – Emotional
- Lack of skill

*Average listening efficiency is about
26%*

According to the work of Dr. Ralph Nichols and the International Listening Association

The [International Listening Association](#) is an organization developed to promote the study, development, and teaching of listening. The association is “dedicated to learning more about the impact that listening has on all human activity.” The ILA was founded in 1979 in Minneapolis, Minnesota, USA

ACTIVE LISTENING

Listen carefully for specific directions and mark the following diagram accurately.

Ways to improve our listening ability:

- Realize it takes work.
- Work to avoid distractions.
- Listen to understand.
- Remain quiet. Don't chirp.
- Don't interrupt.
- Avoid judgment. Keep an open mind.
- Picture what is being said.
- Ask questions to check for understanding.
- Wait for a pause before clarifying.
- Work to feel what the speaker feels.
- Listen for what isn't said.
- Pay attention to their body language and eye contact.
- Listen for context. How does it fit together? What is the meaning?
- Be curious.
- We must want to listen.



Four Key Points to Remember to Improve Your Listening:

1. Concentrate on what the other person is saying, not what you will say.
2. Develop a Method for Listening.
3. Focus on what the speaker truly means.
4. Ask Questions to Validate Assumptions.

Notes:

Listening ideas and resources:

- [Amazon search for books on listening.](#)

[The Lost Art of Listening](#) – Michael Nichols, Ph. D.

[Just Listen](#) – Mark Goulston

[Everyone Communicates, Few Connect](#) – John Maxwell

- [International Listening Association.](#)
- [Search and read articles on listening.](#)
- [Search for listening exercises on YouTube.](#)
- Get an accountability partner.
- Ask for help.

*No one ever listened themselves
out of a sale!*

What should you do now?

- Prioritize understanding over responding.
- Work to achieve the 90/10/90 Rule.
- Stop interrupting and “listen for the period.”
- Implement the structured listening process.
- Validate assumptions through questioning.
- Listen for more than just words.
- Engage in continuous reflection, learning, and growth.



Notes

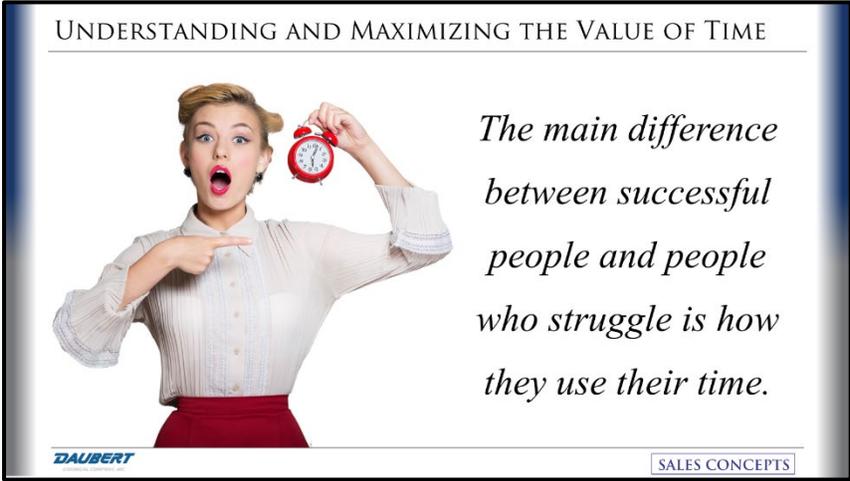
Understanding and Maximizing the Value of Time



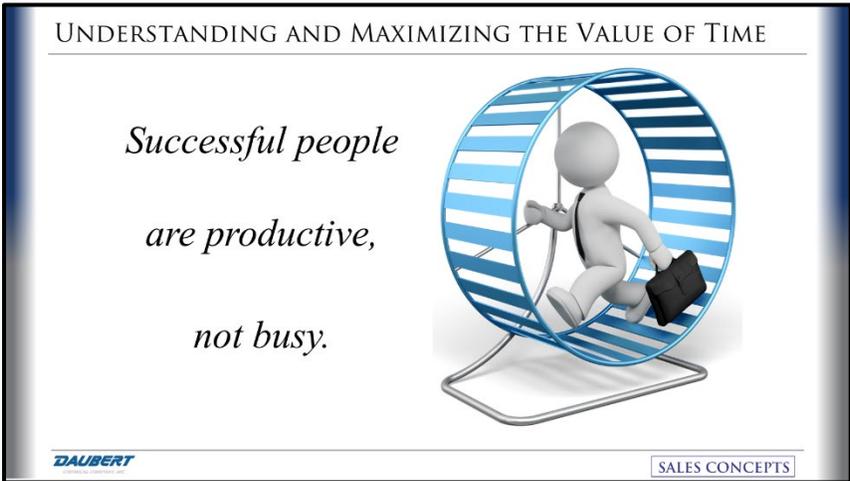
MAXIMIZING THE VALUE OF TIME

Your day, just like everyone else's, has 24 hours. Yet somehow, certain people seem to be able to squeeze more from that time than others. It all comes down to time management—how you choose to plan, prioritize, and spend your hours. Time management is a choice.

We hope this workshop inspires you to make the most of your 24 hours every day.



One of the oldest sayings ever is that time is money. It's true in many ways. For one thing, once you spend money, it's gone. You no longer have that money to spend on anything else. It's called opportunity cost. It's why we have budgets. Time is much the same. When we spend time on one activity, it is gone forever. We can only do one thing at a time. Therefore, like spending money, we need a budget for spending our time. We suggest you block your time on a calendar.



Notes

MAXIMIZING THE VALUE OF TIME

I often hear the excuse from people who fail to accomplish a task, saying they did not have time to do it. That is not true. We all have the same amount of time in our days. What we are really saying is that we did not make that task a priority. In other words, we chose to spend our time on a different activity.



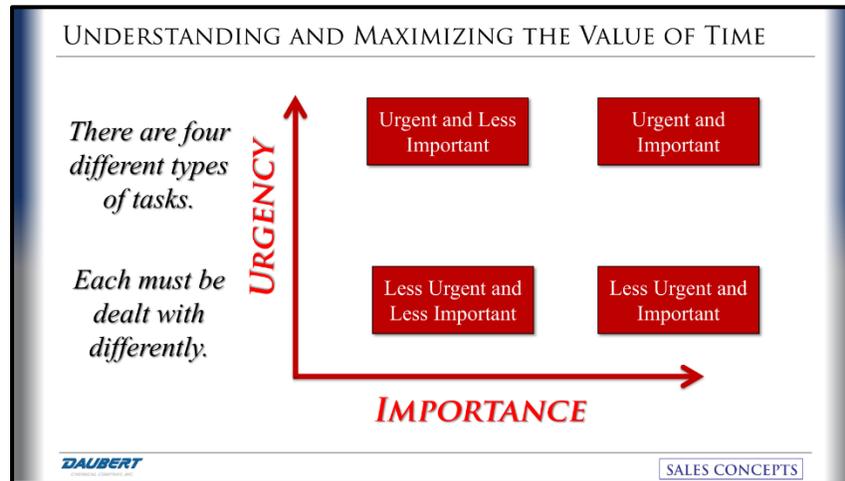
“I did not have time . . .”

“Yes, you did! You chose to do something else.”

Notes

The Eisenhower Matrix

We can measure our task on two criteria: importance and urgency. Therefore, we can categorize tasks in four ways.



When we look at this chart, some tasks are of low importance on the left side graphed across the x-axis. Tasks on the left side are of low importance, and those on the right side are highly important. Then, there is urgency: the higher up the vertical y-axis, the more urgent the tasks. Now you can see tasks that are urgent and important. Some tasks are urgent but not as important. Importance is low, relatively speaking. You can divide all of your pending tasks into these four categories. When there is an urgent and important task, we should do it as soon as possible.

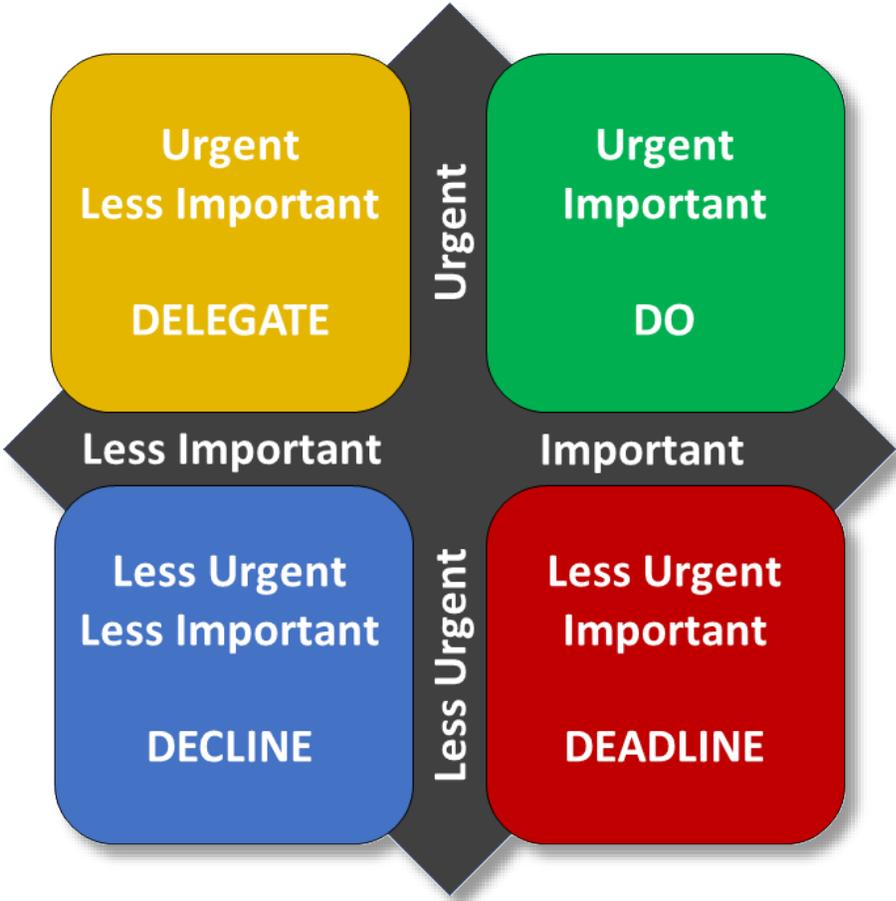
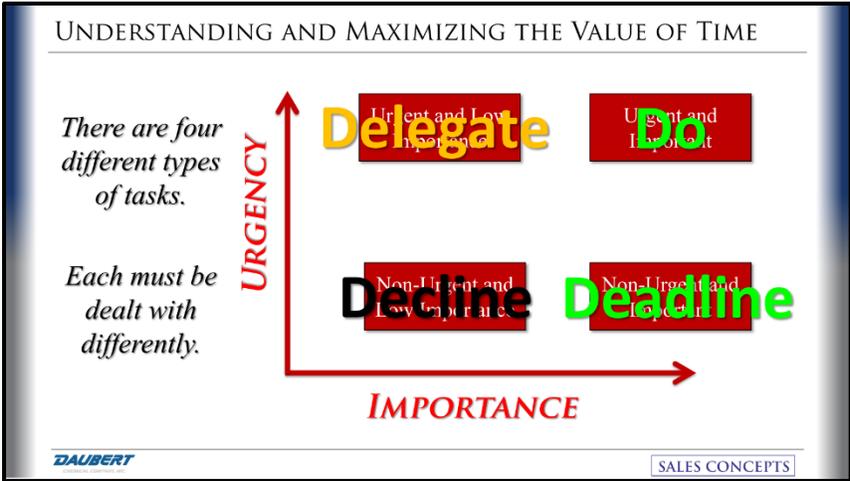
However, we do have to define the word important! What does that mean exactly? One of the most common ways to define importance is to ask yourself a couple of questions. First, what happens if I don't do this? Second, what's my highest payoff activity right now? Ask yourself, of all the things I can be doing, which one provides me with the most return on my time? It might be something that helps you save more time in the future. It might be something that enables you to make money. After you consider the importance of a task, evaluate how urgent it is. Work on the tasks ranked highest in both urgency and importance.

Sometimes these tasks may not be pleasant, but it sure is nice to get them out of the way. And if they're significant tasks, break them down into chunks, and chunk them up on your calendar so that you spend maybe 30 minutes or an hour at a time working on them. If it takes you hours to do, and you can't set aside hours to do it, break it down into small, bite-sized pieces. You cannot eat a nice meal in one bite.

Get somebody else to handle less important tasks that are urgent. Use your time for the important tasks that matter. Have others whose time is not as expensive as yours tackle tasks of lower priority.

What about the unimportant and non-urgent tasks? Drop those! The most successful people are good at saying no to things that are not important, especially if they are not urgent as well.

MAXIMIZING THE VALUE OF TIME



MAXIMIZING THE VALUE OF TIME

What is your time worth?

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

What is your time worth?



DAUBERT SALES CONCEPTS

To allocate your time properly, you need to know what it's worth. Do you know what your time is worth? We were talking about time being money. Let's suppose a minute is worth \$1. There are 1,440 minutes in a day. You're probably going to spend about eight hours sleeping. Then you've got family time, and you have dinner, you should exercise, and so forth. So, when it comes down to it, how many minutes a day do you actually have to work? Let's figure out what your time is worth so that you understand how to allocate it among the activities you're spending it on, which are the ones that are paying you the most return on your time. Use the following formula to determine how many hours you have in a year to work or see customers.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME



Days in a Year	365
Less Weekends	-104
	261
Less Holidays	-8
	253
Less Vacation	-10
	243
Less Personal Days	-10
Workdays in a Year	233

DAUBERT SALES CONCEPTS

You have roughly 233 workdays a year. So, if you work nine hours a day, you have 233 x 9 hours to work a year or 2,097 hours a year. Of course, your numbers may differ if you work more or less. These are averages.

What is your time worth?

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

Your time is worth approximately:

$$\frac{\text{Your goal of } \$X}{2,097 \text{ hours in a work year.}}$$

DAUBERT SALES CONCEPTS

Take your goal or quota and divide it by the number of hours you have to work. That is, in round figures, the value of your time. So, it's not about how much you make; it's about how much you produce.

For instance, if your sales goal is ten million a year, your time would be worth \$4,768.72 per hour!

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

Your time is worth approximately:

$$\frac{\$10,000,000}{2,097 \text{ hours in a work year.}}$$

\$4,768.72 per hour

DAUBERT SALES CONCEPTS

Now that you know what your time is worth, you should not spend it doing anything worth less than \$4,768.72 per hour, or you will not accomplish your goal!

MAXIMIZING THE VALUE OF TIME

How do you allocate your time?

Now, it becomes easier to figure out how much time you should spend on specific activities. For example, how much time should you invest in acquiring \$1,200,000 of business? The answer is 251.63 hours, or 31.45 days, if you work nine hours a day using the formula below.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

*How much time do you have to win
\$1,200,000 of business?*

$$\frac{\$1,200,000}{\$4,768.72 \text{ per hour}}$$

251.63 hours or 31.45 days.

DAUBERT SALES CONCEPTS

But wait! That’s not all! There is more to the story. For example, suppose you only have a 50% chance of winning this business. We must weigh the risk to account for all of your time accurately. So the numbers change like this: 50% of 251.63 hours is 125.35 hours. So now we only have 15.6 days to invest in this business. If it takes longer, we will have to make up the difference elsewhere or risk coming up short of our goal at the end of the year.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

*How much time do you have to win
\$1,200,000 of business with 50% chance?*

$$\frac{\$1,200,000 \times 50\% = \$600,000}{\$4,786.72 \text{ per hour}}$$

125.35 hours or 15.6 days.

DAUBERT SALES CONCEPTS

Notes

MAXIMIZING THE VALUE OF TIME

Plan and Budget Your Time for the Greatest Return

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

We all have the same amount of time.



How will you use yours?

DAUBERT SALES CONCEPTS

Now that you understand the value of your time, you can use it strategically to develop longer-term plans. Block your time on a calendar. To-do lists are not as effective.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

Executing a Strategy

Where are you now?
Where do you want to be?



- Short term – 1 year
 - Reach \$10M in orders
 - Land 1 major new account
- Intermediate – 2 to 3 years
 - Reach \$15M in orders
 - Land 4 more major accounts.
- Long term – 3 to 5 years
 - Reach \$25M in orders
 - Become the go to for resource for my industry

DAUBERT SALES CONCEPTS

What do you want to accomplish in one year? What about two to three years from now? Where do you want to be five years from today? Now is the time to start thinking about this if you are not already. Work backward from your long-term goals. Divide them up into short-term goals and review your progress regularly.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

The only way to reach large long-term goals is to achieve small short-term goals

DAUBERT SALES CONCEPTS

Notes

Successful People Set and Accomplish Goals.

According to *Ink Magazine*, only 8% of businesspeople set and achieve goals! That's one out of every twelve people.



Most people react to things that happen to them and don't proactively plan.

Of course, when you plan for things, you will deviate from the plan! That's why you should keep a third of your time open in your calendar to have time to do the inevitable things that pop up throughout the day. With a third of your time open, unexpected events don't throw your whole day or week out of whack. As with our finances with unforeseen expenses, we must budget our time for unforeseen circumstances.

The best way to prepare for unexpected activities is to block time for all the tasks you want to accomplish on your calendar, and you can drag them and move them around so that at the end of the week, you've done what you want to do.

Why don't we accomplish our goals? Do you find that there are things you want to get done at the end of the week that aren't done? It could be for two reasons. One, you put too much into your week that you didn't correctly allocate for the time you have. In other words, you over-budgeted your time. Or two, you misjudged how long the activities will take. Either way, you have more work than time. That is why it is important to set SMART goals with your time and budget your time strategically.

Successful People Set SMART Goals

Writing goals, reviewing them, and putting them on your calendar helps you finish things. Unfortunately, most people lack the discipline to live up to the commitments they made to themselves. We all need a documented plan to achieve our goals, so we need to use a calendar to allocate time for each objective.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

Why don't we accomplish our goals?



3 primary reasons people don't achieve goals:

1. Failure to write them and review them.
2. Failure to develop a plan to achieve the goal.
3. Failure to commit, lack discipline to live up to the commitments.

DAUBERT SALES CONCEPTS

So, how do you know when you've set a reasonable goal? A goal is not a goal unless it is a SMART goal.

UNDERSTANDING AND MAXIMIZING THE VALUE OF TIME

What is a goal?

Is your goal a smart goal?



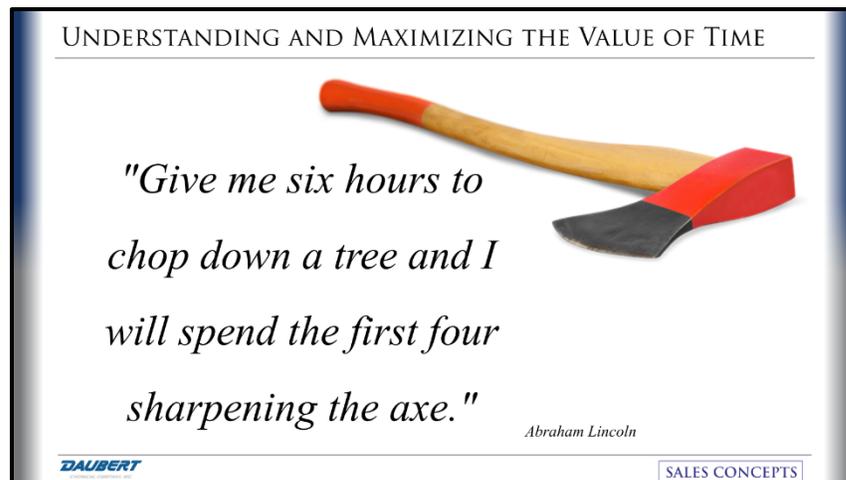
S Specific
M Measurable
A Actionable
R Realistic
T Time-Oriented

DAUBERT SALES CONCEPTS

SMART goals are specific. They're measurable. They require action on your part. They're something you do. They're something you control; they're proactive. They're realistic. You don't want to create a goal you know you can't meet. *"I'm going to double my sales in the next year."* Well, maybe that's possible, perhaps it's not. But make sure that the goals you set for yourself are realistic. They should cause you to stretch, but they should also be something you can achieve. Don't make them easy. Make it so that you've got to push yourself to realize them. Lastly, they need to be time-oriented. Whenever you write a goal, make sure it meets these five criteria. Is it specific? It should cover one thing. Is it measurable? How are you going to know if you've done it or not? Is it time-bound? When are you going to achieve it?

Here is a seven-step process for accomplishing any goal:

1. Identify what you want to accomplish and write it. Be specific. What is it exactly?
2. Time it – Decide on a date to start and finish your goal. Unless you have a start date and a target completion date, your ability to accomplish any goal is suspect.
3. List obstacles you may have to overcome to accomplish your goal. Identifying obstacles at this stage will minimize surprises, delays, and firefighting. It will help prevent them from stopping you. Develop contingency plans.
4. List people who can help you should you need it. Know how to reach them.
5. List what resources, skills, or knowledge you will need to accomplish your goal. Do you have all that you need, or will you have to acquire things? If so, from where?
6. List the benefits of goal achievement. What do I expect to gain after accomplishing the goal? What is the incentive? Is it strong enough to ensure I maintain the discipline and desire to reach the goal despite setbacks?
7. Act on your goals every day. Review your goals and desired outcomes. Measure your progress. Are you on target? Do you need to adjust? Is the goal still a priority, desirable, or realistic?



Notes

Opportunity Development

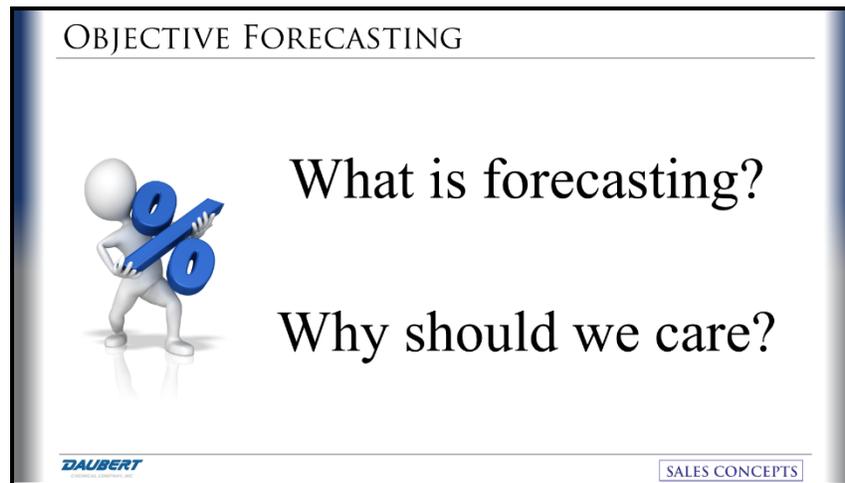
Through objective forecasting



“The goal of forecasting is not to predict the future but to tell you what you need to know to take meaningful action in the present.”

Paul Saffo

What is forecasting?



Initially, you might think forecasting determines the probability and timing of closing a deal. Then we must consider the value of the sale. Is it one project or the aggregate of all potential business? Is there a deadline? For example, a forecast for the next quarter or the next year? There may be more to forecasting than first appears.

Paul Saffo, the renowned Silicon Valley futurist and technology forecaster, said:

“The goal of forecasting is not to predict the future but to tell you what you need to know to take meaningful action in the present.”

Forecasting can be a powerful tool if you use it for yourself. It’s the GPS of the sales process and highlights what is needed to keep the prospect or customer moving through the sales process. Do you use your forecast to ask yourself questions like these?

- Do I understand the customer’s need?
- Is the budget allocated?
- Is our solution a priority?
- Is there agreement on the tentative concept?
- Have I identified the economic buyer?
- Do I have a consensus among multiple people in the organization?
- Are we viewed favorably against our competition?

Are you using your forecast in such a way that it tells you what you need to know to take meaningful action now? Accurate forecasters know there are 15 critical pieces of information they need to guide their forecasts, so they are proactive rather than reactive.

Stop forecasting for management and forecast for yourself so you close more business sooner.

OBJECTIVE FORECASTING

How does forecasting help you?

- Accelerates sales cycle.
- Find and address weaknesses.
- Help you build a proactive plan.
- Highlights what's missing.
- Helps management know how to support you.



DAUBERT SALES CONCEPTS

Everyone involved in the process feels some pressure when it comes to forecasting. Information is power; the more information you have, the better your ability to forecast. So how do you get information? By asking questions.

OBJECTIVE FORECASTING

What are the challenges of forecasting?

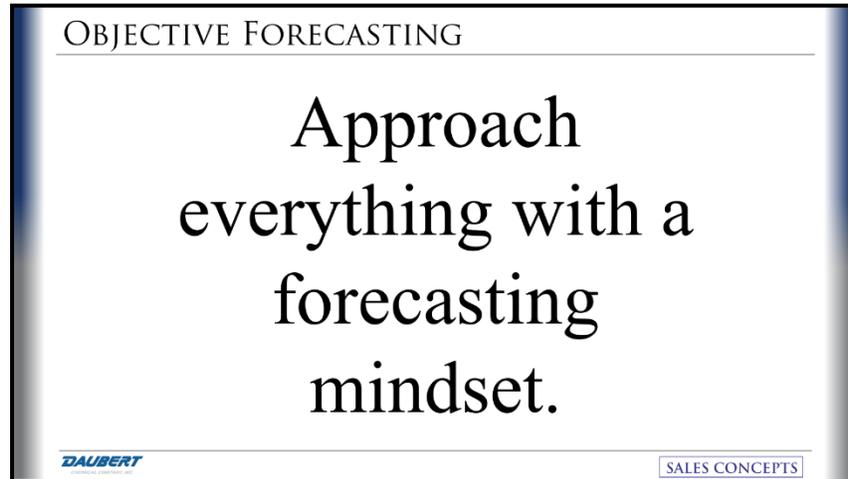
- Hard to predict the future, economy, and market conditions
- Lack of experience, history, or data
- Subjective bias in the seller's mind
- Not understanding or recognizing signals
- Not working with a forecasting mindset
- General uncertainty
- Not fully utilizing tools such as software or CRM
- Lack of commitment – follow through



DAUBERT SALES CONCEPTS

The challenging part of asking questions is creating them. The best way to develop insightful questions is to consider the customer's perspective and approach all customers and prospects with a forecasting mindset.

- Which challenge (market shifts, bias, lack of tools, mindset) most applies to me today?
- How often do I ignore or misread buying signals because I'm rushing the process?
- What one tool or behavior could I commit to for reducing subjectivity this quarter?



What we need is an inventory of what is required to forecast. We suggest that there are fourteen items we must fully understand to forecast at any level objectively.



We must know where we stand to be able to forecast. We must understand which of the items are missing.



The fifteen components of winning business are the following:

1. The need is identified and valued.
2. Target close or implementation date established.
3. Is the customer responsive?
4. Is the budget allocated?
5. Preliminary pricing has been discussed.
6. We have obtained positive feedback on the preliminary pricing
7. There is agreement upon tentative details.
8. The economic buyer is identified.
9. Is this prospect a previous or current customer?
10. There are no significant obstacles perceived with the proposal.
11. All technical validation has been completed.
12. Some competition has been eliminated.
13. Do we have a consensus among multiple people in the organization?
14. Have we gotten approval from the economic buyer?
15. Have we negotiated the final pricing?



We must know where we stand!

OBJECTIVE FORECASTING

What we need to forecast winning business?



1. Need has been identified.
2. Target close or implementation date established.
3. Is the customer responsive?
4. Budget is allocated?
5. Preliminary pricing has been discussed.
6. We have obtained positive feedback on preliminary pricing
7. There is agreement upon tentative details.
8. The economic buyer is identified.
9. Is this prospect a previous or current customer?
10. There are no significant obstacles perceived with the proposal.
11. All technical validation has been completed.
12. Customer accepts your unique value proposition. Some or all competition has been eliminated.
13. Do we have a consensus among multiple people in the organization?
14. Have we gotten approval from the economic buyer?
15. Have we negotiated the final pricing?

DAUBERT SALES CONCEPTS

Understanding where we stand concerning the fourteen items helps us approach the sales from the customer's perspective.

Understanding where we stand also helps us to develop a plan to move forward. Knowing what we need next will help us move the sales forward. It's said that ABC means *always be closing*. While it may not be realistic to close for the business in a capital-intensive, multi-faceted business-to-business environment, it is certainly reasonable to close for the next step. Knowing where you stand helps you determine what's next.

This list contains things you might need to develop an objective forecast. You should add or subtract from this list as you feel necessary. The key is to customize this to what works for you.

- How many of these criteria (economic buyer, budget, tech validation, competition eliminated) are clear in your current pipeline?
- Where are you assuming alignment or approval without confirmation?
- Which single gap, if closed, would most improve your win probability and forecast accuracy?

What should you do now?

- Adopt a Forecasting Mindset
- Evaluate all of your opportunities with a forecasting mindset. Take a forecasting inventory frequently.
- Customize our forecasting worksheet
- Challenge assumptions. Ask yourself before you check a box: “How do I know this?”
- Build proactive mitigation plans. Remember, forecasting is not about predicting the future so much as it is about how to act in the present.



Notes

CLOSING



“Earn the right to close.”

What does closing mean to you?

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

What is closing?

- Closing is any behavior the seller uses that implies or invites a commitment so that the buyer's next statement accepts or denies commitment.
- A close is anything that puts the customer in a position to respond to some type of commitment.
- Any question that solicits the customer's feedback regarding where you stand.

DAUBERT SALES CONCEPTS

“Closing is not something you do to a customer; it is something the customer allows once trust and value have been established.”

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

Closing Doesn't Just Happen!



Don't leave it to chance.

DAUBERT SALES CONCEPTS

We must be proactive about closing. Closing is a process that parallels the sales process. Closing starts at the beginning of the sales process and continues throughout.

Why don't salespeople close?

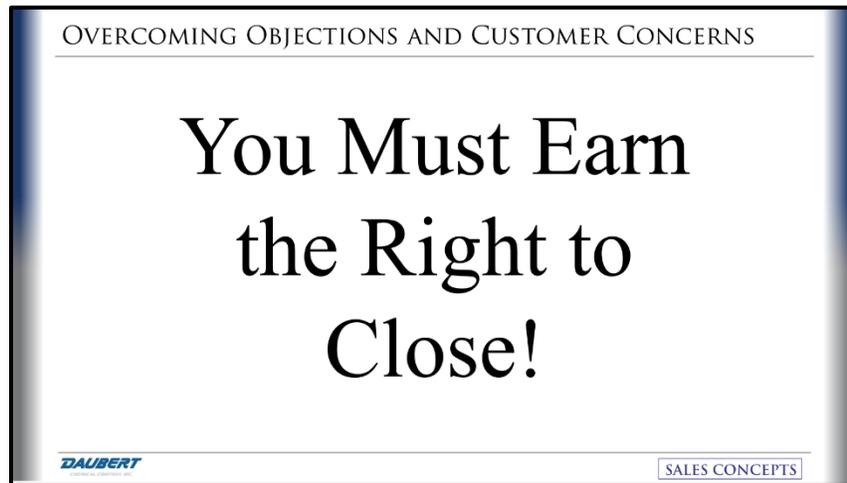


- They don't have a closing strategy.
- They have different communication styles.
- They don't listen.
- They are unorganized.
- They don't understand that closing is a part of the process.
- They are afraid of being too pushy.
- Lack of confidence.
- They don't know how to close.
- They forget.
- Fear of rejection

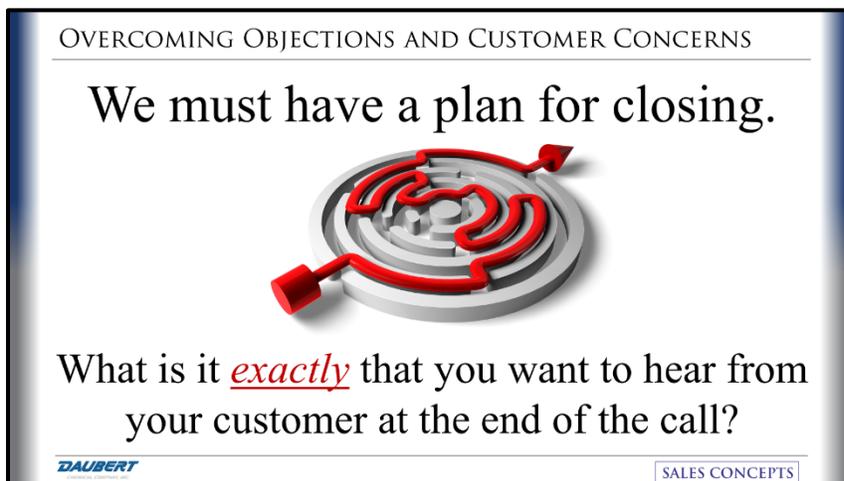
SIX COMPONENTS OF CLOSING BUSINESS

Closing often seems awkward because we, as salespeople, have not earned the right to close. To earn the right to close, we must approach the sale from the customer's perspective. We do this by asking questions and challenging our assumptions. In our decades of working with hundreds of salesforces across the world, what we have found is that salespeople do a good job of asking questions to be able to complete a quote. We seldom ask inspiring questions to gain insight as to what our prospects and customers truly want and what they are truly working to accomplish. We must help them answer the main question all customers have:

“What’s in it for me?”



“Ask for the business when you sincerely believe it is the right thing for the customer to do.”



SIX COMPONENTS OF CLOSING BUSINESS

Closing do's and don'ts



Do!

- Always close for something
- Be prepared
- Know where you stand
- Use feedback questions
- Look for buying signals
- Be empathetic
- Use their dates
- Paint a picture of success
- Instill confidence
- Use calendar invites
- Give an assignment
- Have a reason

Don't

- Be nervous
- Use cheesy techniques
- Be manipulative
- Be overbearing
- Be selfish
- Talk after you ask

Remember, nothing kills an opportunity faster than fake enthusiasm. Watch what they do and how they do it. Ask feedback questions to tell if you are on target like:

“How does it look so far?”

“What do you think at this point?”

“How do you feel about this?”

Look for buying signals.

Buying signals are an indicator of when it might be time to close.



- They ask for a better price.
- They ask for something specific.
- They ask if dates are available.
- They tell you something like “*This sounds good.*”
- They begin to calculate total costs.
- They study your information.
- They bring in someone else.
- They become less formal.
- Lean forward.
- Make stronger eye contact.
- They say “*Thank you.*”
- They become creative.
- They ask more questions.
- They start planning.

Mistakes made at the beginning of the sales process reveal themselves toward the end of the process.

Six Key Elements of Closing



1. The prospect accepts your value proposition. You have buy-in.



2. You have uncovered the key, specific needs and wants.



3. You have identified the economic buyer and determined his or her buying criteria.



4. You have a consensus that accepts your solutions and your ability to provide them.



5. You have successfully presented your solution.



6. The customer or prospect can visualize success.

SIX COMPONENTS OF CLOSING BUSINESS

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

Always close for the next step:

Every call must end with:

- Who does what
- By when
- Why it matters

A strong close is:

- Specific
- Mutual
- Time-bound
- Tied to value

DAUBERT SALES CONCEPTS

Closing is like making a hamburger.

OVERCOMING OBJECTIONS AND CUSTOMER CONCERNS

Think of closing like a cheeseburger.



Step 4: Ask them if they want it!

Step 3: Ask about and adapt to customer's feedback.

Step 2: Listen to feedback from customer.

Step 1: Ask about proposal, quote, or offer.

DAUBERT SALES CONCEPTS

Notes

What should you do now?

- Plan the close before the call starts.
- End every customer interaction with a clear “next-step close.”
- Advance one specific deal: Identify one current deal in your pipeline and take a definitive action to move it forward.
- Close for progress, not just purchase orders.
- Use “where do we stand?” feedback questions early and often.
- Ask for commitment confidently and stop talking after you ask.



Notes

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