

# *Consultative Selling Workshop*



# Objectives

- ◆ Conduct comprehensive analysis of key buyers in every account.
- ◆ Employ more consultative selling techniques.
- ◆ Use better tools to get information about customer needs, and to give information that is highly relevant to those needs.
- ◆ Better deal with objections to Company and its products.
- ◆ Negotiate more skillfully.
- ◆ Understand the value and uses of Model II Behavior.
- ◆ Be able to apply new skills and tools to real customer situations.
- ◆ Use practical tools to help you and your TMs manage your customers and territories more effectively:
  - ❖ Relationship Matrix
  - ❖ Account Planning Tool
  - ❖ Buyer Influence Analysis Worksheet

# Overall Goals

## ◆ Targeted Accounts

- Target High Leveraged Accounts
- Strategically and Tactically Plan to Advance the Sale in these Accounts
- Penetrate these Accounts with Strong Listening, Questioning, and Problem Solving Skills
- Close these with Win/Win Agreements

## ◆ Model II Behavior

- Making Informed Decisions based on valid, illustrated data
- Working hard (questioning, probing, analyzing) to get that valid, illustrated data

# Your Territory is Your Business

## What are the qualities of a Business Leader?

- ◆ Focused on Key Success Factors
  - ❖ Detailed Planning
  - ❖ Targeting Leveraged Opportunities
  - ❖ Focused Objectives
  - ❖ Obtain Depth of Information and Customer Needs
  - ❖ Appropriate Use of Currencies
  - ❖ Win/Win Agreements
  - ❖ Measured Results
  - ❖ Corrective Action



# Your Territory is Your Business

## What are the qualities of a Business Leader?

- ◆ Spends Time Highly Focused on High Leveraged Opportunities
  - ❖ Spend Your Time with Accounts that have Large Payoff
  - ❖ Creative Approach to Get Those Accounts to Commit and to Close
- ◆ Uses Data as a Competitive Advantage
  - ❖ Know What Currencies to Use
  - ❖ Measures Actions and Results
  - ❖ Looks for Windows of Opportunity in the Data

# Leadership

## How the Best See Themselves

- **Their most important trait is in how they see themselves;**
  - ❖ **Self-Employed**: You are your own boss. If something's wrong, it is first up to you to challenge yourself and to change it.
  - ❖ **A Product Consultant**: Your job is not just to sell, it is to identify & solve customer needs & problems.
  - ❖ **A Business Consultant**: Examine the account, give a diagnosis & present solutions.

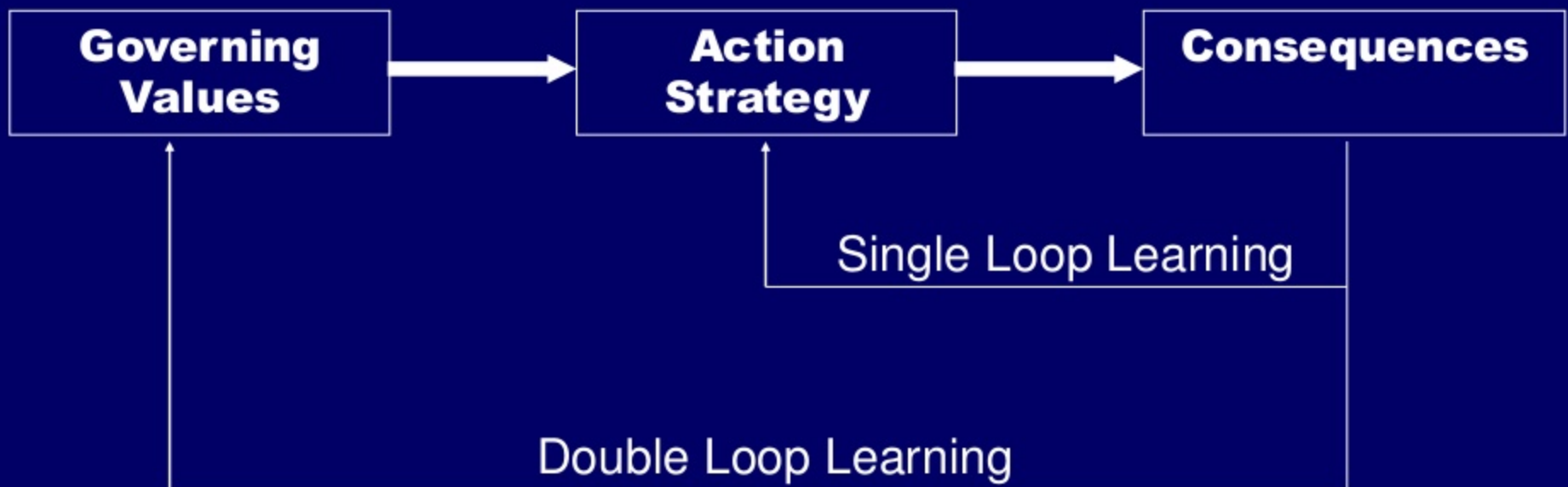
# Leadership

## How the Best See Themselves

- **Their most important trait is in how they see themselves;**
  - ❖ **A Strategic-Thinker**: You have specific goals & plans. You need to know what you must accomplish & what must be done, and how to measure the results.
  - ❖ **Results-Oriented**: You don't want to waste time. You choose actions that will lead to results.
  - ❖ **The Best**: You have decided that you are the best, and you will continue to be the best. This decision affects everything you do.

# Theories in Action

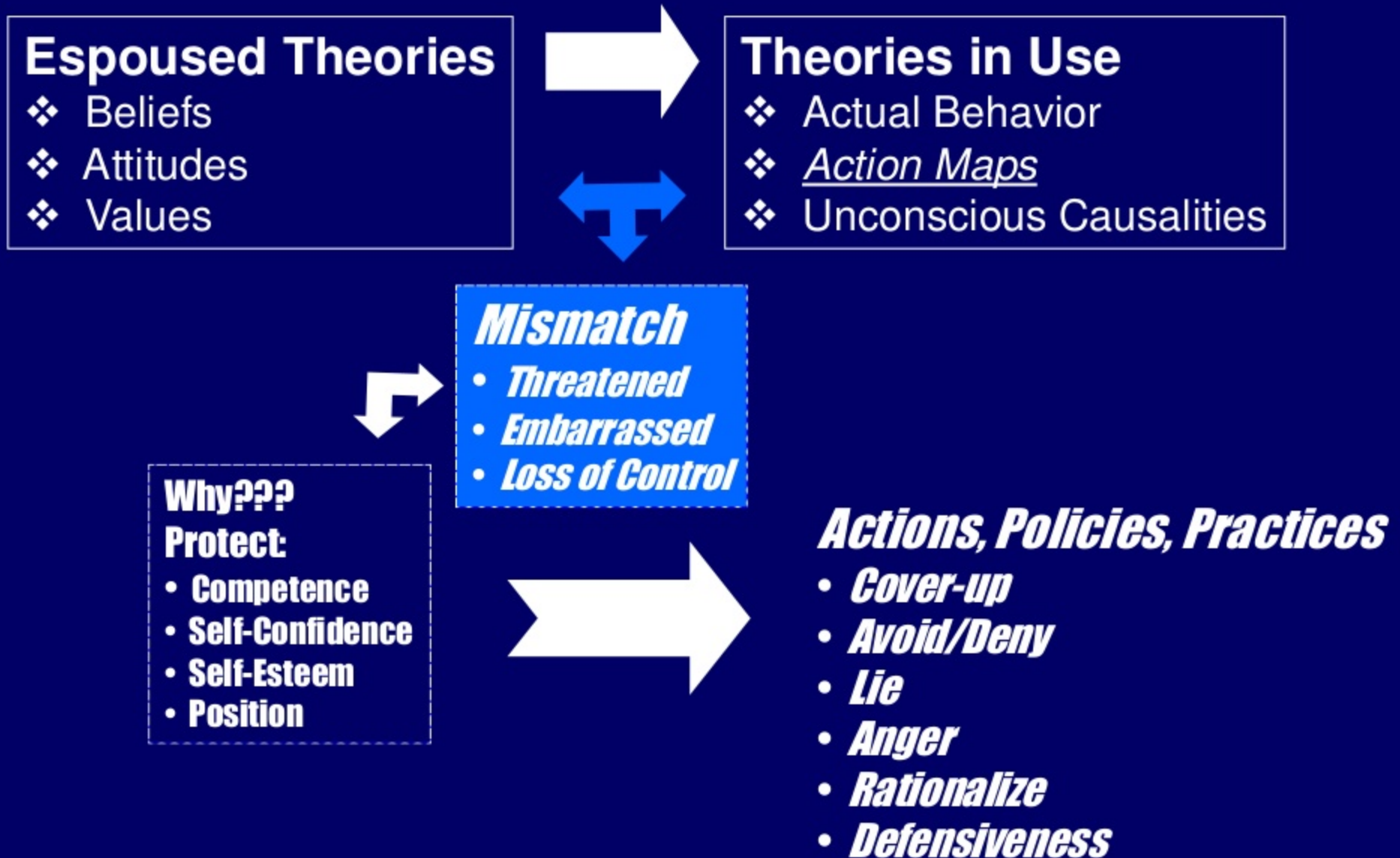
- ◆ Theories in Action determine all human behavior and action



- ◆ *Double Loop Learning is the more effective way of making informed decisions about the way we design and implement action*



# Theories in Action



# Initial Role Play

## ◆ How to Assess Yourself

- Took the time to listen and understand before responding or trying to offer solutions.
- Used strong active listening skills and asked open yet specific questions that clarified the underlying needs, values, desires of the customer.

# Consultative Selling Definition

- ◆ Consultative Selling defined: Process builds on belief that uncovering buyer needs on all levels - economic, technical, personal, organizational - and meeting those needs will drive buying decisions.
- ◆ **Strengths**
  - ❖ Balances Company product/service line with real customer needs.
  - ❖ Understands and gets critical customer needs and data, both for total account and for individual buying influences.
  - ❖ Gears all product and concept information to account/individual needs.
  - ❖ Tends to ask great questions.
  - ❖ Exhibits Model II Behavior
- ◆ **Traps**
  - ❖ Can sometimes miss obstacles generated by personal buyer issues.
  - ❖ Model II Behavior can overcome this trap.

# Advancing the Sale

- ◆ The goal of customer interactions is not to close every time
- ◆ The goal is to “Advance the Sale”
  - ❖ “Advancing the Sale” means moving the customer closer and closer to higher utilization by better understanding their needs, and showing them how Company products meet those needs.
- ◆ Effectiveness depends on:
  - ❖ Your knowledge of the business/industry/customer
  - ❖ Your ability to build and maintain relationships
  - ❖ Your skills in matching Company product/service benefits to real customer needs



**Don't Assume**  
**Don't React...**  
**This is a PROCESS,**  
**NOT an Event**

- Price reduction
  - “Done the analysis”
  - “Got to reduce expenses”
  - “Everyone’s doing it”

**1. What they SAY**

**2. What they MEAN**

- Fear of Change (*Try to understand what is behind this fear*)
- Too Much Work to Look at Long Term Value (*Try to determine why they feel this way*)
- Loyalty to competitor (*What is the reason; what do they like*)
- Insecure in that they do not fully understand either financial implications and/or long term value (*Do not threaten them; look for a deeper need and go after that*)

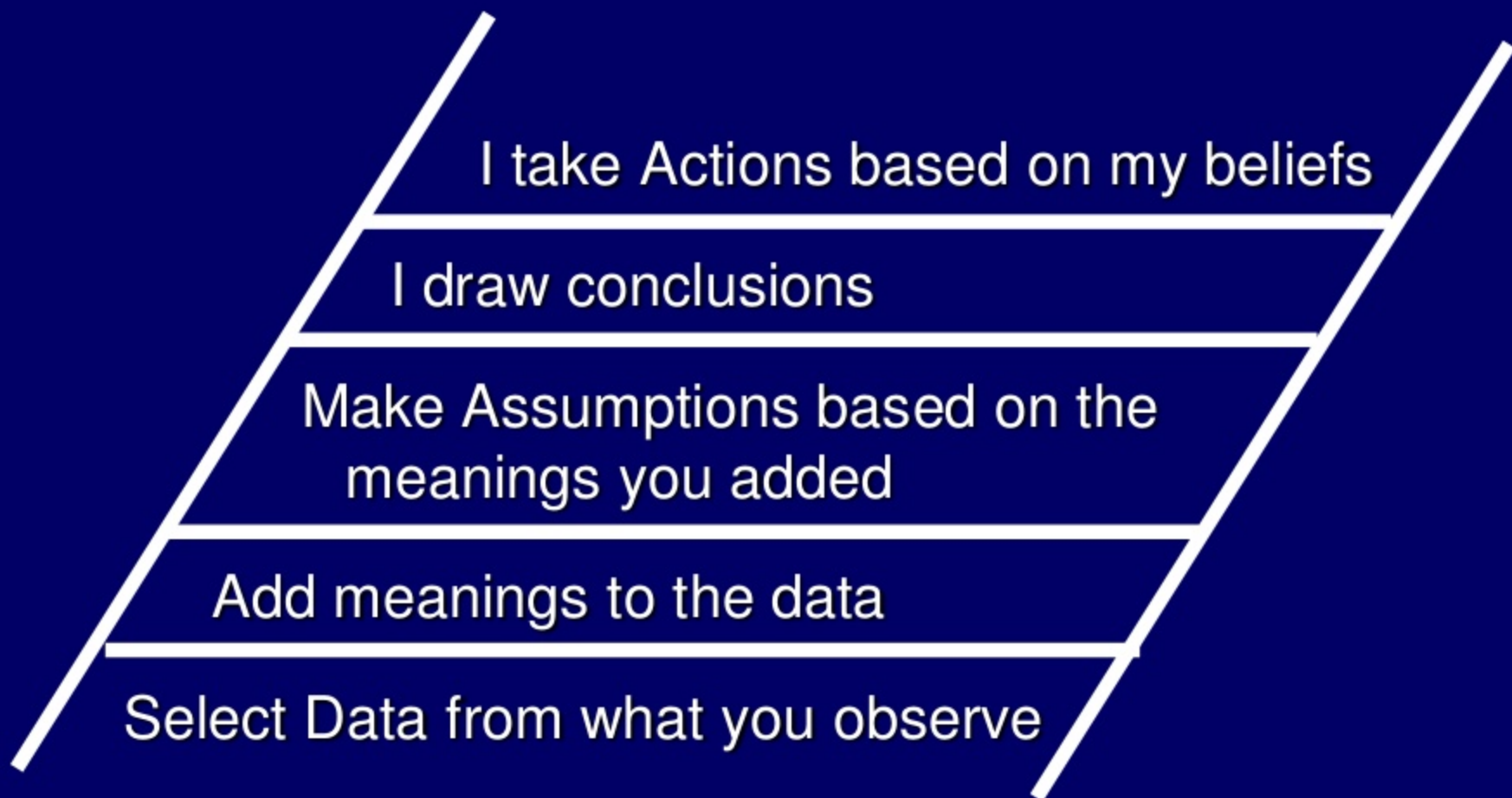
**3. Their REAL NEEDS (*Probe to find this out; Match Currencies to Needs; Look for Currency Exchange*)**

- What to be a hero
- Want to achieve a specific goal
- Want to be recognized
- Want the org to be more efficient, effective
- Want the org to be in line with budget
- What to grow professionally

**4. Alternatives**

- Look for an alternative access/entry point:
- Operations
- Sales
- Admin

# Ladder of Inference



# Key Sales Skills Required To Move Customers Through A Sales Cycle

## Information - Giving Behaviors

- ❖ Statements to positively position Company appropriately.
- ❖ Clinical and economic data that supports increased product utilization.
- ❖ Statement to respond to objections.
- ❖ Next step proposals.

# Key Sales Skills Required To Move Customers Through A Sales Cycle

## Information - Getting Behaviors

- ❖ Account utilization data.
- ❖ Climate Building Skills.
- ❖ Skills in uncovering and prioritizing customer needs: Questioning Skills.
- ❖ Skills in uncovering and prioritizing customer needs: Listening Skills.
- ❖ Skills in surfacing objections and responding to objections.



# Difficulty in Changing from Model I to Model II

- ◆ **People are skillfully incompetent**
- ◆ **We are unaware of both our mismatches and our incompetence**
- ◆ **Model I behaviors are taken for granted, used skillfully, and constantly reinforced**
- ◆ **People often see Model I behaviors as caring and supportive**
- ◆ **Hard to change what comes naturally**

# ***Model I Characteristics***

## ◆ **Model I Governing Values**

- Achieve your intended purpose without examining or validating what you are doing or why
- Be in Control
- Maximize winning, minimize losing
- Suppress/avoid negative feelings

## ◆ **Operationalised by:**

- Unillustrated attributions and illustrations: “I see you are \_\_\_\_\_”; “You are always \_\_\_\_\_.” “Obviously;” “I assume”
- Advocate courses of action which discourage inquiry: “The numbers aren’t important, I have a feeling.”
- Treat one’s views as “obviously” correct.
- Face-saving moves by leaving potentially embarrassing facts unstated.

## ◆ **Consequences**

- Defensive relationships
- Assumptive behavior
- Dysfunctional communication
- Reduced production of valid information
- Distortion of Reality
- Little learning

# ***Model II Characteristics***

## ◆ **Model II Governing Values**

- Validate information before acting on it
- Making informed choices based on credible, well-thought out information, no matter how threatening
- Vigilantly monitor choices to correct errors (internal commitment)
- Engage embarrassment and threats

## ◆ **Operationalised by:**

- Attribution and evaluation illustrated with hard data
- Surfacing conflicting views and inconsistencies
- Encouraging public testing of evaluations

## ◆ **Consequences**

- Minimally defensive relationships
- Quality decisions and actions
- Increased likelihood of learning



# ***Defensive Reasoning***

- ◆ Premises you develop to support causal explanations are tacit and/or soft
- ◆ The inference process by which you go from your premises to your conclusions is also tacit
- ◆ Very vehement and defensive about your claims, offended by or will rationalize a call for validation
- ◆ Blame others or the environment, thus absolving self
- ◆ Look to others who will reinforce your Defensive Reasoning
- ◆ “If my behavior is driven by my not wanting to be seen as incompetent or weak, this may lead me to hide things from myself and others, in order to avoid negative feelings.”