

Stockholm, Sweden | October 5, 2017

# Leadership Day



Stockholm, Sweden | October 6, 2017

# Sales Mastery Day



# BRIAN TRACY

## BRIAN TRACY – Speaker • Trainer • Author

**B**rian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. He is among the top speakers, trainers and seminar leaders in the world today.

Brian Tracy has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the U.S., Canada and 82 other countries worldwide. As a keynote speaker and seminar leader, he addresses more than 250,000 people each year.

He has studied, researched, written and spoken for 35 years in the fields of economics, history, business, philosophy and psychology. He is the top selling author of 80 books that have been translated into 42 languages.

Brian has written and produced more than 1000 audio and video learning programs, including the worldwide, best-selling *Psychology of Achievement*, which has been translated into 28 languages.

He speaks to corporate and public audiences on the subjects of Personal and Professional Development, including the executives and staff of many of the world's largest corporations. His entertaining seminars and workshops on Leadership, Strategy, Sales, Goals, Creativity and Success

Psychology bring about immediate changes and long-term results. His “2-Day MBA” transforms business owners and companies.

Prior to founding his company, Brian Tracy International, Brian was the Chief Operating Officer of a \$265 million dollar development company. He has had successful careers in sales and marketing, investments, real estate development and syndication, importation, distribution and management consulting.

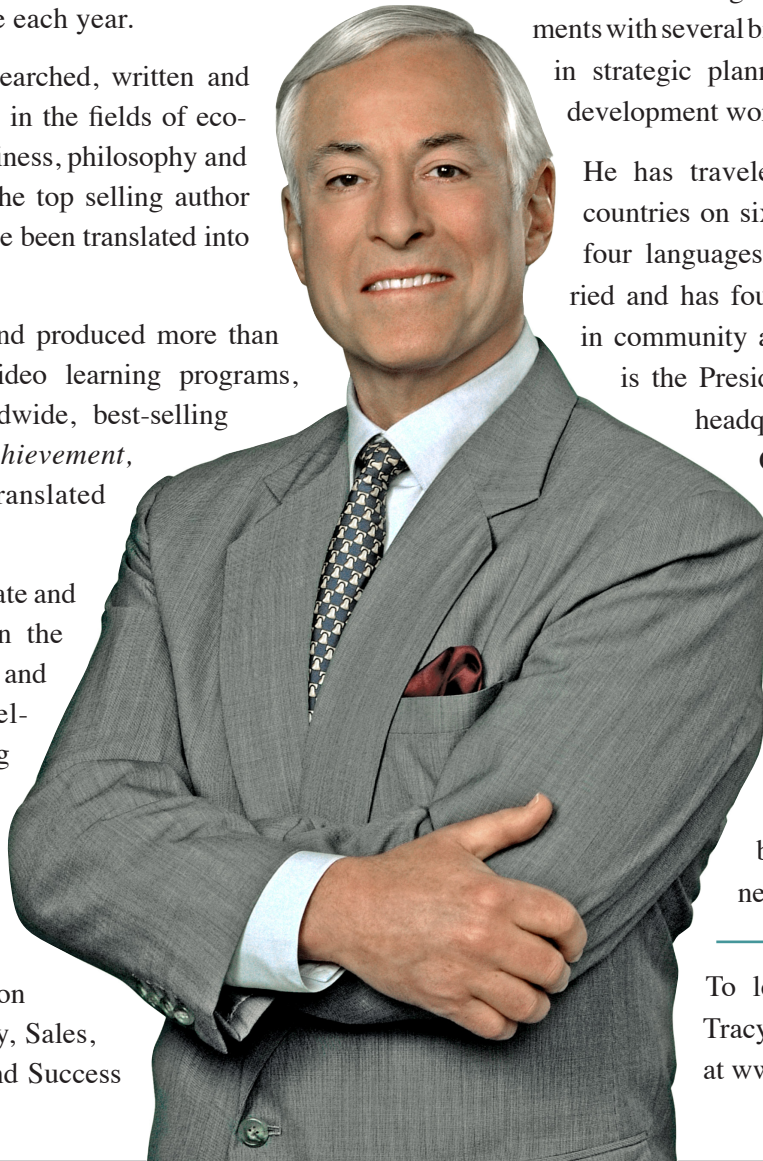
He has conducted high level consulting assignments with several billion-dollar corporations in strategic planning and organizational development world-wide.

He has traveled and worked in 122 countries on six continents, and speaks four languages. Brian is happily married and has four children. He is active in community and national affairs, and is the President of three companies headquartered in San Diego, California.

Brian is the president of Brian Tracy International, an internet based company that helps businesses of all sizes increase their sales and profitability by implementing the best practices of top businesses worldwide.

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To learn more about Brian Tracy, please visit his website at [www.briantracy.com](http://www.briantracy.com).



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# Leadership Day

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PART ONE  
**UNLOCKING YOUR POTENTIAL**

**NOTES**

You have more potential than you could use in 100 lifetimes.

Your great responsibility is to unlock the potential that already resides within you.

1. What is the most valuable, important, highest-paid work you do?

Answer: \_\_\_\_\_ **THINKING** \_\_\_\_\_ !

Reason: \_\_\_\_\_ **CONSEQUENCES** \_\_\_\_\_

a) Fast vs. \_\_\_\_\_ **SLOW** \_\_\_\_\_

b) Short-term vs. \_\_\_\_\_ **LONG-TERM** \_\_\_\_\_

2. What is your most valuable financial asset?

Answer: Your \_\_\_\_\_ **EARNING ABILITY** \_\_\_\_\_

Your ability to get \_\_\_\_\_ **RESULTS** \_\_\_\_\_  
that someone will pay for.

3. What is your most precious resource?

Answer: Your \_\_\_\_\_ **TIME** \_\_\_\_\_ —  
all you have to trade.

4. What is the best investment of your  
\_\_\_\_\_ **TIME** \_\_\_\_\_ and money?

Answer: Increase your \_\_\_\_\_ **EARNING** \_\_\_\_\_  
\_\_\_\_\_ **ABILITY** \_\_\_\_\_ .

5. What is the most important part of today?

What you do \_\_\_\_\_ **AFTERWARDS** \_\_\_\_\_ !

a) Leadership is \_\_\_\_\_ **ACTION** \_\_\_\_\_  
not position;

b) Ask: "What is my next \_\_\_\_\_ **ACTION** \_\_\_\_\_ ?"

c) Move quickly: develop a sense of  
\_\_\_\_\_ **URGENCY** \_\_\_\_\_ .

There are no limits to what you can accomplish when  
you unlock the power of your mind.

## NOTES

PART TWO

# SIX WAYS TO DOUBLE YOUR PRODUCTIVITY

## NOTES

1. **CLARITY** : Take some time to develop absolute clarity about your goals and priorities.

a) What are you trying to do? \_\_\_\_\_

\_\_\_\_\_

b) How are you trying to do it? \_\_\_\_\_

\_\_\_\_\_

c) Could there be a better way? \_\_\_\_\_

\_\_\_\_\_

2. Practice the Law of **THREE** = 90% of your value:

a) \_\_\_\_\_

b) \_\_\_\_\_

c) \_\_\_\_\_

**Rule:** Do fewer things; do more valuable things; do them more of the time; and get better at each one.

3. Make a **LIST** of everything you have to do:

- a) Daily list: the **NIGHT** before;
- b) Apply the **80/20 RULE** to your list;
- c) Determine your most **IMPORTANT** task.

4. **The Law of Forced EFFICIENCY** :

There is always enough time to do the most important things.

a) What is the most important **WORK** you do?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

b) What are the most important **RESULTS FOR** which you are responsible?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

## NOTES

## NOTES

c) What can you, and only you do, that if done well will make a real **DIFFERENCE** ?

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5. Increase your productivity – four ways:

a) Work **FASTER** .

b) Work **HARDER** .

c) Work **LONGER** .

d) Do more **IMPORTANT** things.

6. **SINGLE-HANDLING** –  
the key to high productivity:

a) Select your most important **TASK** .

b) Start work on it immediately.

c) Concentrate **100%** until that task is complete.



## Action Commitment

What *one action* are you going to take immediately as a result of what you have learned in this session?

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## NOTES

PART THREE

# SEVEN RESPONSIBILITIES OF LEADERSHIP

## NOTES

There are seven essential leadership skills for success in business:

1. Set and achieve business \_\_\_\_\_ **GOALS** \_\_\_\_\_ .
  - a) Be \_\_\_\_\_ **SPECIFIC** \_\_\_\_\_ about your goals, especially your financial goals.
  - b) Set \_\_\_\_\_ **STANDARDS** \_\_\_\_\_ , measures, metrics for each goal.
  - c) Set schedules and \_\_\_\_\_ **DEADLINES** \_\_\_\_\_ for key goals.
2. Innovate and \_\_\_\_\_ **MARKET** \_\_\_\_\_ – the only ways to increase customer satisfaction.
  - a) Identify your most important \_\_\_\_\_ **CUSTOMERS** \_\_\_\_\_ .
  - b) Continually seek better, faster, cheaper ways to \_\_\_\_\_ **SERVE** \_\_\_\_\_ them.
3. Solve \_\_\_\_\_ **PROBLEMS** \_\_\_\_\_ and make decisions.

## NOTES

- a) The key measure of **EFFECTIVENESS** \_\_\_\_\_ ;
- b) Focus on the **SOLUTION** \_\_\_\_\_ ;
- c) Continually ask, “What is my **NEXT ACTION** \_\_\_\_\_ ?”
4. Set priorities and work on **KEY TASKS** \_\_\_\_\_ .
- a) Always work from a **LIST** \_\_\_\_\_ ;
- b) Apply the **80/20 RULE** \_\_\_\_\_ to your activities;
- c) Do the **MOST IMPORTANT** \_\_\_\_\_ first.
5. Focus and **CONCENTRATE** \_\_\_\_\_ in those areas where superior results are possible.
- a) Identify the one result that would have the **GREATEST IMPACT** \_\_\_\_\_ on your business;
- b) **CHOOSE YOUR TASK** \_\_\_\_\_ – If you could only do one thing all day long?
- c) Concentrate **SINGLE MINDEDLY** \_\_\_\_\_ on your most important task.

# NOTES

6. **LEAD-BY-EXAMPLE** \_\_\_\_\_

be a role model to others.

a) The leader sets **THE STANDARD** \_\_\_\_\_  
for everyone else;

b) Imagine everyone is **WATCHING** \_\_\_\_\_  
you;

c) Ask, “What kind of a company would  
**MY COMPANY BE** \_\_\_\_\_  
if everyone in it was just like me?”

7. Perform and **GET RESULTS** \_\_\_\_\_

– the key to success.

a) What **RESULTS** \_\_\_\_\_  
are expected of you?

b) If you could only get **ONE RESULT** \_\_\_\_\_,  
what would it be?

What *one action* are you going to take immediately  
as the result of what you have learned in this session?

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## PART FOUR

**SEVEN KEY RESULT AREAS OF LEADERSHIP**

There are seven key activities that leaders practice to achieve excellent results:

**NOTES**

1. \_\_\_\_\_ **PLANNING** \_\_\_\_\_ – determining exactly what is to be done.

a) Set clear, specific \_\_\_\_\_ **GOALS** \_\_\_\_\_ .

b) Make them \_\_\_\_\_ **MEASURABLE** \_\_\_\_\_ .

c) Set \_\_\_\_\_ **SCHEDULES** \_\_\_\_\_ and deadlines.

2. \_\_\_\_\_ **ORGANIZING** \_\_\_\_\_ – assembling the people and resources necessary to carry out the plans.

a) Identify the \_\_\_\_\_ **KEY PEOPLE** \_\_\_\_\_ and talents required.

b) Determine the \_\_\_\_\_ **MONEY** \_\_\_\_\_ and resources required.

## NOTES

c) Decide upon the \_\_\_\_\_ **STRUCTURE** \_\_\_\_\_  
for maximum efficiency.

3. \_\_\_\_\_ **STAFFING** \_\_\_\_\_ – recruiting  
and hiring the right people to perform the  
key tasks.

a) \_\_\_\_\_ **95%** \_\_\_\_\_ of your success is  
determined by your people.

b) The manager's output is the output of the  
\_\_\_\_\_ **TEAM** \_\_\_\_\_ .

c) Take the time to \_\_\_\_\_ **HIRE** \_\_\_\_\_  
\_\_\_\_\_ **CAREFULLY** \_\_\_\_\_ and well.

4. \_\_\_\_\_ **DELEGATION** \_\_\_\_\_ – assigning the  
right tasks to the right people in the right way.

a) What is \_\_\_\_\_ **THE TASK** \_\_\_\_\_  
to be accomplished?

b) Who is the \_\_\_\_\_ **IDEAL PERSON** \_\_\_\_\_  
to do it?

c) Establish standards, measures and  
\_\_\_\_\_ **SCHEDULES** \_\_\_\_\_ .



## NOTES

5. **SUPERVISING** —

assuring that the work is done on time to required standards.

- a) Delegation is not **ABDICATION** .
- b) Inspect what you **EXPECT** .
- c) Set up a regular schedule for **REPORTING** .

6. **MEASURING** —

set standards of performance, metrics, for important business tasks.

- a) What gets measured, gets **DONE** .
- b) If you can't measure it, you can't **MANAGE IT** .
- c) Determine how you will **RECOGNIZE** excellent performance.

7. **REPORTING** —

making sure that all the key people are informed about progress and results.

## NOTES

- a) Keep your boss           **INFORMED**           – visual vs. auditory.
  
- b) Keep your staff informed –           **REGULARLY**           .
  
- c) Practice the “           **NO SURPRISES**           ” principle.

What *one action* are you going to take immediately as the result of what you have learned in this session?

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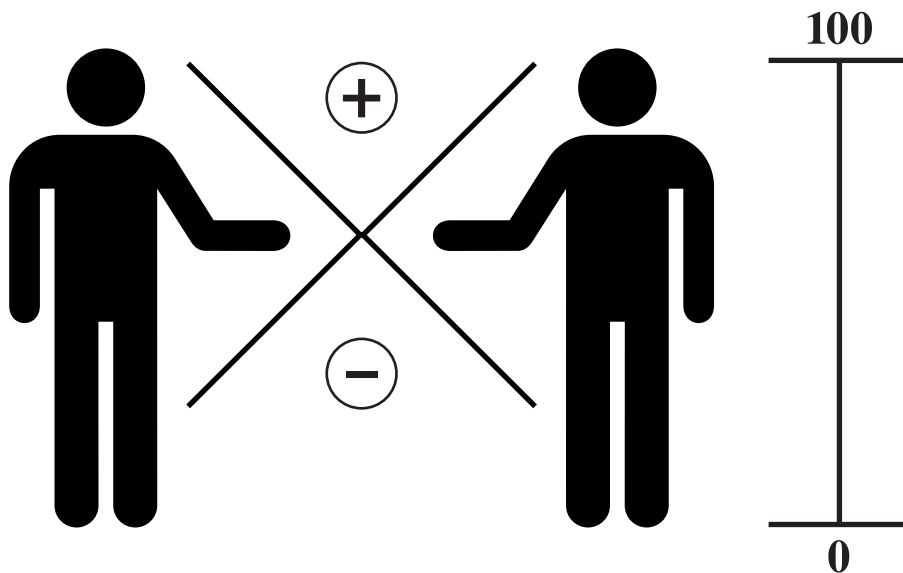
## PART FIVE

# MOTIVATING PEOPLE TO TOP PERFORMANCE

Your people/staff are your most important and expensive asset. Your job is to achieve the very best results for yourself and your company by motivating each person to perform at his best.

## NOTES

### 1. The Interaction Model of Performance



The manager is the single most powerful  
EXTERNAL influence on performance.

2. The most powerful INTERNAL  
 factor that determines performance is the  
 person's level of SELF-ESTEEM.

## NOTES

There are five behaviors you can practice to build self-esteem in your staff:

- a) \_\_\_\_\_ **ACCEPTANCE** \_\_\_\_\_ – always be kind, courteous, accepting;
- b) \_\_\_\_\_ **APPRECIATION** \_\_\_\_\_ – Express gratitude for everything they do;
- c) \_\_\_\_\_ **ADMIRATION** \_\_\_\_\_ – For qualities, accomplishments, possessions;
- d) \_\_\_\_\_ **APPROVAL** \_\_\_\_\_ – regularly, for small and large achievements;
- e) \_\_\_\_\_ **ATTENTION** \_\_\_\_\_ – listen to them closely when they want to talk.

3. Communicate clear \_\_\_\_\_ **EXPECTATIONS** \_\_\_\_\_ :

- a) What \_\_\_\_\_ **EXACTLY** \_\_\_\_\_ do you want them to do?
- b) \_\_\_\_\_ **WHEN** \_\_\_\_\_ do you want them to do it?

**NOTES**

c) How will you measure, reward  
**SUCCESS** \_\_\_\_\_ ?

4. Practice **PARTICIPATIVE** \_\_\_\_\_  
management;

a) Invite, encourage question,  
**DISCUSSIONS** \_\_\_\_\_  
about the work;

b) Keep them **FULLY INFORMED** \_\_\_\_\_  
about activities;

c) Your job is to instill a feeling of  
**OWNERSHIP** \_\_\_\_\_ in each person.

5. Encourage **INNOVATION** \_\_\_\_\_ and  
creativity:

a) Invite **SUGGESTIONS** \_\_\_\_\_  
for improvement;

b) Allow people to try **NEW IDEAS** \_\_\_\_\_ ;

c) Give praise and **REWARDS** \_\_\_\_\_  
for good ideas.

## NOTES

6. Be a                   **MENTOR**                   to your staff:

a) Give them                   **ADVICE**                  ,  
direction;

b) Take an                   **INTEREST**                    
in their futures;

c) Share your experience,                   **WISDOM**                    
with them.

7. Practice the three keys to                   **MOTIVATION**                    
every day:

a)                   **RECOGNITION**                   – for small  
and large successes;

b)                   **REINFORCEMENT**                   –  
of behaviors you want repeated;

c)                   **REWARDS**                   – both tangible  
and intangible.



**Summary:** Practice the Golden Rule with your staff.  
Treat them the way you would like to be treated.

Treat your staff as if they were your children. Be kindly, patient, understanding.

What **one action** are you going to take immediately as a result of what you have learned in this session?

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## NOTES

PART SIX  
**EFFECTIVE DELEGATION**

**NOTES**

1. Manager's job is to get the           **MAXIMUM**            
          **RETURN**           on company's investment in people.
  - a) Average person works at           **50**           % of capacity;
  - b) Manager's job is to           **GROW**           people;
  - c) Delegation is how you maximize the           **POTENTIAL**           of your staff.
  
2. The           **STARTING**           point of delegation.
  - a)           **THINK**           through the job;
  - b) Set standards of           **PERFORMANCE**           ;
  - c) Determine a           **SCHEDULE**           — and deadline.
  
3. Level of           **EXPERIENCE**           — determines methods of delegation.

## NOTES

- a) Low level =           **HANDS ON**           ;
- b) Medium level =           **MBO**           ;
- c) High level =           **EASY INTERACTION**          .
4. The           **PROCESS**           of effective delegation.
- a) Choose the right           **PERSON**           ;  
match the requirements of the job to the  
          **SKILLS**           of the person;
- b) Delegate           **GRADUALLY**          , with  
smaller tasks, to build           **CAPACITY**            
and confidence;
- c) Delegate the           **WHOLE TASK**           ;  
100% responsibility is a major motivator  
of performance;
- d) Delegate           **SPECIFIC RESULTS**          ,  
outcomes; make them measurable;
- e) Delegate with           **PARTICIPATION**            
and discussion;
- Explain,           **AGREE**          ,  
what and why.

## NOTES

- f) Delegate           **AUTHORITY**            
over resources commensurate with  
responsibility;
- g) Leave the subordinate           **ALONE**           ;  
don't take the job           **BACK**           ;
- h) Set clear           **DEADLINES**           ,  
sub-deadlines.

5. Delegate           **DECISION-MAKING**            
and problem-solving.

- a)           **DEFINE**           the problem  
clearly – in writing;
- b) Determine           **CAUSES**           /           **REASONS**            
for problem;
- c) Identify possible           **SOLUTIONS**            
to problem;
- d) Select           **BEST POSSIBLE SOLUTION**            
and implement.

6. You always have                     **TWO CHOICES**                      
with every task.

a) Do it                     **YOURSELF**                     ;

b) Have                     **SOMEONE ELSE**                     do it;

Which is it going to be?

## NOTES

PART SEVEN

# ACHIEVING SELF-REALIZATION AND SUCCESS IN BUSINESS AND IN LIFE

## NOTES

1. Your \_\_\_\_\_ **HAPPINESS** \_\_\_\_\_ should be your chief aim in life.
2. Fully 85% of your happiness comes from your \_\_\_\_\_ **RELATIONSHIPS** \_\_\_\_\_ with other people.
3. Practice \_\_\_\_\_ **MODERATION** \_\_\_\_\_ in all things: You need balance between your work and family to be happy.
4. To achieve balance, begin with your \_\_\_\_\_ **VALUES** \_\_\_\_\_ .  
What is really important to you?
5. Describe your ideal \_\_\_\_\_ **LIFESTYLE** \_\_\_\_\_ ;  
what ingredients or factors would make you the most happy? \_\_\_\_\_  
\_\_\_\_\_



**NOTES**

6. A feeling of stress and dissatisfaction arises when your activities are not **CONGRUENT** with your values.

7. To do **MORE** of one thing, you must do **LESS** of something else.

What should you be doing **MORE OF** ?

What should you be doing **LESS OF** ?

\_\_\_\_\_

8. Treat your time like **MONEY**; how can you best spend it to achieve maximum happiness and satisfaction? \_\_\_\_\_

9. Set **PEACE OF MIND** as your highest goal, and organize your time and your life around it; \_\_\_\_\_

\_\_\_\_\_

10. The key to balance; do just **TWO THINGS** – work and family;

11. Rule: “Work all the time you **WORK** .”

## NOTES

Don't waste time. When you begin work, do nothing else until the work is COMPLETE .

12. When you are with your family, concentrate on your family 100% of the time.

13. Limit and restrict TELEVISION , newspapers, and outside activities.

Remember the Law of the EXCLUDED Alternative.

14. Spend unbroken CHUNKS OF TIME with the most important people in your life;

15. Rule: It is QUANTITY of time at home and QUALITY of time at work that makes all the difference.

*Action Exercise:* What one action are you going to take immediately as a result of what you have learned in this seminar?

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PART ONE

# SEVEN QUALITIES OF TOP ACHIEVERS

## NOTES

1. The 80/20 Rule applies to success and achievement.
  - a) Psychological portion – **80%**
  - b) Method and technique – **20%**
  
2. Top achievers are **AMBITIOUS** ; they see themselves capable of being the best.
  - a) Goal? Join the **TOP 10%** .
  - b) Pay any price to **BE THE BEST** .
  
3. They are **COURAGEOUS** ; they confront the fears that hold most people back.
  - a) Fear of **FAILURE** –  
“Do the thing you fear.”
  - b) Fear of **REJECTION** –  
“Rejection is not personal.”

**NOTES**

4. They are **COMMITTED** ;  
they believe in three things.
- a) They believe in their **PRODUCT** /  
**SERVICE** .
  - b) They believe in their **CUSTOMERS** .
  - c) They believe in **THEMSELVES** .
5. They are professional; they see themselves  
as **CONSULTANTS** ,  
not salespeople.
- a) They see themselves as **PROBLEM** -  
**SOLVERS** .
  - b) They see themselves as **ADVISORS** .
  - c) They make **RECOMMENDATIONS** .
6. They are **PREPARED** ;  
they carefully review every detail before every  
sales call.

## NOTES

7. They dedicate themselves to continuous personal and professional development.
  - a) They       **READ**       30-60 minutes per day.
  - b) They listen to       **AUDIO**        
      **PROGRAMS**       in their car.
  - c) They attend       **SEMINARS**        
four times each year.
  
8. They are       **RESPONSIBLE**       ;  
they see themselves as the presidents of their own business.
  - a) They are responsible for       **RESULTS**       .
  - b) They are responsible for       **QUALITY**       .
  - c) They are responsible for  
      **PROFITABILITY**       .

PART TWO

## WHY PEOPLE BUY

1. Define your product or service in terms of what it does to change or improve the life or work of your customer:
  - a) What \_\_\_\_\_ **CHANGE** \_\_\_\_\_ does your product or service make in the life or work of your customer?
  - b) How does your product or service \_\_\_\_\_ **IMPROVE** \_\_\_\_\_ the life of your customer?
  - c) How does your product or service \_\_\_\_\_ **TRANSFORM** \_\_\_\_\_ the life or work of your customer?
  
2. Customers buy to improve their lives in some way:
  - a) What \_\_\_\_\_ **PROBLEM** \_\_\_\_\_ does your product solve?
  - b) What \_\_\_\_\_ **NEED** \_\_\_\_\_ does your product satisfy?

## NOTES

## NOTES

c) What \_\_\_\_\_ **GOAL** \_\_\_\_\_ does your product help your customer achieve?

d) What \_\_\_\_\_ **PAIN OR WORRY** \_\_\_\_\_ does your product remove for your customer?

3. Competitive advantage is the key to successful selling:

a) In what way is your product \_\_\_\_\_ **SUPERIOR TO** \_\_\_\_\_ your competition?

b) What is your area of \_\_\_\_\_ **EXCELLENCE** \_\_\_\_\_ in your product or service?

c) What is your " \_\_\_\_\_ **UNIQUE** \_\_\_\_\_ selling proposition?"

4. Who is your \_\_\_\_\_ **IDEAL** \_\_\_\_\_ customer – The customer who buys from you the easiest?

a) **DEMOGRAPHICS:** What are the ages, education, income, occupation, location, and family of my ideal customer?



**NOTES**

- b) **PSYCHOGRAPHICS:** What are the desires, fears, ambitions, previous experiences, hopes, and dreams of my ideal customer?
5. What are the reasons for buying or not buying:
- a) KEY \_\_\_\_\_ **BENEFIT** \_\_\_\_\_ :  
That the customer desires?
- b) KEY \_\_\_\_\_ **FEAR** \_\_\_\_\_ :  
That holds the customer back?
6. Who are the customers where you should \_\_\_\_\_ **FOCUS** \_\_\_\_\_ your selling activities?
7. Four \_\_\_\_\_ **QUESTIONS** \_\_\_\_\_ each business customer has about spending:
- a) How much do I pay?
- b) How much do I receive in return?
- c) How soon do I receive this benefit?
- d) How sure can I be that I will enjoy this benefit?

PART THREE

## SELLING HIGHER-PRICED PRODUCTS/SERVICES AGAINST LOWER-PRICED COMPETITION

### NOTES

Price is seldom the reason that the customer buys or refuses to buy.

1. Price arises early in almost every sale of importance:
  - a) Price is an important issue, but it is only one of SEVERAL issues;
  - b) 94% of sales are determined by issues other than price;
  - c) Only 6% of sales are based SOLELY on price, and these are for commodities;
  - d) Even commodities can be DIFFERENTIATED in price from each other, like gasoline;
  - e) The key job of the salesperson is to DIFFERENTIATE his or her product or service from the competition.

2. There are eight factors that are more important than price when it comes to making a buying decision:

- a) **QUALITY** — the reputation for excellence in comparison with other products available; \_\_\_\_\_
- b) **UTILITY** — the suitability, conformance to the customer's standards and requirements; something the customer can use easily; \_\_\_\_\_
- c) **DELIVERY** — fast, dependable, predictable; \_\_\_\_\_
- d) **INSTALLATION** — security, worry-free, time-saving; \_\_\_\_\_
- e) **SERVICE** — helpfulness, speed, dependability; \_\_\_\_\_
- f) **TERMS** — simplicity, down payments, billing, interest rate; \_\_\_\_\_

## NOTES

# NOTES

g) **FOLLOW-UP SUPPORT** \_\_\_\_\_ —  
trouble-free ownership; \_\_\_\_\_

h) **RESPONSIVENESS** \_\_\_\_\_ —  
fast repairs, assistance, regular call-backs.  
\_\_\_\_\_

3. You must develop an ongoing strategy for winning the **PRICE WARS** \_\_\_\_\_ in your market:

a) Offer an **EASY** \_\_\_\_\_, problem-free relationship; \_\_\_\_\_

b) Emphasize reliability and **DEPENDABILITY** \_\_\_\_\_ ;  
\_\_\_\_\_

c) Be consistent and predictable at all times;  
\_\_\_\_\_

d) React **QUICKLY** \_\_\_\_\_ to the needs and concerns of the customer;

e) Give **SHORT** \_\_\_\_\_ delivery times, emphasize speed;

## NOTES

- f) Demonstrate your knowledge, competence — be a **CONSULTANT** \_\_\_\_\_ and advisor to the customer;
  
- g) Make regular, predictable sales calls and follow-ups; \_\_\_\_\_
  
- h) Offer total product/service line, **ONE-STOP** \_\_\_\_\_ shopping with you and your company;
  
- i) Explain the exact **REASONS** \_\_\_\_\_ for your prices, the breadth and depth of your quality, service; *“This costs more because...”* \_\_\_\_\_  
 \_\_\_\_\_
  
- j) Offer technical education, **BACK-UP** \_\_\_\_\_ on what you sell. \_\_\_\_\_  
 \_\_\_\_\_

What *one action* are you going to take immediately as a result of what you have learned in this session?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PART FOUR

# NEGOTIATING STRATEGIES AND TACTICS

## NOTES

1. A key part of interpersonal intelligence is your ability to negotiate well on your own behalf.
  - a) All of life is a **NEGOTIATION** , from childhood to adulthood, and every transaction in between.
  - b) The only question is, “Are you a **GOOD** negotiator or not?”
  - c) Negotiating is a game; it is a **LEARNABLE** skill.
  - d) Your ability to **negotiate** well on your own behalf is central to your **SUCCESS** in everything you do.
  - e) You must learn how to **ASK FOR** , negotiate and get the best pay and benefits for yourself.
  - f) You must be able to negotiate the best **OPPORTUNITIES** and promotions once you get the job.

## NOTES

- g) You must be able to negotiate well when you \_\_\_\_\_ **HIRE** \_\_\_\_\_, pay and promote the best people.
- h) You must be able to negotiate the very best deals for your \_\_\_\_\_ **COMPANY** \_\_\_\_\_ and yourself.

### 2. The basic rule: **everything** is negotiable!

- a) Every single **price, term** or **condition** has been set by \_\_\_\_\_ **SOMEONE** \_\_\_\_\_.
- b) When you see a price, never accept it as \_\_\_\_\_ **FINAL** \_\_\_\_\_.
- c) Always go high enough to find someone who has the \_\_\_\_\_ **AUTHORITY** \_\_\_\_\_ to negotiate.

### 3. Knowing what you really want is **vital** to your success.

- a) \_\_\_\_\_ **CLARITY** \_\_\_\_\_ is essential – what outcome or result do you really, really want?

## NOTES

- b) What are you prepared           **TO GIVE**            
in order to get this outcome?
  
- c) What is the           **MAXIMUM**            
you are willing to pay?
  
- d) What is the           **MINIMUM**            
that you are willing to accept?
  
- e) At what point of maximums or minimums  
are you willing to just           **WALK AWAY**           ?

4. There are three key purposes of **business** negotiating.

- a) First, to reach an           **AGREEMENT**            
of some kind;
  
- b) Second, to assure that all parties are  
          **SATISFIED**           ;
  
- c) Third, to assure that all parties are willing  
to negotiate           **AGAIN**            
with the same parties;



**NOTES**

- d) The key: Seek                     **FAIRNESS**                      
and equity in each negotiation to assure the  
above;
- e) Strive for “                     **WIN/WIN**                     ”  
or no deal.
- 5.** The number one question in business negotiation  
is for you to ask, “What’s **important** here?”
- a) The basic rule in business negotiating is:  
                    **WIN/WIN**                     or no deal.
- b) In business negotiation, you use  
                    **COLLABORATION**                      
rather than competition.
- c) You are                     **CREATIVE**                      
rather than combative.
- d) The aim of a business negotiation? It is to  
reach an agreement with which both parties  
are satisfied enough and sufficiently content  
with that they are willing to negotiate  
                    **AGAIN**                     with the same party.

## NOTES

e) Both parties are                   **COMMITTED**                   to fulfilling the agreements reached under the negotiation.

6. The key reason to using power as a negotiating tool: the more **power** you have, the better deal you'll get.

a) The first form of power is called                   **EXPERTISE**                   — superior knowledge. Find out, learn everything about the subject of the negotiation in advance.

b)                   **KNOWLEDGE**                   of the needs of the other person is a source of power.

“Why do you feel we are here and what would you ideally like to accomplish as a result of this discussion?”

c)                   **IDENTIFICATION**                   is another power source in a negotiation.

Take the time to get to know the other party and establish a friendly relationship.

## NOTES

- d) Another source of power is the power of           **REWARDING**           and punishing.

Be clear about how the other party **benefits**, and how the other party could lose, as a result of making the deal.

- e)           **INVESTMENT**           is a key power tool in negotiating – investment of time, money and emotion.

7. **Emotions** can help or hurt you in any negotiation, depending upon what they are and who has them the most.

- a)           **DESIRE**           is a critical element in a negotiation. Both parties must want to reach an agreement;

- b) How badly do you           **WANT**           it?  
How badly does the other person want it?

- c)           **EMOTIONAL**           involvement reduces your power in a negotiation and makes you more willing to settle.

## NOTES

8. **Time** is another critical element in every negotiating situation.

- a) The more **PRESSING** the time constraints, the less effective the negotiator;
- b) Set **DEADLINES** for the other party whenever possible;
- c) **DELAY** decisions in a serious negotiation for as long as possible to improve your perspective.

9. Developing **options** is a form of power.

- a) The more **CHOICES** you have, the stronger you are in a negotiation;
- b) You are only as free as your well-developed **ALTERNATIVES** ;
- c) If you have **no choice** but to agree, you have no **POWER** .

**NOTES**

**10. Preparation** is 80% of the success of any negotiation.

- a) Think the negotiation situation through completely, **IN ADVANCE** ;
- b) Discuss the situation with **OTHERS** to get their input and advice;
- c) What are your/their **REQUIREMENTS** from this negotiation? Find out!
- d) What are the **STARTING** positions or opening gambits of each party?
- e) What are the **KEY ISSUES** to be decided?
- f) What are your minimums?  
**MAXIMUMS** ?  
What are his or hers?

**11. The Harvard Negotiating Project** discovered four key parts of any negotiation:

## NOTES

- a) \_\_\_\_\_ **PEOPLE** \_\_\_\_\_ – separate the personalities from the issues. Keep emotions out of the discussion whenever possible.
- b) \_\_\_\_\_ **INTERESTS** \_\_\_\_\_ – identify the interests or the underlying needs of both parties before starting to discuss how to achieve them.
- c) \_\_\_\_\_ **OPTIONS** \_\_\_\_\_ – generate a variety of possibilities to achieve the needs before you get into the negotiations.
- d) \_\_\_\_\_ **CRITERIA** \_\_\_\_\_ – agree on objective measures on how we will determine whether or not this is a good solution.

**12.** The **Law of Four** is applicable to every negotiation.

- a) There is a \_\_\_\_\_ **MAJOR ISSUE** \_\_\_\_\_ and three minor issues;
- b) \_\_\_\_\_ **DIFFERENCES** \_\_\_\_\_ in perceived importance of the issues to be solved make a negotiation possible.

**13. Negotiating Tactics** – Can be used to get a better deal in a negotiation.

a) **The Flinch** – When you hear the price or terms, you should flinch.

1. Grimace as though you are **SUFFERING** \_\_\_\_\_ a migraine headache or heart attack.
2. Appear hurt and disappointed when you **HEAR THE PRICE** \_\_\_\_\_ or terms.
3. Often, if you seem extremely disappointed, the price will drop immediately.

b) **Questioning** – “Is that the very **best** you can do?”

1. Remain **SILENT** \_\_\_\_\_ and look the person straight in the eye.
2. If this product or service has ever sold for **BETTER PRICES** \_\_\_\_\_ or terms than you are being offered, the other person will often admit it and offer to change the price.

## NOTES

## NOTES

c) **Assertion Technique** – State, firmly and clearly, “I can get a better deal somewhere else.”

1. Tell the person that his competitors sell it for **LESS** .
2. Tell the person that you have seen it available at a **LOWER PRICE** .
3. Make it clear that you have lots of **CHOICES** (even if you don't.)

d) **The Low-Ball Technique** – If there is a lot of flexibility in the price, such as for jewelry, used items, swap meets, and even cars and homes.

Offer a price that is **RIDICULOUSLY** **low** as an opener.

1. If a person is selling a piece of jewelry for \$1,000, offer \$100.
2. If a person is selling a home for \$100,000, offer \$50,000.



**NOTES**

3. Sometimes you will be amazed at how often the asking price will **DROP** when you offer a ridiculously low figure.
- e) **The Power of SILENCE** –
- When the other person tells you the price and terms, remain completely quiet and unmoved. Don't reply.
1. Look at the other person as though you are so **SHOCKED** by what he is suggesting that you have nothing to say.
  2. This will often unnerve the other party and cause him to **DROP** the price, or increase the offer.
- f) **The Nibble** – Use it at the end of a purchase transaction.
1. Ask the other person if he will **ADD ON** something else, like free shipping, an additional item, free installation, extended warranty, or something else.

## NOTES

2. You use the “nibble” as you poise over the contract with your pen, not having signed it yet.

### 14. The Walk Away Method – Always be prepared to use the “walk away” method of negotiating.

You never know the **BEST PRICE** that you can get until you get up and walk away.

When you know, in your heart, that you can get up and leave, you can negotiate **MUCH BETTER** on your own behalf.

You can get up, walk out, and drive away as a negotiating technique. You can then turn around and come back and just simply say that, “**I’VE CHANGED MY MIND**.”

But always be prepared to **WALK AWAY**.

## 15. No negotiation is ever final.

Use the “Chinese Contract” approach to business and negotiations. Be prepared to \_\_\_\_\_ **RE-OPEN** \_\_\_\_\_ or to modify the agreement with new information.

Even if you have agreed to buy or sell something at a certain price, if you get more information, be prepared to \_\_\_\_\_ **CHANGE YOUR MIND** \_\_\_\_\_, and ask for a different deal.

In the final analysis, in business negotiation, both parties should be \_\_\_\_\_ **HAPPY** \_\_\_\_\_ and willing to do business with each other again in the future.

Rule: In **personal** negotiating, your goal must be to get the very best deal for you at that moment, regardless of how the person \_\_\_\_\_ **THINKS OR FEELS** \_\_\_\_\_ about you in the future.

The better a deal you negotiate, the more your opponent will like and respect you in the future.

## NOTES

## NOTES

Never let the fear of rejection, or the fear of \_\_\_\_\_ **DISAPPROVAL** \_\_\_\_\_ of the other person, hold you back from negotiating the very best deal for yourself.

### 16. How to negotiate **complex** agreements or contracts:

a) Agree on every detail on which there is \_\_\_\_\_ **NO CONTROVERSY** \_\_\_\_\_ .

b) Go through the entire agreement from beginning to end, and put aside the \_\_\_\_\_ **DISPUTED** \_\_\_\_\_ issues to address later.

c) Whenever you give a \_\_\_\_\_ **CONCESSION** \_\_\_\_\_ of any kind, always demand a reciprocal concession.

d) Never give a concession without a concession \_\_\_\_\_ **IN RETURN** \_\_\_\_\_ .

### 17. A powerful tactic you can use in negotiating is called **bracketing**.

a) Human beings in negotiating are often willing to \_\_\_\_\_ **COMPROMISE** \_\_\_\_\_ .

**NOTES**

- b) The natural tendency will be to saw off  
 \_\_\_\_\_ **HALF WAY** \_\_\_\_\_ between  
 the two positions.
- c) Increase or decrease the number you offer  
 or ask so that the compromise is what you  
 \_\_\_\_\_ **REALLY** \_\_\_\_\_ wanted to get.

**18.** In negotiating, you can use the tactic of  
 “**persuasion** by similar others in similar  
 situations.”

- a) People are inordinately influenced by  
 knowing that \_\_\_\_\_ **OTHER PEOPLE** \_\_\_\_\_  
 have accepted the same terms.
- b) If “persuasion by similar others” is being  
 used on you, \_\_\_\_\_ **TAKE TIME** \_\_\_\_\_  
 to check.

What *one thing* are you going to do differently as the  
 result of what you have learned in this session?

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PART FIVE  
**CLOSING THE SALE**

**NOTES**

1. Products and services are \_\_\_\_\_ **SOLD** \_\_\_\_\_, not bought.
2. Preparing to ask for the order:
  - a) Does this make \_\_\_\_\_ **SENSE** \_\_\_\_\_ to you so far?
  - b) Do you have any \_\_\_\_\_ **QUESTIONS** \_\_\_\_\_ or \_\_\_\_\_ **CONCERNS** \_\_\_\_\_ that I haven't covered?
3. Invitational Close. \_\_\_\_\_
4. Alternative Close. \_\_\_\_\_
5. Directive Close. \_\_\_\_\_
6. Secondary Close. \_\_\_\_\_
7. Sharp Angle Close. \_\_\_\_\_
8. Authorization Close. \_\_\_\_\_
9. "I Want To Think It Over" Close. \_\_\_\_\_

"That's a good           **IDEA**           . This is  
an important           **DECISION**           .  
Obviously you have a good           **REASON**            
for wanting to think it over. Do you mind if I  
ask what it is; is it the           **PRICE**           ?"

**10.** Remember, the most important word in  
professional selling is "           **ASK**           ."

### **ACTION COMMITMENT**

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## **NOTES**

PART SIX

# SEVEN SECRETS TO SUCCESS IN SELLING

*Key to Success: Work all the time you work!*

## NOTES

1. **GET SERIOUS** \_\_\_\_\_ about your work.  
Make a decision to go all the way to the top.
2. Identify your **LIMITING SKILL** \_\_\_\_\_  
to sales success.
3. Get around the right **PEOPLE** \_\_\_\_\_ .
4. Take excellent care of your physical  
**HEALTH** \_\_\_\_\_ .
5. **VISUALIZE** \_\_\_\_\_ yourself continually  
as the very best in your field.
6. Talk to yourself positively; control your inner  
**DIALOGUE** \_\_\_\_\_ .
7. Positive **ACTION** \_\_\_\_\_ —  
get going, get busy, get moving, develop a  
"sense of urgency."



# NOTES

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