

them by fighting for their cause. A true coach will represent and promote the Hitter’s solution publicly with the Hitter and, even better, when the Heavy Hitter isn’t present.

Unfortunately, two major obstacles stand in the way of establishing a coaching relationship with someone. First, finding a person qualified to be a coach is not easy. Within the customer’s organization is a pool of candidates, many of whom may develop into a coach. However, it is difficult and too time consuming to court everyone. Heavy Hitters have a process for ranking and targeting the strongest candidate. Second, time to build the relationship is limited. While most personal relationships have the luxury of growing naturally over months and years, Heavy Hitters must accelerate this bonding process in a matter of days or weeks.

In order to find a coach, Heavy Hitters will identify all potential candidates. First, they will attempt to develop a relationship with the person who has the most juice and is the biggest bully. For example, let’s assume that a Hitter is selling to a selection committee consisting of Jim, Karl, John, and Rich. She prioritizes her recruiting efforts in the following order.

	Bully	• John	• Rich
Knowledge or Position		<b>3</b>	<b>1</b>
Accommodating		<b>4</b>	<b>2</b>
		• Jim	• Karl
	Dud		Juice
	Ability to Single-Handedly Select a Winner		

Figure 9.1 Selecting a Coach

a pecking order is communicated by where people sit during meetings. Whether at a round table or in a classroom setting, the person with the most juice and greatest ability to bully will usually take the dominant seating position.

This dominating behavior is also evidenced in meeting interactions. To explain this, we need to introduce the concept of the “participation pie.” The participation pie illustrates the amount of time each person interacts in a meeting or presentation.

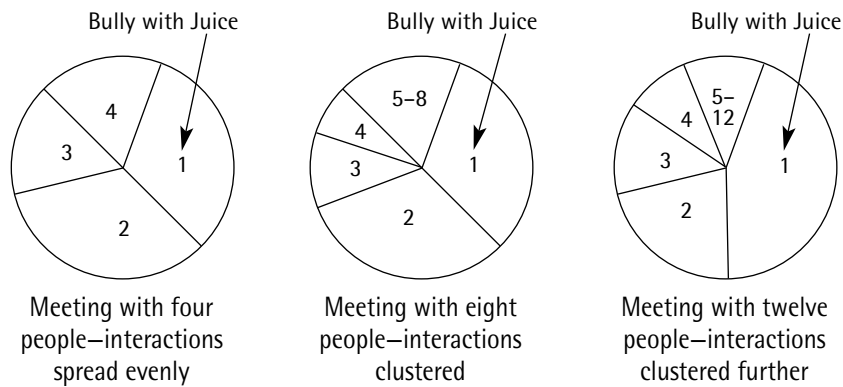


Figure 9.2 Participation Pie Charts

Usually, the person who interacts the most will be the bully who has the most juice. Bullies with juice are in charge and they want everyone to know it. And although dud bullies will be very active participants, the more they participate, the more it becomes obvious that they do not have the stature or expertise they think they do. We have all been in meetings where people like this are contradicted or even publicly chastised by members of their own team. Dud bullies didn't listen to Grandma when she said, “It is better to keep your mouth shut and be suspected of being a fool rather than open it and confirm suspicions.”

Another key aspect of the participation pie is how the number of attendees affects the level of participation. In meetings with up to four

raising kids	the cost of living	home ownership
cars	computers	dating and marriage
college	food	professional sports
traveling	dieting	music
movies	airplanes	toys
humor	astronomy	clothes
pets	poetry	religion
art	gardening	the economy
antiques	body piercing	billiards
investments	horses	karaoke
books	beer	firearms
television	origami	cigars

The Hitters' strategy is to use the first intersecting activity (the sales call) to find additional personal intersecting activities. By doing so, the Hitter is developing rapport with the *entire* person, not just the *business* person—building a personal friendship.

### **Kinship in Communication**

One of the main objectives of this book is to identify and improve how people communicate. At the content level, the particular words people choose to use are directly related to their activities. For example, people in the high-technology industry use the technical specification language to communicate about computers. “Two phase commit” and “EJB” mean something important to a software programmer. Similarly, the terms “Everquest” and “StarCraft” are significant to a computer game expert. They are part of the language of game users. Each intersecting activity topic listed above also has a unique content language.

In order to have a meaningful conversation about an intersecting activity, you need to understand its language. For example, a

wide range of benefactions is possible, each benefaction is individually personal and self-centered.

Maslow's hierarchy of needs—physiological, safety, belonging, and esteem—applies to the customer as well as the Hitter. Here are two examples of how the customer's behavior is explained using the hierarchy of needs:

Peggy wants to select a product with new, cutting-edge technology. By adding a valuable skill set to her resume, she will be able to command more money in the marketplace.

- **Physiological.** She wants more money in order to buy a home for her family.
- **Safety.** By knowing this new technology, she has the security of having a marketable skill.
- **Belonging.** The industry periodicals and her friends are enamored with this new technology, and she's tired of feeling left out.
- **Esteem.** There's power in knowledge. Knowing something her colleagues don't puts her in a superior position.

Matt is a project leader who wants to select a particular vendor's product because it is successfully used by so many other local companies.

- **Physiological.** A successful project is an opportunity to demonstrate his value to the company. He wants to keep his job during these difficult economic times.
- **Safety.** He's risk averse and feels that by controlling the selection of the technology, the project will be successful.
- **Belonging.** He can share tips with and leverage the experience of other local users of the product.
- **Esteem.** If the project is successful, he'll earn the promotion he's always wanted.

Name		Title				
Representational Wiring		Primary	V	A	K	(CIRCLE ONE IN EACH ROW)
		Secondary	V	A	K	
		Recessive	V	A	K	
<i>Need</i>	<i>Personal Benefaction</i>			<i>Action</i>		
Physiological						
Safety						
Belonging						
Esteem						

Figure 9.3 Customer Benefaction Form

These forms help discipline busy salespeople to stop and consider the customers' orientation before executing account strategies.

Heavy Hitters always align their strategy with the personal needs of an individual. By doing so, the individual will support them and their product. People who have a vested interest in having the Heavy Hitter win naturally evolve into coaches. But even with a coach firmly ensconced at their side, Hitters are constantly aware of the personal benefactions of each of the individuals involved in the decision and work to solve potential conflicts before they arise.

### **Agreeable Personalities**

Remember the last time you made a very important personal decision? Perhaps it was a major purchase such as a house, a car, or stocks. Maybe it was a personal decision to get married, start a family, or change jobs. Whatever the case, many different factors influenced

classify personalities, associate them with the success or failure of the relationship, and link them to the characteristics of the sales cycle. They will draw upon these past personal experiences in order to choose the appropriate behavior and select the optimum strategy to develop a coach. Heavy Hitters are lifelong, full-time, professional students of people.

For each of the five factors, the following examples of sales processes will help you learn specific tactics for selling to a customer with a prominent factor. In these examples, I will also identify the customer's primary representational system. Identifying their systems is important, as people's wiring directly influences their decision-making process.

### FACTOR 1—NEGATIVE EMOTIONALITY

People have different tolerances for stress, anger, and worry. At one end of the spectrum is the person who is always experiencing a crisis. At the other end is the calm, collected individual who is unshakable, even under immense pressure. From low to high, here are the six facets of negative emotionality:

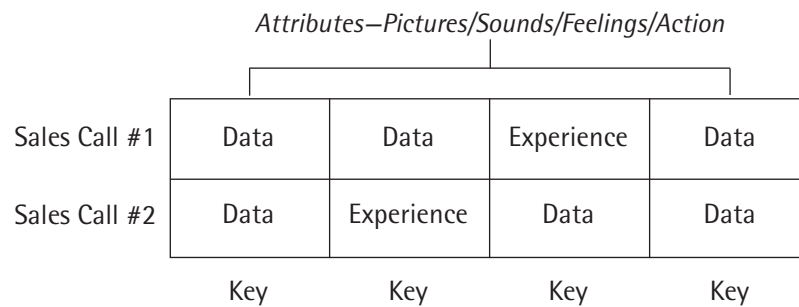
<i>Facets</i>	<i>Low</i>	<i>Medium</i>	<i>High</i>
Worry	More calm	Worried/calm	More worried
Anger	Slow to anger	Not too quick to anger	Quick to anger
Discouragement	Seldom sad	Occasionally sad	Often sad
Self-Consciousness	Seldom embarrassed	Sometimes embarrassed	Easily embarrassed
Impulsiveness	Seldom yielding	Sometimes yielding	Often yielding
Vulnerability to Stress	Resists stress	Handles some stress	Is prone to stress

Figure 9.4 Facets of Negative Emotionality

phone number) that are associated with it. By using a key, you are able to directly access that record instead of performing a time-consuming sequential search of all the records for a match.

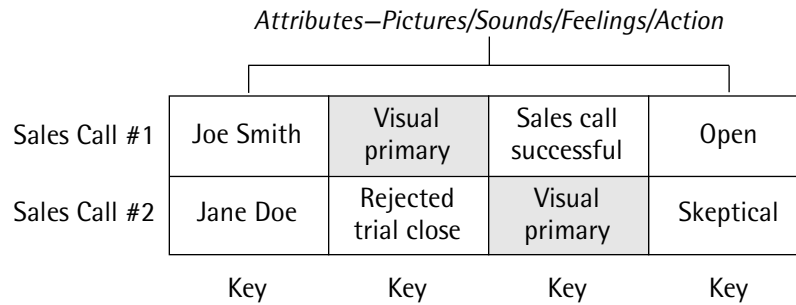
In this example, we would expect numbers in the telephone column, a combination of numbers and letters in the address column, and letters arranged in a certain way for the names and addresses. You wouldn't expect to see a town named "Bob" or see "Petticoat Junction" as someone's last name.

The mind's ability to store information is much more sophisticated and structurally complex than this rudimentary representation. The attributes that are stored in the mind are unstructured objects. The objects are pictures, sounds, feelings, or actions that represent experiences or stored information. In addition, each object has the potential to be a key. Here's how sales calls would be stored into memory:



**Figure 9.11** Sales Calls Stored in Memory

The next component of intuition is linking like experiences and similar data. These relations combine attributes from completely different sales calls and help create intuition. In the example below are two different sales calls with customers who are strong Visuals stored in memory. You will notice that the customers have different attributes of personality. However, unlike a key access file where there is only a single key, every attribute has the potential to be a key.



**Figure 9.12** Two Sales Calls and Their Attributes

Retrieving and comparing the individual entries within memory is the final component of intuition. Let's pretend the salesperson from above is on a new sales call and recognizes the person she is meeting with is a Visual. By recalling past sales calls that contain a visual key, she is able to access the other attributes from these sales calls, which enables her to determine the best course of action for this account. By linking attributes, you are able to search your memory and retrieve one or more records containing information that satisfies your query.

Learning continually occurs through the ongoing accumulation and consolidation of information from sales calls and interactions with people. When the model of intuition is finally assembled, it is a three-dimensional cube that enables instant matching of previous experiences to the current situation. From this knowledge base, salespeople can predict what will happen and what they should do in light of what they have done in the past.

## INTUITION AND THE SALES CALL

How do the components of intuition actually work during a sales call? In order to answer this question we need to revisit the concept of vignettes from chapter 2. Vignettes are short interactions between a customer and salesperson about a topic or one conversational

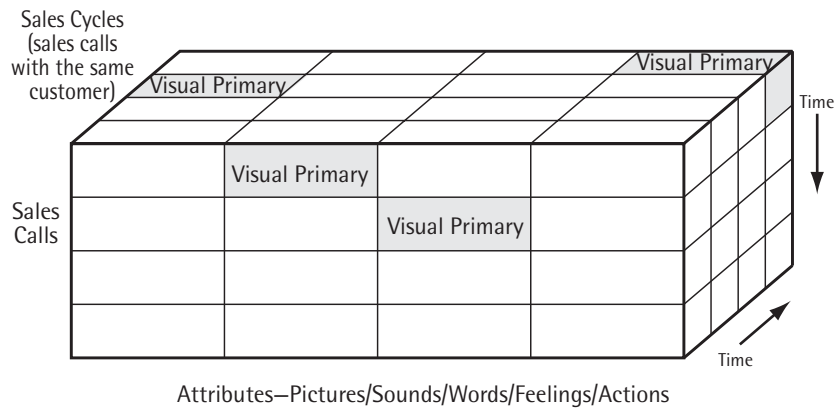


Figure 9.13 Sales Intuition Cube

theme. Each vignette is composed of a series of actions the Heavy Hitter or the customer may execute.

The decision about which response Heavy Hitters will give during a vignette is largely the result of their sales intuition. During a vignette, when they are asked a question or make a statement, they will provide either an “instantaneous answer” or a “calculated answer.” The instantaneous answer is available immediately since it is either the recall of a logical fact or the recollection of a “flashbulb episode.” Logical facts include details committed to rote memory, such as product specifications, features, and performance details. Flashbulb episodes are emotional, physical, or cerebral experiences that were so overpowering that they are permanently imprinted in short-term memory. The story at the beginning of this chapter where the salesperson was told by the president of the company that he hates computers is an example of a flashbulb episode.

Meanwhile, the calculated answer is akin to solving a mathematical equation within your mind by searching and selecting the right answer or creating an appropriate answer based upon a set of rules learned from prior experiences. The vignette answer retrieval diagram below helps illustrate these concepts.