

Why Salespeople Fail - Failure to Listen & Premature Elaboration



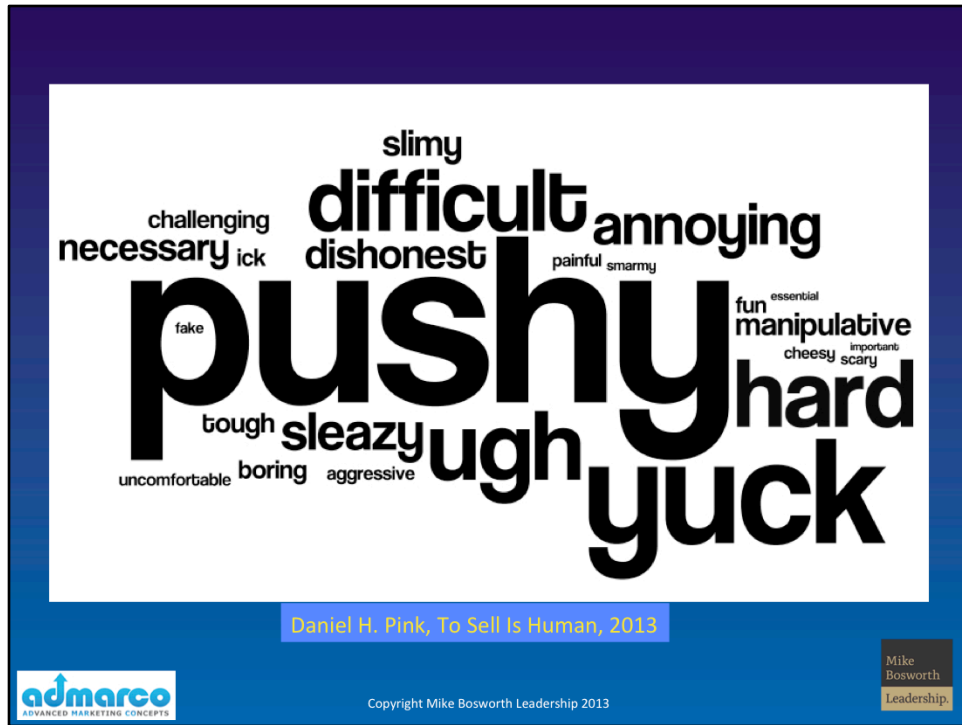
Twitter #Storyseekers

Mike Bosworth
Mark Gibson
June 5th, 2013



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When you think of 'sales' or 'selling,' what's the first word that comes to mind?

Dan Pink's "To Sell Is Human" March 2013, page 45

WORD CLOUD – graphic representation of words offered most frequently.

A "linguistic MRI of our brains"

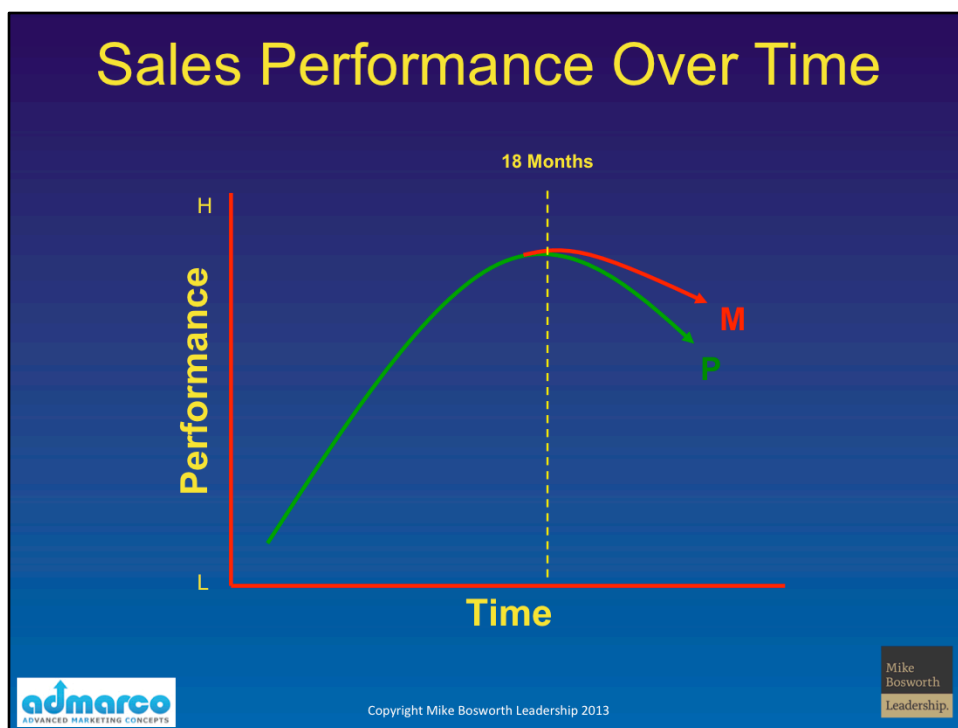
Show this page AFTER you ask the audience, "how many of you had a mother that had a vision for you her child, that you would have a career as a salesperson?"

INFLUENCING



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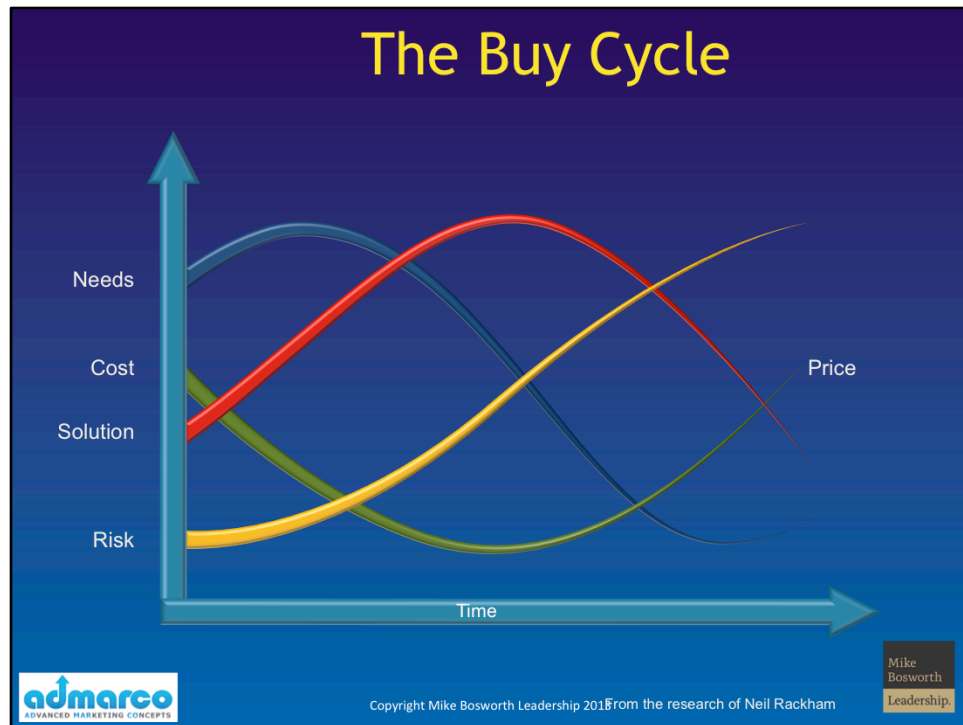
Premature elaboration
The more competent

This chart developed by Neil Rackham as a result of the original SPIN work at Xerox, shows how competence of new hires develops over time and meets an apex after a period, when the salesperson has learned all of the permutations of buyer problems/ needs.

Once this point is reached and the salesperson is fully competent an amazing reversal in productivity and subsequently motivation occurred.

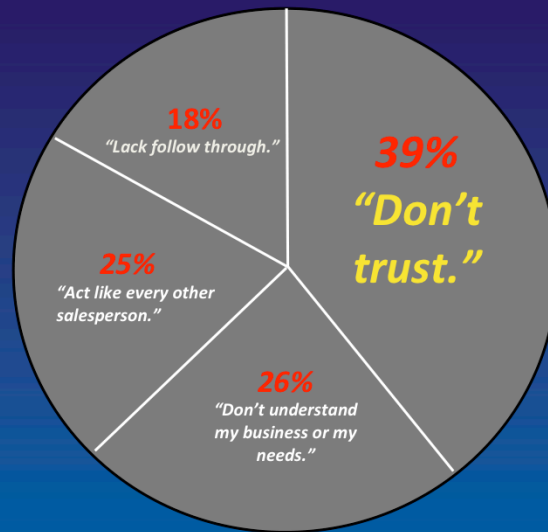
As the salesperson became fully competent, instead of listening and fully understanding the buyer problem, the salesperson having seen the problem before, would prematurely elaborate (tell) what the buyer needed.

Rackham developed a formula $\text{Experience} + \text{Enthusiasm} = \text{Enemy}$



This chart shows the changing buyer concerns through the buy cycle. With the advent of the internet, sellers are meeting B2B buyers much later in their buy cycles. Chances are when they meet a salesperson, they certainly know what their needs are and the solutions available.

Buyer's Experience* with Sellers

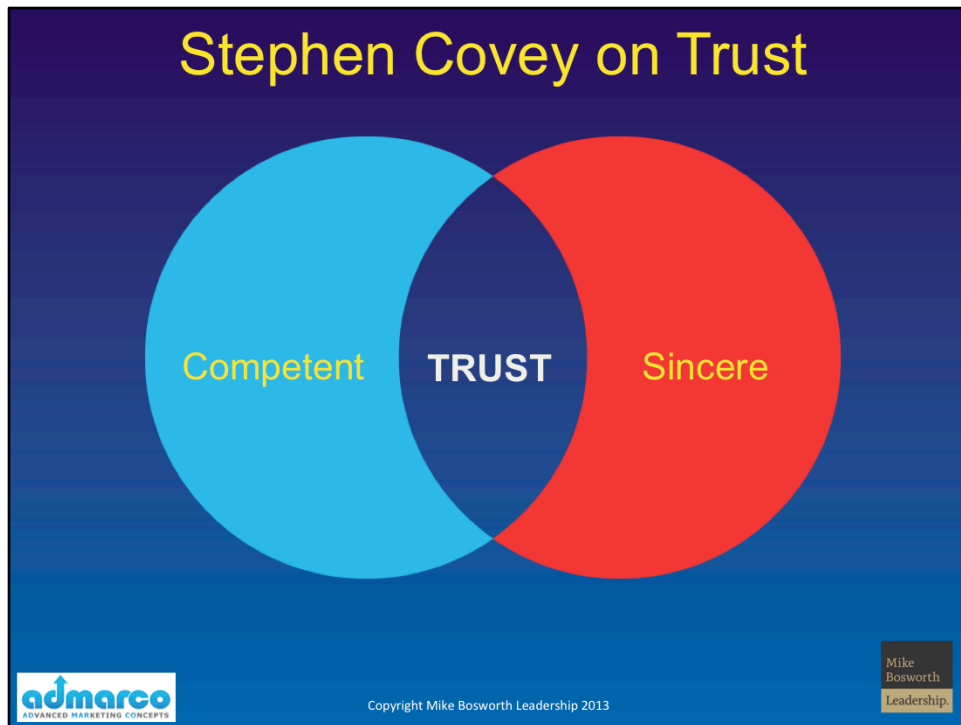


*Sales & Marketing
Management Magazine



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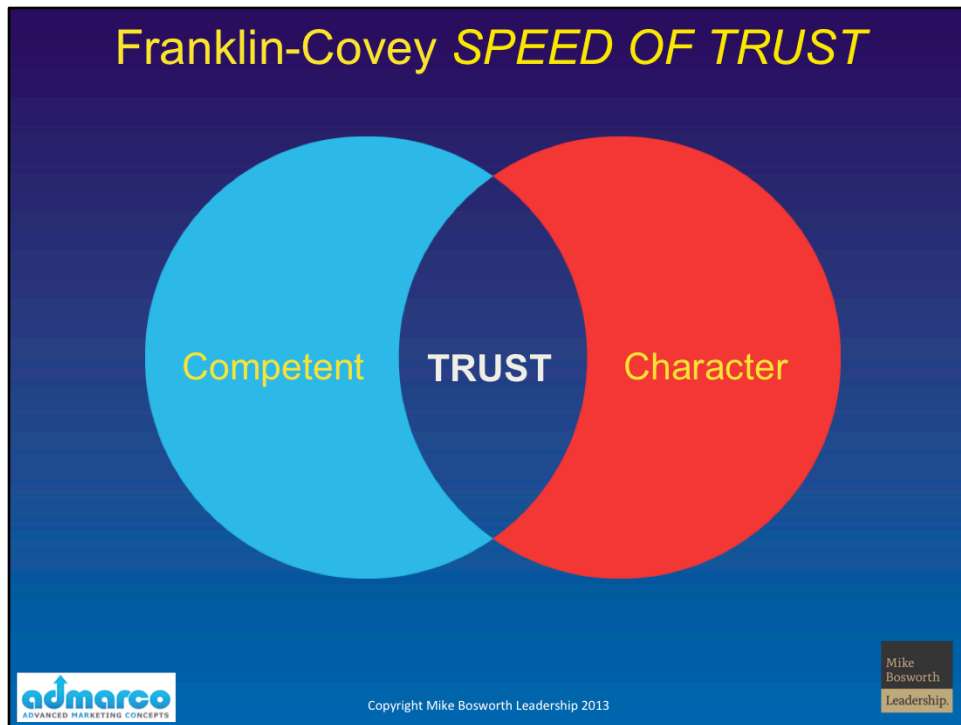




20+ years ago, Stephen Covey told me in a 5 day workshop that trust = sincere + competent

SS & CCs were both in the Sales Enablement business – tools, process & strategy

I used that definition in both SS & CCS workshops. (we spend 30 minutes out of 4 days in SS on ‘sincere’)



Now, Franklin-Covey's "Speed of Trust" class defines trust as the confidence born of the **character** and **competence** person or organization. Opposite is suspicion (expert witness interrogation)

CHARACTER: Courage, honesty, unselfishness, self-discipline, self-respect, accountability, dedication to others

Competent – CAPABILITIES , RESULTS Buyer's world - Solution expertise - Company systems.

The result of the Competent training over 30+ years is 80/20 becoming 87/13

In B2B selling, character + competent are **not enough!** a connection framework is necessary to JOIN the top 13%



The MISSING LINK in selling is the ability to teach the UNTEACHABLE – teaching salespeople how to connect with and establish trust with strangers. TRUST IS A FEELING
 What makes the top 13% so much better is their ability to establish an emotional Connected with their buyer INTUITIVELY

Connected is the missing link for many of the bottom 87% who are already competent people of character

a framework for Connected helps those who are NOT natural connectors improve their ability to connect with strangers (and familiars too)

the better the Connected, the less the need for a formal close with a complete trust people will volunteer to buy more often

To become a lawyer, Abraham Lincoln was required by Illinois law only to "obtain a certificate procured from the court of an Illinois county certifying to the applicant's good moral character."
 Over the years, however, the legal profession saw the need to include formal training and establish a high standard for entry into its ranks, as did the medical profession. Neither of these professions are know for being connected with their patients and clients.

Emotionally Responsive – We are emotionally aware at all times. We use positive emotions to convey passion, excitement, happiness, approval, gratefulness and fearlessness.

Our Evolution Designed Brain

- Neo-Cortex
- Limbic
- Reptilian



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ADVANCED MARKETING CONCEPTS

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FIVE F'S

Limbic = emotional brain

Neo-cortex – L&R

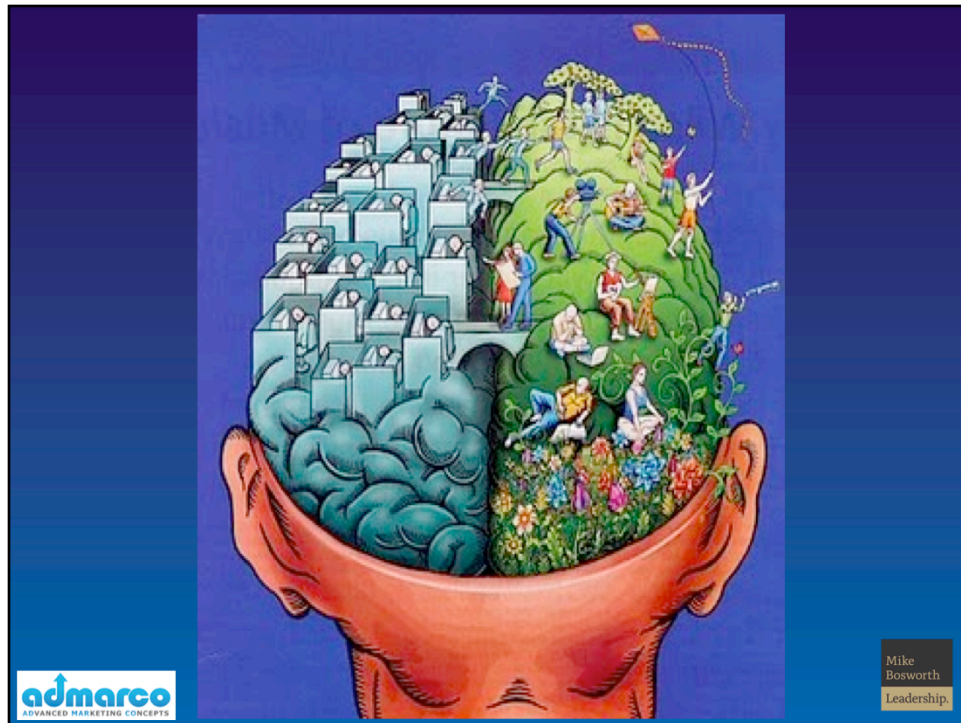
Trust is a Feeling

Trust is an Emotional Decision



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Left: Linear, Logical, Language, Reasoning, Skeptical, #'s & Facts, **Emotionally Neutral**, Needs more Information!

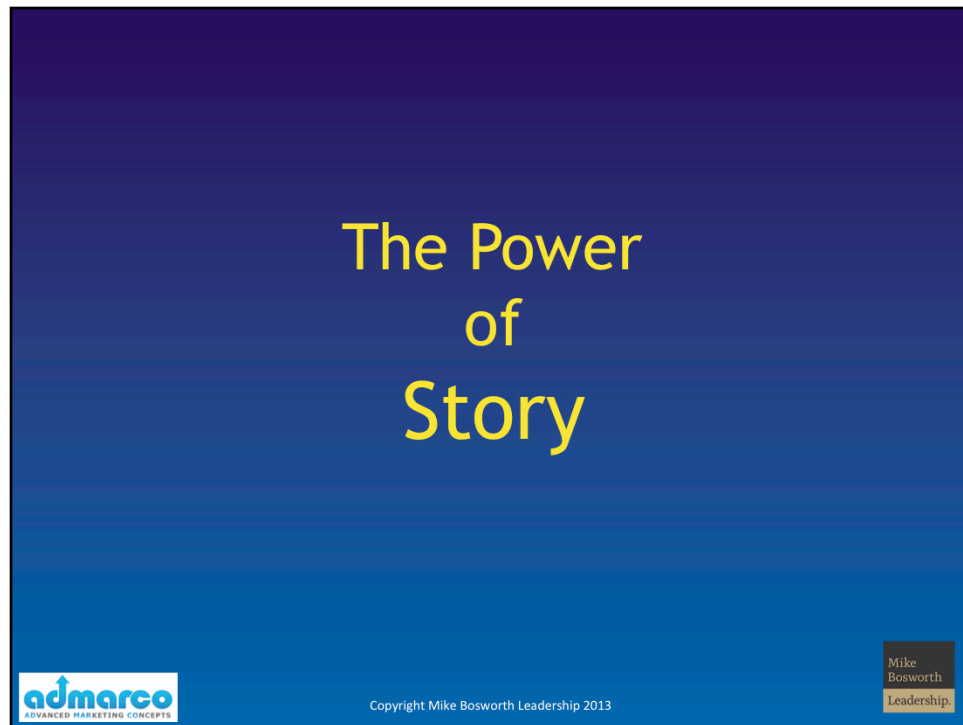
Right: creative/imaginative, non-verbal signals, social cognition, fills in gaps with intuition, path to senses, path to limbic, holistic

Right: pictures, images, metaphors

WOMEN have a better connector between right and left

More than 50% of the brain is dedicated to processing information in the visual field. The brain processes images differently than it processes words. Simple images are stored as complete objects, no reconstruction or thought process is required to recognize them or understand their meaning.

The artwork in the cave drawings is around 30,000 years old, yet in a fraction of a second we recognize the objects.



We must listen to good stories? Become story listeners.
Ask, "How many of you were taught to listen?" How?
Most people associate listening to what sense? (hearing)
Its more than that.
Are most people good talkers or good listeners?
What disciplines are good at listening?
Sales? (ha ha)



why story?

190,000 years – mostly oral - friends, enemies, culture, tradition, ancestors, medicine, food

we remember stories, we don't remember facts

“stories are how we make sense of the events of our lives” – Dr. Daniel Siegel

[Chauvet Cave in the South of France, some 45,000 years ago](#)



PARADOX



The anticipation of a story.....
takes us from an active to a passive mode of consciousness
the critical left brain shuts down
“a story – I don’t have to DO anything, DECIDE anything, I can just enjoy
YET, it might be IMPORTANT

Storyboard

The Point

The Moral
The Message
A Belief
LIMBIC-TO-LIMBIC

Turning Point

Defining Moment
Triggering Event
Light-bulb
INSIGHT

Complication

Challenges
Struggle
Resistance to Change
THE REVEAL / HUMAN

Resolution

The New Way
Problem Addressed
How it ends
OUTCOME

Setting

Character (s)
When/Where
How does the Journey Begin?
THE SET UP



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Story Inventory

Who I am

Who I represent

Who I have helped

Personal lessons learned



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Four Levels of Listening*



Avoidance Listening (over)



Defensive Listening (at)



Problem Solving (to)



Connective Listening (into)

*Mark Goulston & John Ullmen, HBR, 3/19/13

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Level One: Avoidance Listening = Listening Over

Listeners who listen over others are the people who say, "Uh huh," while clearly showing no interest in what the other person is saying. They look preoccupied, and they usually are. Sometimes they don't even stop checking their e-mail or texting on their phones while they're "listening." Level one listening can annoy, exasperate, or even infuriate the person who's talking.

Level Two: Defensive Listening = Listening At

This is listening with your defenses up, preparing your counterpoints while the person is talking. It's being quick to react and slow to consider. They're often seen as high maintenance, and over time, people avoid them because they're exhausting. This is the kind of listening that prompted Mark Twain to say, "Most conversations are monologues in the presence of witnesses."

Level Three: Problem-Solving Listening = Listening To

This is listening in order to accomplish things. Problem-solving listeners listen in order to move things forward. If people want your solutions, this is the right approach. But people will feel frustrated, misunderstood and even resentful if you presume to offer "fixes" they don't want or need.

Level Four: Connective Listening = Listening Into

This is listening of the highest order, and it's the human listening that all of us crave. It's listening into other people to discover what's going on inside them. It's listening on their terms, not yours. It's understanding where people are coming from to establish genuine rapport.

To master the art of Level Four Listening, resist the urge to defend yourself, explain yourself, or offer quick fixes. You can help more effectively later, when the time is right, if you don't pre-judge what another person needs (which might be very different than you think). Instead, remember that you are listening to learn. Ask questions like these:

What does that mean for you? How do you feel about . . . ? What do you think about . . . ? What's your take on . . . ? What's your perspective on . . . ? What was your first reaction when you heard? What's the best thing about that? What else comes to mind?

To put Level 4 Listening into practice, consider these questions:

Who has modeled Level Four Listening for you in your life?

When do you find yourself most challenged to use Level 4 Listening?

With whom is it most important that you raise your level of listening?

Using Level Four Listening isn't always easy, but it leads to real insight and real influence.

2010 - Story TENDING



Listen with our whole mind, our whole being.

Reflect

Facts and Feelings



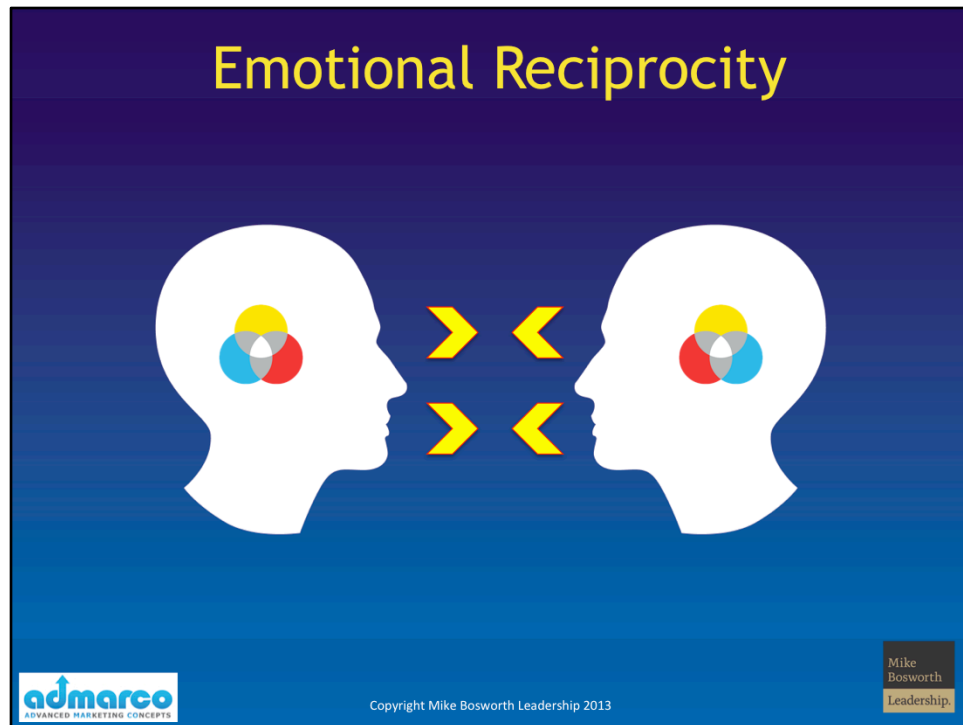
Paraphrase

Synthesize

Play back

Tender: “DO I GET YOU?”

Teller: “Yes, you get me.”



Integrating story with Brain Science

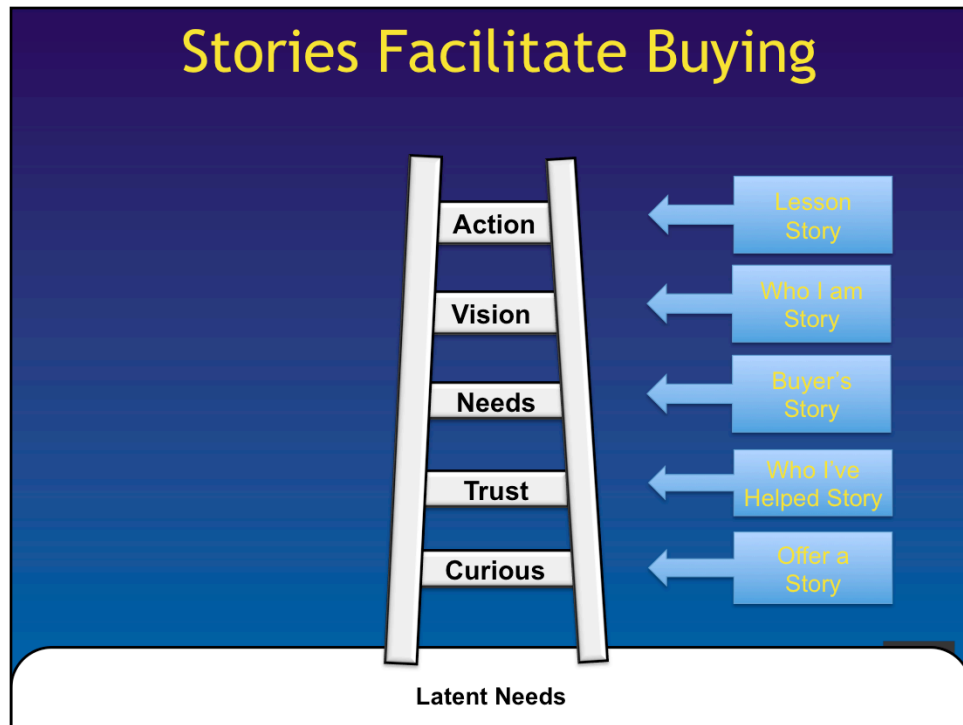
mirror neurons - The human eye/brain is capable of processing information 300% faster than the spoken word.

empathy

learning through imitation

problems with MIRROR NEURONS lead to autism – aspergers – difficulties in social interactions

Stories Facilitate Buying



Incremental interest
Incremental trust
Incremental competence
Incremental influence

Story Seekers™ Workshops

Day 1: Build, Tell

Day 2: Tend, Reflect, Playback

Day 3: Connect (with Strangers)



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Story Seekers™ Open Workshops

Minneapolis: July 22-24

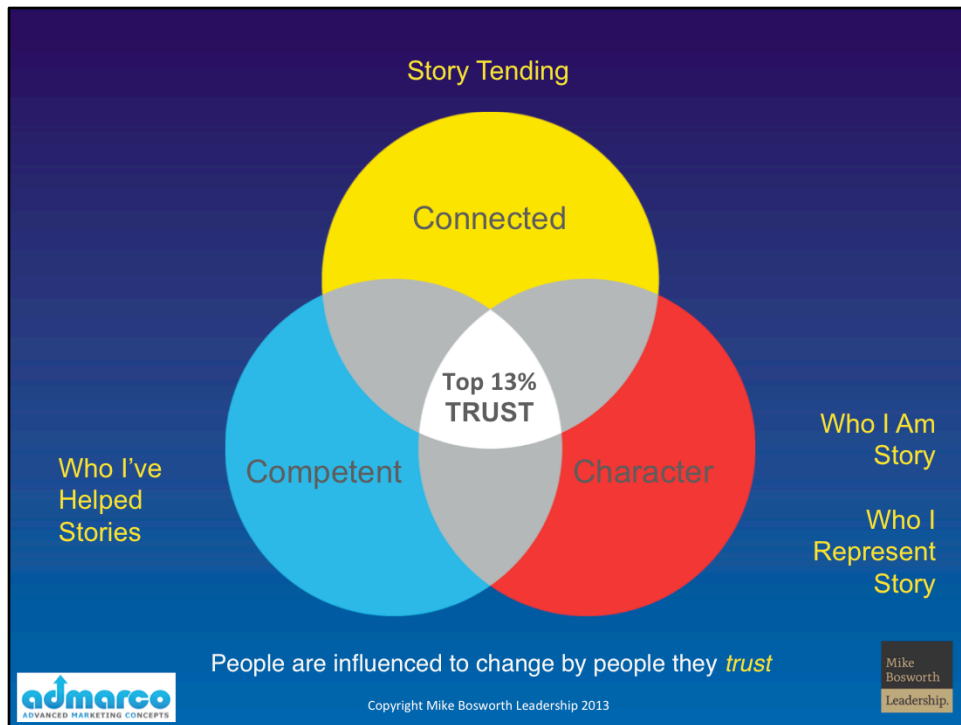
Monterey, CA: October 8-10

Reserve your place: [http://tinyurl.com/
storyseekers-workshop](http://tinyurl.com/storyseekers-workshop)



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In our workshops, we build, tell, tend, reflect and connect, using the power of story

Trust is a feeling, not a rational experience.

When we share values and beliefs with others, we form trust.

Value = Transference of Trust

story telling and tending build connection between seller and buyer

who I am stories lead buyer to conclusion seller is a person of character

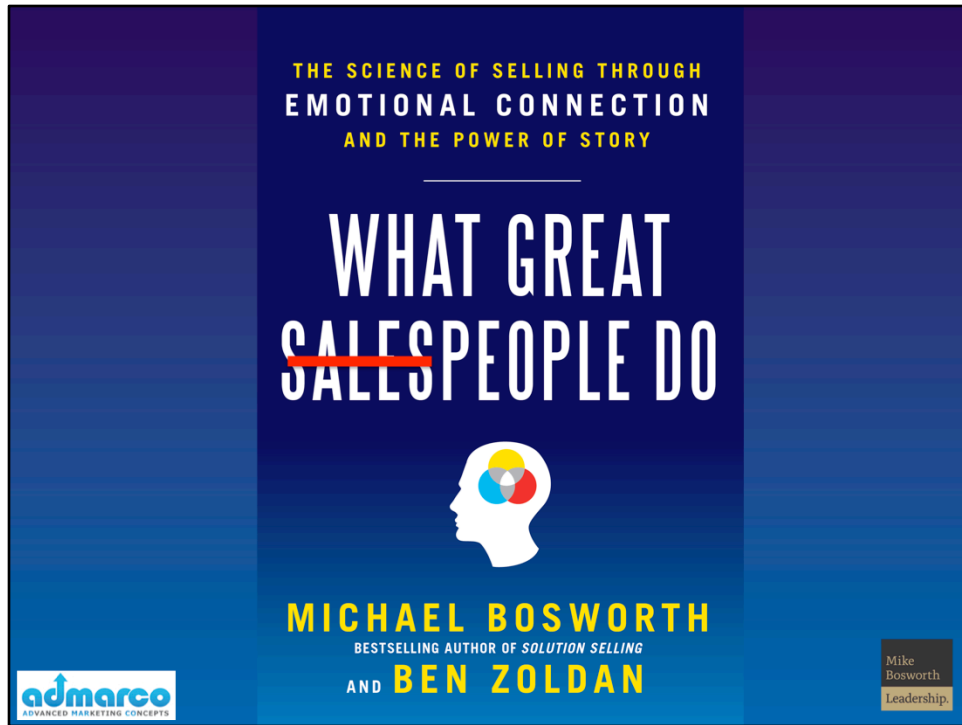
who I represent stories lead buyer to conclusion seller represents a company of character

who I've helped stories lead buyer to conclusion seller is a person of Competence

Connected + Character + Competent = enough trust to influence change

Connected - Story telling + Vulnerability + Story Tending

The real experience of Connected of having YOUR own story tended – getting 'got' by another person



San Diego public workshop May 7-9

Questions?

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