



David Staughton

ADOPT A WINNERS MINDSET

ENERGISING YOURSELF TO ATTRACT MORE SALES

Things that improve your sales mindset
Improving your energy levels and mood contagion
Techniques for instantly shifting your attitude from Grumpy to Great

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Introduction:

The You in Sales Success

How do you improve your sales performance... big question, right? Perhaps the question is one that has been turned over again and again. I've seen people try everything short of standing on their head twice a day in the search to find some magical fix (and I'm certain at least a few people have tried that, too).

Most solutions focus on improving the middle or the end of the sales cycle— how can I improve my presentation, what is going on with my prospects, and so on. All crucial, of course, but there's one critical factor everyone always glances over...

Your success in sales begins and ends with "you".

Do you know that, really know that? It's one of those "lip service" ideas that can sit on the fence between intellectual realization and actual understanding— you may know that your sales performance begins and ends with you intellectually, but really internalizing it and applying it day in and day out is a completely different kettle of fish.

What we're going to get into in this book is how to really get at the core of that idea, and how to begin understanding that your mindset is absolutely critical to your success in sales. Yes, external factors always come into play, but it is your reaction to these external factors that determine how well you will do in the long run.

Think of this book as a toolkit that will give you the tools you need to adjust your approach— via your mentality and your perceptions— to transform you into the kind of positive, proactive, and energized person who gets the deal done and the sale closed with a WINNER'S MINDSET.



We'll talk about:

- Improving your sales mindset
- Improving your energy levels and mood contagion
- Utilizing techniques for instantly shifting your attitude

We'll look at how improving your own mindset and energy levels, and then projecting this improved, positive approach on to those around you can instantly transform your productivity and your abilities.

We're going to take you from grumpy to GREAT. Let's get started.

Chapter 1

Think! – Manifesting Positive Thinking & Language

That Little Voice Inside Your Head...

We all have a running narrative in our heads. It's always on, and always informing us of what we think, what we feel, and how we should approach things. What is it saying to you right at this moment? That you won't succeed? That you can't sell? Maybe that you shouldn't even bother trying to improve your sales techniques?

These negative ideas didn't come out of nowhere. You were taught to think this way. At some point in your past, you experienced something that created **a new rule** or **assumption**. Since then, you have transformed this into a **core belief**.

But guess what? These core beliefs are not true— they're only as "true" as you let them be. By holding these negative or "disempowering" beliefs to be true you are making them destructive to your productivity and, most importantly, to your sense of self.

They are self-fulfilling prophecies, in a way. And they are the first link in the chain that's holding you back from making that sale.

Assessing Your Core Beliefs

Sit down and take the time to write down both your empowering and disempowering beliefs. Address how you think of yourself, and the beliefs you hold about the type of person you are and what you can get done.

Also, think about what beliefs you hold in terms of the defining elements of your job. What do you think of money? Do you perceive rich people a certain way? Successful ones? What about Sales and Selling itself? Do you have some preconceived notions about selling that may actually be holding you back?

Making Assumptions

Don't make assumptions about yourself! You know the saying: "When you ASSUME you make an ASS out of U and ME." Well, it's true, especially in the context we're discussing here. Don't assume things about yourself or your powers as a salesperson. Really sit down and assess what you have to offer, and work within honest, real world criteria.

Sit down and make a list of your assets. Then make a list of your failings and really look at them closely: are they all true or are they just assumptions you're making about yourself? Learning where your assumptions lie is a critical first step in transforming your attitude into a Winner's Mindset.

Identity Phrases: Using the Language of Positivity

Perceiving yourself in a positive light is not just about changing perceptions and beliefs. It is also about changing the actual language you use to describe yourself and your work.

Language is a huge driver in human culture. It colors nearly every human interaction and can directly affect how we perceive ourselves and how we act with others. Using the most positive, active language possible can transform your sense of self and your ability to act in an effective manner.

"I will" ... Not "I'll try".

Positive language can function on the obvious level, i.e. not using negative descriptors like "lazy", "unambitious", etc. On the micro level, however, it is important to consider the action words we are using in the phrases we build to identify ourselves.

For example, let's say Tom wants to start thinking about himself as the strongest salesperson on his team. He sits down and starts visualising the success he's going to achieve and says to himself, "I will try to be the best salesperson on my team..." Uh oh. Now, what just happened?

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Our Tom actually undercut himself. What he should have been thinking was “I will become the strongest salesperson on my team”... or even better, “I am becoming the strongest salesperson on my team...” See the difference? Subtle, but essential.

Absolutely essential.

You must use positive and active verbs in structuring your Identity Phrases. Below is a chart outlining some of the key phrases most of us use in describing ourselves and our actions. You’ll see that I’ve broken these phrases down into four subcategories:

Positive Identity Phrases	Negative Identity Phrases		
Active/Engaged	Too Vague	Too Negative	Too Needy
I Am... I Do... I Can... I Have... I Will...	I’ll Try... I Could... I Might... I’ll See... I Would... I’d Like To... I Wish... I Think...	I’m Not... I Don’t... I Can’t... I Haven’t... I Won’t...	I Must... I Have to... I Need to... I Should... I’ve Got to... I’m Going to...

Active/Engaged are phrases under Positive Identity Phrases and *Too Vague*, *Too Negative*, and *Too Needy* are phrases under Negative Identity Phrases.

The **Active/Engaged** phrases are self-evident. They embody forward-thinking, complete engagement, and don’t back pedal or equivocate in any way: “I AM a strong rep...” or “I DO close sales...”

The **Too Negative** phrases are pretty self-explanatory, as well. They negate all action and undercut your ability to be energized and engage: “I’m NOT a good team member” or “I WON’T reach my quota this month”.

The **Too Needy** and **Too Vague** phrases are a bit less intuitive. They might not be as obviously negative as the Too Negative phrases, but they are just as destructive. These are identity phrases that might fool you into perceiving them as positive, while in fact they are too needy or too vague.

Take our Tom above. If he had said, “I’ll try to become the strongest salesperson on the team”, would this have been a positive identity phrase?

No, it would not have been. In fact, it would have been too vague by half. “Try to”... does that sound like someone who is getting things done?

Similarly, too vague phrases can trick us, as well. What if our Tom had said, “I have to become the strongest sales person on our team”... what is the subtext of that “have to”? There’s a scrambling aspect to it, a *fear... a need. If I don’t do this, something bad will happen*. This type of identity phrase comes from a place of terror, rather than positivity.

When developing your positive identity phrases, make sure you remain focused on ones that are truly positive. Learn to identify and understand positive identity phrases vs. negative identity phrases and stay focused as you develop this new way of “speaking” about yourself.

Chapter 2

Act! - Choosing Behaviors for Success

Now that we've discussed how you can realign your thinking to engage a Winner's Mindset, let's take a look at the actions that will translate this positive mentality into the outside world.

Understanding Success

Success is not something that just happens to you— at least, not outside those “one in a million” scenarios. Sure, every once in a while, someone wins the lottery or gets handpicked by someone in power and glides effortlessly into a long life of successful endeavors.... but those are some lousy odds.

You cannot wait around for success to happen to you. Most of us figure that out eventually. Of course, after figuring that out, many of us don't take proactive steps to *make that success happen*.

Success is a choice - a specific approach that manifests in a successful outcome. More specifically, success is a matter of *choosing behaviors* each and every day that create the kind of energized, success-oriented mindset that leads to definitive success.

The daily behaviors you choose determine your happiness and success in life and ultimately impact your success. In the following section, we will look at various ways to adjust your mindset that will allow you to outwardly manifest the kind of positive mentality that actualises *winning* behavior.

By picking up this book, you have made your first positive choice. Remember, there is always room for improvement. By looking into how to improve your sales technique, you are not admitting failure; in fact, you are embodying a central idea of what we will get into here— positive action!

Don't Play the Game

Some of the most negative and self-destructive behaviors out there are, unfortunately, the result of business and sales culture. Many of us are taught early on in our careers and even early on in life that it's a competitive world out there. We are told that in order to survive it and succeed in sales, we have to engage in negative behaviors.



That's simply not true.

We are taught terms like “cutthroat” and “maintaining an edge” and “taking down the competitor”. We are told that the only way we can succeed is by manifesting every negative characteristic imaginable such as envy, greed, competitiveness, and cruelty. We are taught that sales is a game... and that we've got to play it and *play it well*.

Does this actually work? Sure, on occasion. But believe me when I tell you— and this is your first “write it down” lesson here— *engaging in negative behaviors may deliver some short-term benefits, but long-term success is only found through behavior that engenders positivity— both in yourself and others.*

Don't play the game! Don't give into the idea that it's a cutthroat world of sales out there and that you have to engage it from a negative place to compete.

There's a much better “game” out there, and it's one that provides real returns. The rules of this game are built on honesty, empathy, accountability... and the great thing about this “game” is that it's got a stellar ROI and brings those things back to you in volumes.

Playing the Victim

You've all heard it again and again: *You've got to play the game*. Here's what no one tells you: when you play the game and take on the negative characteristics defined as necessary by that game, you aren't actually positioning yourself as a champion or a winner... you're positioning yourself as a *victim*. You are defining yourself as someone who has things happen to them, instead of as someone who creates action themselves.

You have to begin manifesting the positive and, as a result, become a person of action.

Below is a chart that lays out for you the negative actions related to “playing the game” and the positive actions related to functioning outside “the game”:

VICTIMS	VICTORS
<ul style="list-style-type: none"> • Blame • Reasons/Justifications • Excuses • Negativity • Denial 	<ul style="list-style-type: none"> • Honesty • Empathy • Accountability • Responsibility • Trust
Living a Crummy Life	Living a Powerful Life
QUITTING	TAKING ACTION

Manifesting the negative and positioning yourself as a **Victim** is not winning—it's *equivalent to quitting*. You're essentially saying to the world that you have given up on it and that you have little faith in what it has to offer you or anyone else.

Manifesting the positive, on the other hand, is about **taking action**. By pursuing the positive, you are telling the world that you are a **Victor** and someone who chooses to move forward and act, instead of playing a "blame game".

If you can reduce, minimise, and avoid playing "the game" using the behaviors on the left hand side of the chart – you'll have more success!

Applying this Concept

As I mentioned earlier, it can never just be about the intellectual realisation... you have to actively practice this concept in your day-to-day life to truly transform yourself and begin adopting a Winner's Mindset.

Here are some points to consider when translating a Winner's Mindset into actual action:

- **Avoid blaming other people** – When you blame, you are avoiding your own culpability, yes. But again, you're also positioning yourself as a VICTIM. You are placing yourself in the role of someone who has had things done to them.
- **Avoid thinking about reasons and excuses to justify a poor result or mistake** – Reasons and excuses are the epitome of quitting— making excuses means you are not finding solutions.
- **Avoid denying your mistakes or that any problems exist** – Foisting your problems on to others is surpassed only by pretending they never existed in the first place. By doing this, you are taking away your ability to act and solve. You are also positioning yourself as, well, a clueless person.
- **Avoid having a continually negative attitude** – A negative attitude drives you straight into unproductive territory. A negative attitude will have you performing every mistake we've discussed above at one time or another.
- **Build Trust** – In later sections we'll get into even greater detail on how essential building trust is, especially to a sales team, and go through some techniques you can use to build trust with those around you. For now, it suffices to say that consciously building trust with those around you is a fantastic way to begin focusing on the positive.

In a volatile, uncertain, changing, and ambiguous (VUCA) world that's scary, most people are looking for someone to trust; they want honest advice and seek out trusted relationships.

Your ultimate goal should be to build more trust in your relationships with your customers, colleagues, and friends – at home and in the workplace. This process will begin to focus you mentally on the positive, energising, and proactive aspects of life and relationships.

It will also help you take more accountability and responsibility for your own actions and your own life. Whenever you catch yourself playing the Victim again, turn to the trust-building you've done to refocus you on being a Winner.

Choosing the Positive

You do have a choice when it comes to your behavior. After a certain age, a lot of us start to believe what we've been told about ourselves from others. *"I'm the one everyone says is clever", or "I'm the one everyone says is a hard worker"*. These assumptions can work for and against us— while they can engender positivity, they often create a lot of negativity.

We get locked into negative ideas about who we are and how we should act. We think that personality is solid not fluid, and that our identity is fixed and we have no choice in the matter.

Well, you do. You absolutely do.

It's this idea of being allowed to change that is so critical here. You see, even the self-defining characteristics that could be construed as positive can create negativity merely by their not allowing us to evolve and change. Take the hard worker example above. Yes, being a hard worker is a positive attribute and many of us would be proud to wear that label... but what is the flip side of being a hard worker? Someone who never rests, who is stressed, who doesn't know when to quit, doesn't know how to be flexible and respond to new ideas... someone who is stuck.

Is that still a positive attribute?

The way you change these entrenched ideas is by choosing your behaviors and allowing yourself to be an actor, a *motivator*.

Chapter 2 Act! - Choosing Behaviors for Success

Take a look at the chart below. On the left are the negative choices all of us make every day. On the right, the positive. They represent the **BITE ME** attitude vs. the **HAVE A NICE DAY** attitude. Which do YOU want to manifest?:

 BITE ME!	 HAVE A NICE DAY!
NEGATIVE Attitude	POSITIVE Attitude
Focus on WEAKNESSES	Focus on STRENGTHS
PROBLEMS	SOLUTIONS
LOSSES	WINS
THE PAST	THE FUTURE
Mistakes	Successes
CAN'T DO	CAN DO
Blame / Abuse	Praise / Appreciation
Reasons	Results
Excuses	Accountability
Denial	Take Responsibility
Dishonesty & Distrust	Honesty & Truth
Corruption	Integrity
Give in / Give Up Easily	Say "NO" / Discipline
ME Focus – Selfish	WE Focus – Grateful
Punishments & Penalties – More Rules	Rewards & Celebrations – More Personal Bests
Gossip & Rumor	Facts & Truths
Amygdala Overactive	Hippocampus Active
Discipline & Pain x 1	Praise & Pleasure x 3
The House of Pain!	The House of Love!
BUG EYES	LOVE GOGGLES

How Positive Action Applies to Sales

Take a look at your own approach to the world, both as an individual and as a salesperson. Which column do you find yourself falling into more often than not? Are you manifesting the negative or the positive in life and in your work?

And why does this matter to your work in sales?

Positivity matters in sales, because people want to feel good in their sales experience. They want to feel like they're part of a positive experience. They don't want to feel like they're being manipulated, cajoled, or forced into something.

And that's exactly what negativity does. Negativity makes people uncomfortable, sends subtle (and not so subtle!) signals that you aren't to be trusted, and makes them feel like they're being taken on a ride.

If you embody positivity, on the other hand, it's infectious. It puts your clients in a good mood. It makes them feel more positive.

Your clients and prospects feel as though they are part of an *affirmational process* instead of a *destructive one*.

Avoiding negativity is not just about improving your relationship with your clients— it's also about your work itself. Negativity literally leeches productivity out of your work.

Think about it this way— when a sale that you really thought was going to happen falls through, what do you do? Do you immediately default to the negative and deflect the blame, or do you turn it into an object lesson and assess how you can learn from it moving forward?

Which approach do you think will bring you better returns in the long run?

A Winner's Mindset is a Growth Mindset

You know that comfort zone of yours... *Step outside of it!*

On the obvious level, stepping outside your comfort zone is about trying new things and expanding your horizons— something that is always a good idea when you're looking to change and grow. On a less obvious level, however, stepping outside your comfort zone is about actually *reprogramming your brain* and creating a Growth Mindset.

As Carol Dweck pointed out in her book *Mindset*, people that stay within a safety zone and maintain what she calls a “fixed mindset” have brains that actually *stagnate*. Their brains don’t create new connections or develop new pathways. They are not only figuratively stuck in one way of life, they are actually physically stuck in terms of their wiring— their brains are just less capable of exploring new options or dealing with new criteria and stimuli.

Those who pursue a “growth mindset”, on the other hand, are constantly forging new connections. By stepping outside their safety zone, they are training their minds to build new connections and encouraging what neuroscientists call “myelinisation”— the thickening of the brain’s neural connections. This means that their brains are expanding their neural network and becoming more adept at dealing with things outside their scope of experience.

Now, stepping outside your comfort zone doesn’t mean going bungee jumping or trekking in the Himalayas. Comfort zones are as diverse and unique as people themselves.

For some people, just the idea of meeting and speaking with new people can be outside their comfort zone, while for others it might just be that climb up Mount Everest.

You have to know what’s right for you. What you have to do is investigate your comfort zone. Here’s a hint: your strengths define your comfort zone... and your weaknesses probably define your scary zone. Think about it— the things that intimidate us the most are the things we just can’t do.

Instead of perceiving your scary zone as a place filled with intimidating factors, think of it as a place filled with new opportunities and new things to learn. Don’t worry, you’ve done it before; in fact, you did it for most of your life. Your entire childhood and probably your early adulthood were filled with learning moments. Thinking takes a lot of energy on many levels, so you will need to keep your energy high (we’ll discuss this in greater detail in a later chapter). It will be frustrating at first, and maybe even a bit confusing, but once you reach your “aha!” moment, it will be well worth the while.

Chapter 3

Connect! -Re-Engaging People & Turning Grumpy into Great

So, we've looked at how positivity and an optimistic attitude can be the starting point in transforming you and your approach to sales. We've also looked at how to manifest this Winner's Mindset into action. Now let's take a look at how the positivity engendered by both of these can be projected on to the people in your company and on your team.

Being a Beacon and Leading by Example

If I asked you to tell me the most essential trait in a team leader, what would you say? Smarts? Control?

How about a good attitude?

Having a good attitude— being a BEACON of positivity, optimism and tough love — is the most critical factor in being an effective manager and team leader. Let's take a look at how it works.

As we've already touched on, positivity is contagious. This mood contagion is particularly effective in a team scenario. And where does it begin? From the leader, the boss.

An effective leader is one who inspires from above. He or she doesn't drag people along or force people into place. An effective manager creates a mood that engenders productivity.

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So, how do you do that... Well, step one, avoid what I call **DBJ**— *denials, blame, and justifications*.

You've probably noticed that a lot of what we've already discussed in this book has involved honestly assessing your abilities, state of mind, etc. It is only through that kind of honesty that we can begin to really create the kind of positive, energy-boosting behavior that creates a productive and effective salesperson. Well, those same principles are at play here.

Denials, blame, and justifications are all about avoidance. They're about dishonesty. They're about shoving things aside and not addressing them... all of which these scenarios create **negativity** and **reduce performance**.

Create an example for your team by always stepping up and accepting responsibility. The trickle-down effect of this will foment a much more positive environment.

Another way in which managers and team leaders fail to lead by example (and one that they might not even be aware of) is by jumping to conclusions. Jumping to a conclusion is essentially passing judgment, or in other words, assigning blame. When issues come up that need addressing, approach things with a diplomatic tone, making gentle enquiries, such as:

- **"We seem to be having an issue with..."**
 - **"There seems to be an issue with..."**
- or**
- **"Tell me what happened..."**

The last one is particularly effective, because you're inviting a dialogue and giving a person who might otherwise be on the defensive a safe place from which to speak.

Refocusing the Conversation

Whether dealing with a trouble spot or just discussing general team principles, it is always a good idea to refocus conversations toward positive outcomes. As we discussed in the previous chapter with regards to your internal language, you will want to change the tenor of conversations on your team to one of positivity. There are several ways in which you can do this:

- **Change CAN'T to CAN** – Yes, there are some things we can't do. We cannot eliminate can't entirely. What we can do is accept it. Help people to accept what they can't do, and then *refocus* on what they can do.
- **Change FIXED to FLEXIBLE** – As we discussed a few chapters back, stepping outside your comfort zone is essential to becoming an effective individual and salesperson. Help the people around you move beyond their comfort zones and explore new areas where they can learn new skills and find out new things about themselves.
- **Change COMFORTABLE to UNCOMFORTABLE** – Sound like I got that one backwards? Not at all. This is an extension of fixed to flexible– you want to encourage the idea that “uncomfortable” is actually okay. Uncomfortable is where we start to learn. Where we start to learn is where we start to improve and build new skills.
- **Change IMPOSSIBLE to POSSIBLE** – As with transforming “can't” to “can”, there's no magic here. You're not expected to get a wand and make the impossible possible. What you can do is help people who are pessimistic about what can be done begin to see *other possibilities*. You aren't removing the impossible, you're just offering another path to get to the same end.
- **Change NEGATIVE to POSITIVE** – Encourage the same focus on positivity that you have used to transform your own approach and language. Help people understand that their attitude and their language defines how they function as a team member.
- **Change ME/YOU to WE** – Foster inclusivity and a real team mentality. You are all in this together.

Re-Engagement Techniques

So you've got a team full of positive thinkers and actors... how do you get them engaged and keep them engaged on the team?

There are several techniques that you can use to re-engage your team and help everyone on your team become a more effective team member and sales person. Let's take a look at each in turn.

Practice open leadership

– We’ve already discussed how you can use your own positivity to “trickle down” positivity to the rest of your team. Same goes for honesty and openness. By being an open and communicative leader, you create a more open and honest team. This type of positive atmosphere attracts people and allows them to turn naturally toward the team and engage.

Encourage personal goalsetting

– Setting goals for ourselves is one of the most effective ways that we have to stay on track and stay engaged in a process. Encourage your team to use individual goalsetting to keep them engaged in their own journey as a salesperson and as a member of an effective team. At the end of this section, you will find a One-Page Goal Setting Exercise. Use it to clarify your goals, as well as your focus on them.

Some great goal focusing tips include:

- ***Creating a Bucket List and Annual Goals List***
- ***Creating a Goals Picture Sheet or a Dream Poster - Use both pictures and words***
- ***Carrying your Goals List or poster in your diary or carry a wallet Goals Card***
- ***Focusing on your goals early in the morning and late at night***
- ***Placing your goals on your Car Sun Visor, Screen Saver, Fridge Door, etc.***
- ***Reviewing your progress every day***

Employ workplace goalsetting, too

– Same goes for the team as a whole. Set goals for the entire team and set goals for how you want your workplace itself to feel and function.

Be clear

– This should come naturally as an extension of practicing open leadership, but it also cannot, so make sure that you are being absolutely clear with your team about what you want to achieve. Clarify all end goals, desired outcomes, and expectations.

Focus on finding the good

– Focus yourself and your team on finding the good about your practices and your efforts as a team. Acknowledge personal bests, goals reached, and any positive achievements. And this is essential... *no matter how small*. There will always be days or periods when things aren’t going perfectly, but there is always something good to focus on, even if it is a small win.

Chapter 3

Connect! -Re-Engaging People & Turning Grumpy into Great

Share your techniques

– Share sources of knowledge with your team whom have helped you develop optimism techniques and positive behaviors. This may be books like this one, musical pieces that have inspired you, philosophies, and so on. Get creative! This process of sharing will enlighten you and the people around you.

Use re-engaging phrases

– Don't use open-ended or ambiguous phrases. Use phrases and language that focuses on the positive and optimistic. For example, instead of saying "How's things?" say "What's WORKING for you?" Below is a detailed chart breaking down some common phrases for you and how they can be transformed into positive, re-engaging phrases:

INSTEAD OF USING	SAY THIS
How's Things? How's it Going? How are You? What's Happening? What are you up to?	What's WORKING for you? What's GONE WELL today? What's the BEST THING? What are you HAPPY about?
Where are We? What are you UNHAPPY about? Why are you UPSET?	What can we CELEBRATE? What are you GRATEFUL for?
What's Happened?	What are you LOOKING FORWARD To? What's NEXT? What's the NEXT STEP?
Discussing things we CAN'T DO	What CAN we Do? What is POSSIBLE? What COULD you DO?
What's going on? What's the PROBLEM?	What SOLUTIONS and Ideas do WE have? Let's See - What CAN we Do?
I/Me & You Us/Them	We/Us

The Love Bucket Model

Another great technique I love to employ to keep staff engaged in the team and in their work is called the Love Bucket model.

What in the world is that, you say? The Love Bucket is an easy way to visualise how effective you are being in motivating and engaging your staff.



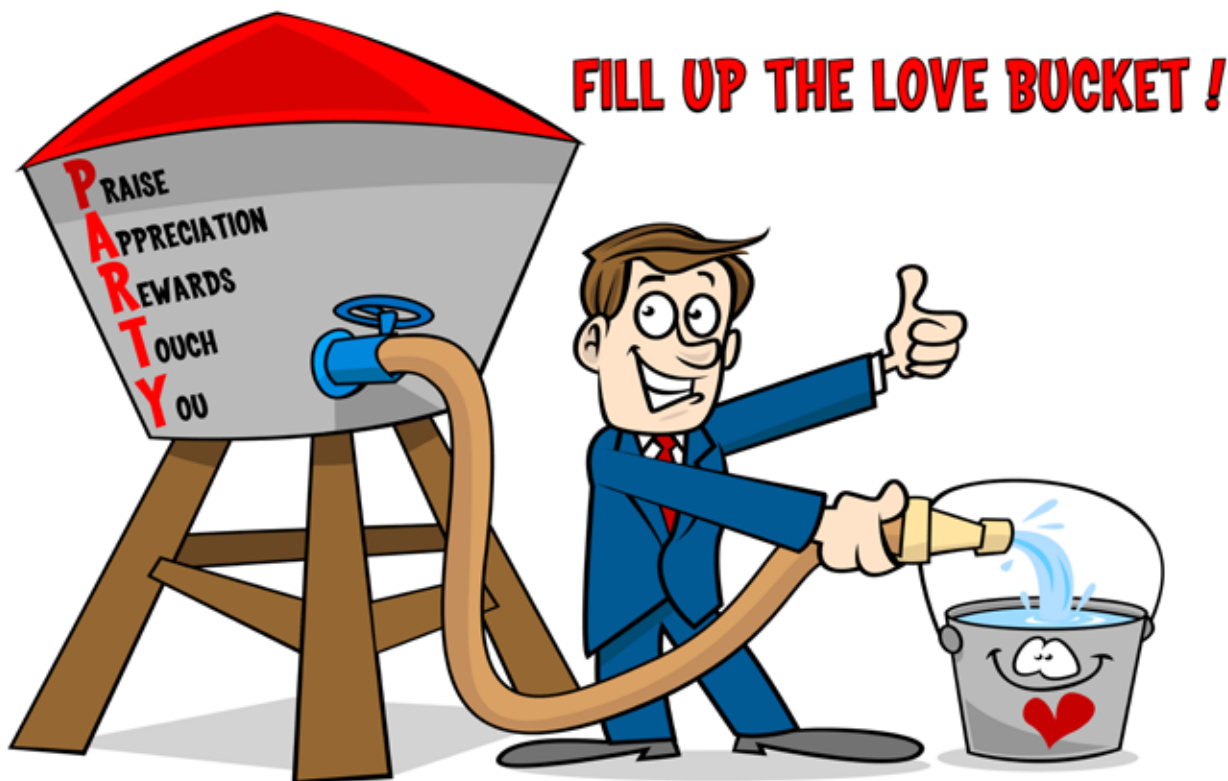
Near Empty Bucket
30% Engagement

Half Full Bucket
50-60% Engagement

Nearly Full Bucket
80%+ Engagement

When your Love Bucket is nearly empty, your staff is unengaged, lethargic and most likely working in a counter-productive way. What you want to do is fill it up, bit by bit, by employing 5 Love Languages, which encourage best practices and productivity individually and as a team.

The 5 Love Languages are: Praise, Appreciation, Rewards, Touch, & You... and, yes, that spells *PARTY!*



What does each of these involve?

- **“Praise”** is about acknowledgement. It’s about identifying your team’s efforts and their good intentions. You want to employ affirmations, positive statements that clearly state what they did that deserves praise... “You did...” and so on.
- **“Appreciation”** is about saying thanks. Yes, you can acknowledge what someone has done with Praise, but you have to go a step further and make it clear how much you personally appreciate the effort. “Thanks for...”
- **“Rewards”** is about manifesting that appreciation in a tangible way. Give your staff palpable recognition: awards, lunches, bonuses... real life results of their positive choices.
- **“Touch”** is about appropriate displays of affection— a pat on the back, a welcome hug, or even a warm hand shake. These small gestures can really help underscore your praise and appreciation.
- **“You”** is about bestowing your quality time and attention on your staff. Reward them by giving them your full attention and concern on occasion, showing that you care and that they are of value to you.

Plugging the Leaks

Despite your best efforts, sometimes your Love Bucket has leaks... and no amount of filling is going to get it to 80% engagement.

What do you do in these situations? Identify the leaks and plug them up!

■ Leak #1 – Staff’s Pain Points

One major cause of leakage can be your staff’s own pain points and difficulties in executing their responsibilities.

Keep in mind that a lot of people won’t step forward and identify their pain points openly, whether out of pride or out of fear that they’ll cause trouble for themselves. You will need to take proactive steps to identify your staff’s pain points and help them overcome them.

Use positive and engaging language that: a) *addresses the issue, or seeks to identify the issue and b) calls for action.*

- “If there was one thing we could do to help you do a better job or make your job easier, what would it be?”
- “What frustrates you and how can we prevent that from happening?”

■ Leak #2 – Negative Team Language

Avoid sarcasm, whinging, negativity, and complaining on your part... and don't let them run rampant on your team!

In some teams, sarcasm is rife. It's a pretty prevalent part of our culture and it has become acceptable in some workplaces. Don't let it overtake yours and, if it has, *eradicate it STAT*. Sarcasm is the epitome of passive-aggression and can instantly create negativity on your team.

The best thing you can do is to avoid sarcasm yourself and let the trickle-down effect transform the language of the team. Plus, if you really engage the *Praise* element of our *PARTY* above, you will take another step towards eliminating sarcasm on your team.

Positive feedback builds up a *STORE* of positivity by being Specific, Truthful, Original, Recent, and Energetic... and it's the perfect antidote to sarcasm and negativity.

- **Specific** – Be detailed in your feedback.
- **Truthful** – Stay honest! Dissembling to preserve feelings will create a feeling of distrust on a team.
- **Original** – Don't just use boilerplate HR responses- get creative and engage your own originality in spotting and sharing praise.
- **Recent** – Don't keep recycling old material. There are always new observations to be made. Make them! Keep your praise current and relevant.
- **Energetic** – Keep the energy up! We'll get into greater detail in later chapters on how to keep yourself energized, but know for now that it is essential to keeping your team in a positive frame of mind. If your energy is low, the trickle down from your own lack of enthusiasm will leave you with a lackadaisical team.

■ Leak #3 – Low Expectations

Your team's low expectations for themselves can put a serious drain on your Love Bucket. Make sure that you employ Tough Love to drive high discipline and high expectations!

Tough Love can sound like the opposite of what we've been discussing here. Remember, to be effective, Tough Love should be done with positivity, ultimately; in fact, it's the essential ingredient.

When developing a Tough Love strategy and approach, remember:

- ***You need to maintain clear expectations and high standards*** – This involves spelling out the House Rules and Code of Conduct prior to hiring and during induction. No one should be surprised by what is expected of them when working on your team.
- ***You need to give negative feedback*** – Again, approach this with positivity, defined by constructive criticism. You should be “calling it” like it is. Crucial and fierce conversations (even confrontations) are necessary at times, but the ultimate goal should not be to shame the individual, but provide greater clarity and direction for all involved.
- ***You should use documented RODs (Record of Discussions) and CADs (Corrective Action Documents)*** – Sometimes we all need backup to maintain consistency and clarity. A record of interactions is essential when dealing with a particularly divisive situation.
- ***Invoke disciplinary action when necessary*** – There will eventually come a time when someone crosses the line or doesn't respond proactively to constructive criticism. In these scenarios, it is absolutely essential that you lay down the law and invoke disciplinary actions, including warnings, loss of privileges or bonuses, and finally terminations. If you do not act, your team will view you as inconsistent and lose respect for you and the team's work.

ONE PAGE GOAL SETTING EXERCISE

SOME GOALS IN DIFFERENT AREAS OF MY LIFE INCLUDE:

Health & Fitness

Career/Business/Finance

Spiritual

Family

Personal Growth & Development

Relationships

MY TOP 3 GOALS FOR THIS YEAR ARE:

1

2

3

Chapter 4

Energize! – Managing Your Life to Up Your Energy

Managing Your Stress

What's the biggest drain on the average person's sense of well-being? I don't think any of us would be surprised if one item came up again and again— stress. Stress is the bane of almost every modern man or woman's existence. We all spend a good part of our weekdays and even our weekends worrying about countless details and dealing with hundreds of small problems.

MANAGING YOUR STRESS



Chapter 4

Energize! – Managing your Life to Up Your Energy

A lot of stress management theories have been thrown around, as a result. When it comes to managing stress, many people speak of tamping it down or even eliminating it. They picture it as this big, menacing thing that follows them around, kind of like this lion:

Stress is something that needs to be tamed is what you hear people say.

But it's not. You don't want to tame stress, you don't want stress to be minimized, and we definitely don't want it to go away.

What, you say? Here's why— there is actually an *optimal* level of stress to be found. We've all heard of "being in the zone" or "being on a roll". Well, these are **NOT** stress-free states. They are states in which stress is *optimally balanced*, and skills and abilities are closely matched with the challenges of work and life.

Some visual aids can really help translate this concept. Most people view stress as negatively correlated to productivity and happiness. That is to say, as stress goes up, performance goes down. Something that looks like this:



In other words, common knowledge says, as stress increases, productivity decreases.

But that's not true. There is such a thing as too little stress. The graphic should actually look like this:



We all understand being overstressed... when you are TOO stressed out, performance, happiness, and good health drop rapidly. You burn out, fizzle out, maybe spaz out. You are running too high in too low a gear and stressing your engine. Find ways that work for you to reduce stress. Try a holiday, rest, massage, etc.

What people don't realize is that there is actually a state of being UNDER-STRESSED. When you are under-stressed, your performance suffers just as badly as it does when you are overstressed.

Avoiding Under-Stress

The state of being under-stressed can be characterized as being bored. Ever feel more tired out when you have nothing to do? This is because you are not being stimulated and are feeling uninspired, and it's leeching away *all* your energy.

Find ways to increase challenge and excitement in your life. Set some goals or find a new challenge or something to learn. If you want to start getting in shape, set a goal to run a 5k in 6 months. If you've always wanted to learn how to paint, take a watercolor class on your day off. Don't overburden yourself, but keep yourself stimulated and engaged in every aspect of your life, not just in your work.

Your down time should be just as proactive as your work time. A lot of people see their days off or their down time as opportunity to vegetate. What this really does, though, is drain you of energy more often than not. Stay engaged with the world and your interests. You don't have to maintain a hectic schedule (or any kind of schedule, for that matter), but you do need to *apply yourself* to your recreation.

We'll get into some of the diet and exercise aspects of energizing yourself in a later section, but for now I want to make clear that you should try to avoid sedating yourself with carbohydrates. Overdosing on carbohydrates— bread, pasta, cookies, candy, etc. — can be like a dose of morphine! The brief sugar rush inevitably leads to a crash... and what comes after a crash? A big *wallow* in which you, yes, just vegetate. If you want to truly energize your life and adopt a Winner's Mindset, you don't want to be fat and comfy! Remember, we're avoiding comfort zones!

Managing Your Energy Not Time

When most people want to improve their performance, the first thing they look to is managing their time. Being efficient with time is effective, yes, but— as I've said again and again— true change only comes from controlling internal factors, not external ones.

You need to learn how to manage your **energy**, not your time.

Throughout this book we've been discussing how to UP your energy. Once you've upped your energy, however, you don't want to waste it all in one fell swoop do you? Using your energy effectively is the best way to become productive and manifest a Winner's Mindset. To understand this, we need to discuss what it means to maintain a flow state.

Going with the Flow

We touched on the flow state above when discussing stress. The flow state is a place of optimal balance. While in the stress section we were talking about balancing stimulation, or the external factors involved in an activity, here we're going to talk about balancing the focus you put into your activity, or your reaction to those external factors.

GO WITH THE FLOW !



What a flow state is, basically, is being in a state of complete concentration or absorption. The neuroscientist Mihaly Csikszentmihalyi described the flow state in his first book, *Flow: The Psychology of Optimal Experience*, as a state of concentration in which all temporal concerns fly away. Worries about self, food, time, etc. all go out the window as the individual is completely involved in a situation. This engenders intrinsic motivation, which in turn creates feelings of enjoyment, freedom, fulfillment, and skill.

Finding the balance

Effectively managing your focus to achieve a flow state works much the same as the stress management we discussed in the previous chapter. “Too little” can be just as counterproductive as “too much”; that is to say, too easy a task will shut down your productivity just as easily as too difficult a task.

In short, flow can best be described as a state where attention, motivation, and the situation at hand combine in perfect harmony. Some physical disciplines have been associated with creating a flow state including yoga, martial arts, and meditation. If nothing else, these tasks improve an individual’s ability to focus.

“The Power of Full Engagement”

One of the more effective ways of approaching these issues that I’ve seen is in a book by Jim Loehr. In this book, Loehr recognizes four types of energy: 1) physical; 2) emotional ;3) mental and ;4) spiritual.

Physical energy refers to action

Emotional energy refers to positive thinking

Mental energy refers to focus

Spiritual energy refers to having a burning desire

Action, positive attitude, focus, and a burning desire are also key ingredients for success according to Napoleon Hill’s famous book, *Think and Grow Rich*.

Loehr is into fitness, so he believes our brain needs exercise just like our biceps. For example, with regards to finding the stress balance we discussed earlier, the right level of “exercise” (i.e. the stress) is good for our brains, just like weight training is good for our muscles. And like our muscles, the brain needs periods of rest to re-energize.

Loehr describes a 3-step approach for facilitating change:

- 1) Purpose** – *find out what you want to do*
- 2) Truth** – *find out what are you doing wrong*
- 3) Action** – *take action to change it*

Following these steps will develop a ritual - something you don't have to waste energy thinking about doing since it's automatic.

Making a Big D.E.A.L. out of it

As I said earlier, physical discipline and exercise can make a big difference to your ability to boost energy, achieve flow, and become more productive. We can't forget the intrinsic link between the physical and mental— improving the way you live your physical life can't help but improve your mental life.

A great way to achieve this is by following what I call the D.E.A.L. model. The DEAL model breaks your life down into four categories:

- **Diet**
- **Attitude**
- **Exercise**
- **Lifestyle**

Pursuing the following positives in these four realms boosts your energy and can really get you into a Winner's Mindset:

<u>DIET</u>	<u>EXERCISE</u>
Drink More Water Take Multivitamins Eat More Fresh Food Eat Less Processed Food Eat Less Carbohydrates Eat More Protein	Spend Time Outdoors Spend Time at the Ocean (if possible) Walk Go to the Gym Swim Cycle BREATHE! Take a Martial Arts Class Take Yoga and/or Pilates

<u>ATTITUDE</u>	<u>LIFESTYLE</u>
Maintain a Focus on Goals Think Positive Thoughts Experience More Gratitude Experience Thankfulness Share your Appreciation Give Share Praise Dispense Rewards Pursue the 8 Paths of Happiness	Get More Sunlight Seek out Stress Relief Get More & Better Sleep Go on a Holiday Listen to Music Get a Massage Meditate Visualise Success See a Chiropractor Exercise Spend time w/Family Seek out POSITIVE Friends & Family

There are things to avoid, if possible. They can undermine all of the positives listed above. These include, but are not limited to:

- Consuming caffeine, drugs, alcohol, etc. – Stimulants like caffeine can really create an imbalance in your energy and in your ability to find that careful balance we’ve been talking about. One cup in the morning can work, but consuming more and more throughout the day in an attempt to “energize” will only leave you more tired (and dehydrated) in the end.
- Drugs and alcohol are destructive for all the reasons we already know. Like caffeine, they will also set your balance off-kilter. Try to limit your consumption to 1 or 2 relaxing drinks on occasion and never over-indulge.
- Experiencing food intolerances and allergies – Suffering from food intolerances and allergies can create digestive problems and skin problems that leave us exhausted and aggravated. You may even be experiencing food allergies without even being aware of it. If you suspect that you may have an allergy or food intolerance, consider getting yourself tested by a doctor.

- Eating candy, chocolates, and carbohydrates – We talked about this earlier, but it bears repeating. Overdosing on carbo doesn't do anybody any good! If you're a sugar junkie, quit! If you like overloading on carbohydrates when you need "comfort food", stop! Any temporary effects are outweighed by serious imbalances in the long run.
- Allowing emotions like Anger, Guilt, Revenge, and Sarcasm to take hold – As I mentioned before, negative thoughts are a slippery slope and engender bad feelings not only in you, but in everyone you interact with. Focus on eliminating emotions like Anger, Guilt, Revenge, and Sarcasm from your life and from your workplace.

Chapter 5

Unify! – Bring it Together & Be Happy

Let Go of Preconceived Notions

There are experts on everything... and there have been experts on how to be happy for decades now. The field of positive psychology is wide-ranging and adept and includes such renowned psychologists as Martin Seligman, Edward Diener, Sonja Lyubomirsky, Mihaly Csikszentmihalyi, and Daniel Kahneman.

What has come up again and again in the study of happiness is that some of the traditional assumptions we make about achieving happiness don't actually work.

Wealth, for example. Research run by Diener showed that once your needs are met by achieving a certain amount of wealth, additional wealth does very little to further enhance your happiness.

Smarts? Neither a good education nor a high IQ makes a dent, either. Daniel Goleman attributes this to our society placing too much emphasis on grades and academic achievement while avoiding issues of emotional intelligence.

Youth? Nope, doesn't cut it, either. Older people have been consistently shown to experience greater levels of contentment and fewer mood swings than the young.

Marriage? Well, it gets mixed reviews. Married people do tend to be happier than singletons, but some say this may simply be that married people were happier to begin with.

Connections in general are the key. While the jury may be out on marriage as a road to happiness, general relationships and our connections with others is *definitely* a source of happiness for most people.

A 2002 study conducted by Diener and Seligman found that “the most salient characteristics shared by the 10% of students with the highest levels of happiness and the fewest signs of depression were the strong ties to family and friends and commitment to spending time with them”.

8 Ways to Reach Happiness

Lyubomirsky offers eight recommendations for achieving a life filled with satisfaction. As you review this list it may be helpful to ask, “To what extent am I engaged in the activities she suggests?” As an extension of that, ask yourself, “If I am not currently practicing these activities, what realistic steps can I take to do so?”

■ 1. Count your blessings

Research indicates that when individuals record on a regular basis two or three things for which they are grateful, they experience greater optimism, connectedness to others, and more peaceful sleep. In our frenetic world, we can easily get caught up with pressures, stresses, and negativity and fail to appreciate the good things in our lives... something as simple as a child or grandchild giving us a hug, a boss writing us a note of appreciation, a friend taking the time to send us an email with a series of jokes, or a spouse saying, “I love you”. Ask yourself, what are you grateful for?

■ 2. Practice acts of kindness

Occasions when people are asked to help others (e.g., tutor a younger child; assist in the secretary’s office; pass out the handouts) led to boosted self-esteem. There appears to be an inborn desire to provide support and assistance to others, a desire that lasts a lifetime. For instance, elderly people who are actively involved in helping others have been found to lead more meaningful, longer lives.

■ 3. Savor life's joys and reduce distractions – Be truly present

We live in a world bombarded with technology that pervades all aspects of our life. Don't let technology interfere with enjoying the moment. Must a meal at a restaurant with close friends or playing with one's child be interrupted by answering a mobile phone call or checking email? Must people be on a mobile phone while jogging? Or must the television be on while your family is eating dinner? Distractions such as these lessen our enjoyments. *Pay more attention.*

■ 4. Thank a mentor

How many people ever wrote to one of their favorite teachers to offer words of appreciation? Many have not. It will not only be a gift to that teacher, but to themselves as well. After thanking a person who has enriched their lives, people report that doing so helped them to feel more satisfied and happy. Think about a significant person in your life (it could be a mentor, a friend, a relative) and write that individual a note of appreciation. Take careful note of the feelings that are generated.

■ 5. Learn to forgive

The topic of forgiveness is receiving increasing attention, especially within the field of positive psychology. A major feature of forgiving is to ensure that our lives not be dominated by intense anger and thoughts of revenge. We must appreciate that while we may not have had control over hurtful actions, we have more choice than we realize in determining our response to the negative behavior of others. Let it go, move on, and get over it.

■ 6. Invest time and energy in friends and family

In the book *The Power of Resilience*, Sam Goldstein highlights the importance of connections in promoting a resilient lifestyle. Unfortunately, many people do not devote the necessary time to nurture significant relationships. They tell me that they want to build these relationships, but that other commitments, especially work-related, interfere with their being able to do so. It is little wonder that they experience anxiety and depression, since they are not living a life in concert with what they say they value. Build in more time with your spouse, children, and friends. When we set as a priority the strengthening of our relationships, it is possible to accomplish. Read *The Power of Less* by Leo Babauta for more ideas.

■ 7. Take care of your body

Proper diet and exercise is critical, especially in light of the rise of obesity and health issues (e.g., diabetes). Health care experts have used the word “epidemic” to describe the number of children, adolescents, and adults who fail to exercise, who rely on junk foods and eat a poorly balanced diet, and who are very overweight. Choosing to walk rather than drive one’s car to a nearby destination, to climb some steps instead of taking the elevator, or to spend a half-hour taking a stroll rather than watching television are excellent places to begin. Proper exercise and diet will lead to weight loss, a better sense of oneself, and a feeling of control over one’s life - all important ingredients in promoting satisfaction and happiness.

■ 8. Develop strategies for coping with stress and hardships

Leading a resilient lifestyle does not imply the absence of problems and stresses, but rather that when hardships arise, the person has developed effective ways of coping. A man with a pressure filled job learned to meditate for a few minutes in the morning and afternoon and reported being better able to handle his work demands. The key factor is to be proactive rather than reactive by developing a wide range of coping strategies. When we feel in command of our emotions and behaviors, we are more inclined to experience contentment.

Concluding Thoughts

I hope you've found everything in this book helpful—I know that I always have. Moving forward, remember to maintain openness and clarity in your endeavors. Elaborate on your work here by continuing to study the positive aspects of life such as empathy, caring, compassion, altruism, integrity, forgiveness, spirituality, and humor. This will help you to expand your notions of success and continue to identify those factors that contribute to happiness, optimism, and resilience.

Some works that I've found particularly inspiring:

- ***The Silva Method or Sonoma Method – Google it!***
- ***Study Spiral Dynamics – Claire Graves puts things in perspective***
- ***Read about philosophy – try Alain Botton***
- ***Read ancient philosopher Seneca's letter "On the shortness of life" – Google it***

Take your Time

Remember, this won't happen overnight! It takes 6 to 8 weeks of diligent effort and focus to change a habit. You will need to commit yourself and maintain focus to incorporate real change and truly begin manifesting a Winner's Mindset. At first, just fake it until you make it! And when things click into place and you begin living, breathing and acting on the Winner's Mindset, you'll know it!



David Staughton

AUTHOR | SPEAKER | CONSULTANT

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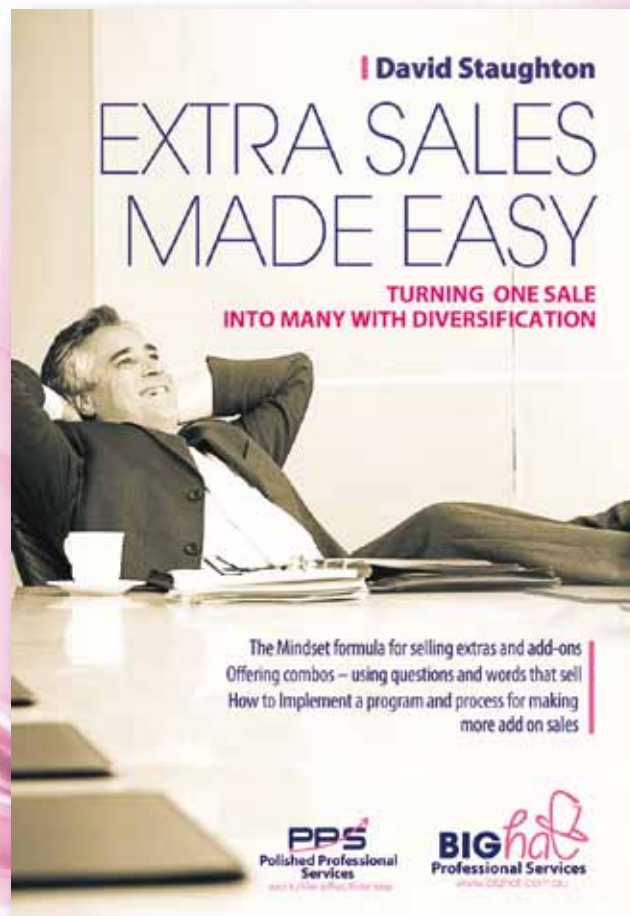
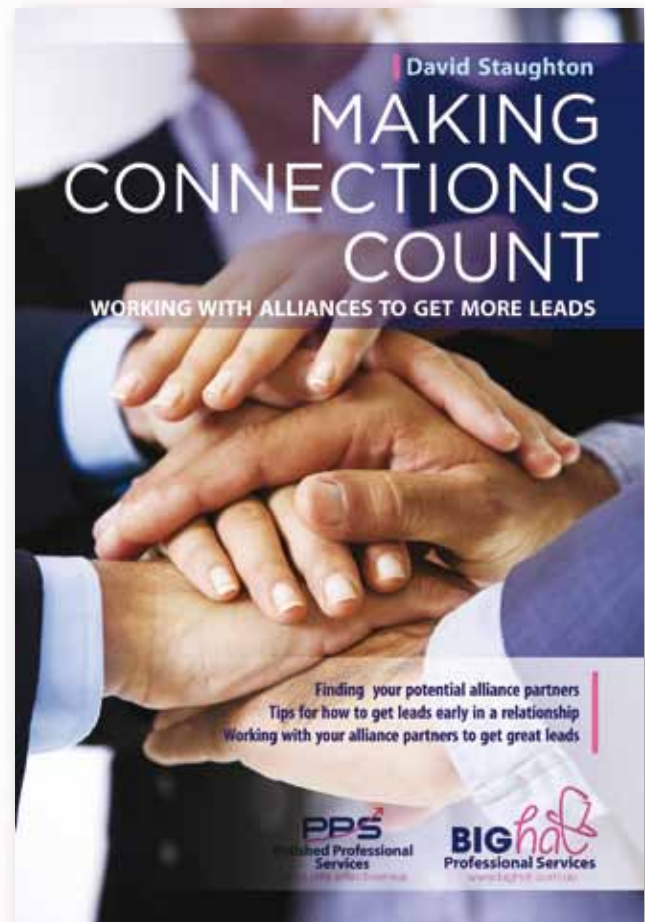
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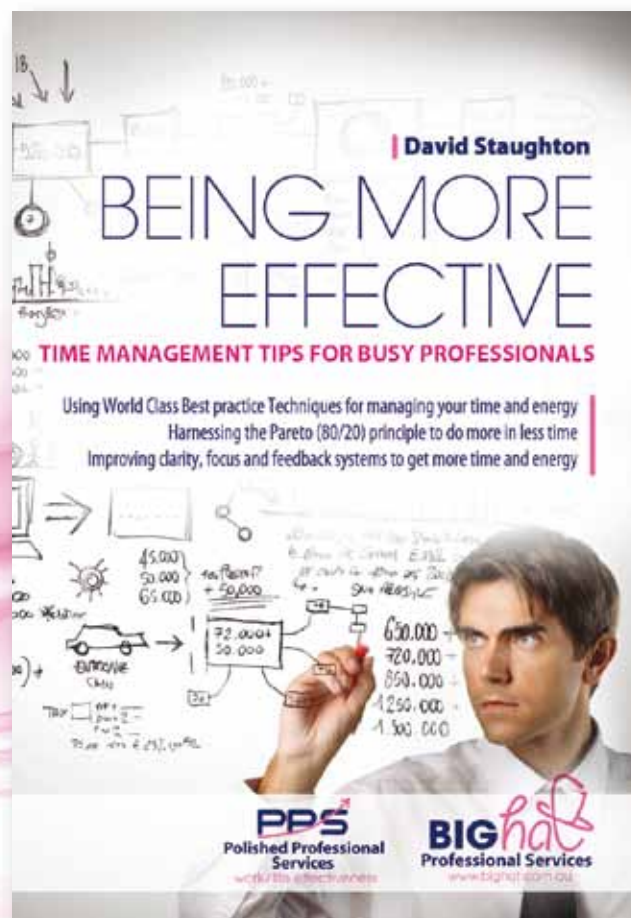
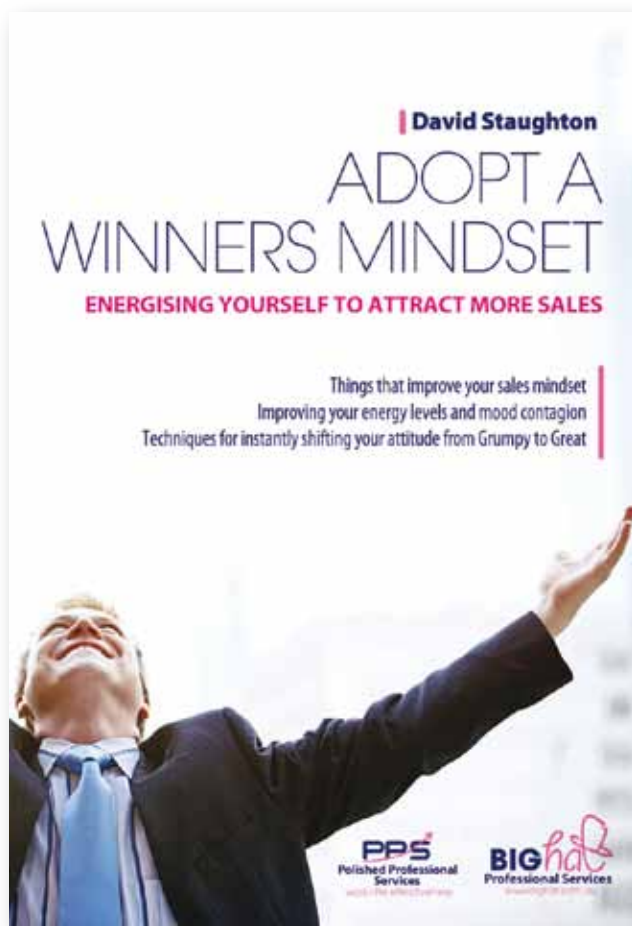
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