



How to Double Your Sales in 30 Days using simple and easy *Scientific Strategies* for a Record-Breaking Approach to Selling and Marketing

By Christine Sutherland
CEO – The Lifeworks Group Pty Ltd

This is **NOT** a free book and you **cannot** sell or give it away to others. Unauthorised copying or distribution of this book, in any form, will be prosecuted to the fullest extent of the law. A PayPal or other receipt is required in order to make use of the free forums which have been created to support the integration of the material in this book into your own unique sales environment.

Do the right thing and tell your friends and colleagues to purchase this book as you did.

©Christine Sutherland and The Lifeworks Group – 2006

ISBN 0 9578020 5 6

The Lifeworks Group Pty Ltd
PO Box 2018, Warwick 6024, Western Australia
Ph: 61 8 9246 1977
Fax: 61 8 9246 1966
Email: info@lifeworks-group.com.au
Web: www.lifeworks-group.com.au

All Rights Reserved. This book, or parts thereof, may not be published in any form without permission.

Also by Christine Sutherland:

NLP in 10 Days: A Step-by-step Training Program.
Fat You – Skinny You! Easy Ways to Let Your Mind Do the Work for You.

The Challenge

With this book you have in your hands the tools to take just about any existing business into the realms of the “top performers”.

Some of these tools will certainly challenge the way that you and your team think, and may even challenge management’s philosophies regarding their attitude toward clients/customers.

Some of these tools will not be welcomed by a few sales people, particularly those who do not enjoy being accountable! (Make sure you read the “Important Warning” overleaf!)

Your challenge is to understand, master and implement these tools in such a way that they become seamlessly integrated into your business. Do that, and you will become a true “master of sales and marketing”! Do that, and you will increase your company’s sales by far more than merely double.

But we’re not just dumping this information on you and leaving you to flounder about integrating it. Instead, we’re with you every step of the way, as you’ll read below!

Your Bonus!!!

Because we want you to actually use this book to dramatically increase your company’s sales revenues, we’ve created a highly-structured forum to check into and get precise, customised support from every single step of the way.

And it’s yours for FREE for three months simply because you purchased this book! (A PayPal or other receipt is required as proof of purchase – so make sure you keep your electronic receipt!)

The forum contains:

- Action plans and step-by-step help for every chapter
- Specialised help with script writing, presentations, referrals, networking, communication, documentation etc, etc, etc!
- Peer mentoring
- BrainBiz business development and brainstorming
- Tips on business financial management
- And much, much more! A giant **64** structured topics! No waffle – all value!

Nowhere else in the world can you get such close support every step of the way! And it’s yours for free! Go ahead and visit <http://speedbusinessnetworking.com/phpBB2/>, but make sure you **REGISTER**, and make sure you fill out the fields with your location and occupation etc. We automatically refuse registrations that are incomplete because we know from experience those are likely to be spammers who don’t want to be identified.

We want only real people on our forum, who are willing to join our genuine business development community. We hope that will be you!

Extra Bonus!!!

If your company has purchased the full “Take Your Team to the Top” program, including the training pack with handouts, PowerPoint with audio-visual, and instructor support, you also have telephone/Skype/email access to private and personalized help not only for you but for your team, as well as a locked on-line forum that enables you to work with your team wherever they are, with our direct support.

If you’re serious about dramatically lifting sales levels, then telephone or email today (phone 61 8 9246 1977 Western Australia, email info@speedbusinessnetworking.com), or alternatively check out the Professional Sales Training information pack on www.speedbusinessnetworking.com.

Important Warning

This program described in this book can dramatically multiply your team's performance, while at the same time making the selling process easier and more enjoyable for them than ever before!

However, change of this magnitude does not come without cost. Some of your sales people, even your top performers, may very much dislike having to be accountable to the degree that we propose.

There is little doubt that you will most probably lose staff by implementing these strategies, but by implementing wisely, and following our advice about intelligent implementation, you will minimize those losses and as a result be left with a team of the **right people**, committed and able to achieve any sales goal you set.

The best advice we could possibly offer is this:

Do not employ any sales staff or sales contractors who are not willing to wholeheartedly endorse and commit to these strategies. To decline to engage with these strategies, that person would actually be saying, "I don't care if you don't have any security about my performance", "I don't care if you can't predict or have control over your business's revenue", "I am not committed to being the best that I can", and "I refuse to learn". Do you want people like that on your team?

In my view such people are not only a liability, but are literally robbing their employer of income. The mark of a true professional is his/her willingness to be accountable. A company is only as good as its people. Don't accept anything less than full accountability from *your* people.

At the same time, don't expose your company to potential disruption by introducing the material in this book in anything other than a highly-professional manner. Ensure that you prepare your team appropriately rather than merely enforce the material on them. In some cases, where the corporate culture includes rife non-accountability, this may even mean working with a volunteer group of participants and allowing the larger team to watch how much more money they make, and how much more easily they do it.

From then on, ensure that accountability for executing the actions you require to meet sales goals are clearly written into any future employment agreement. You will find that you very quickly become an employer of choice, able to take your pick of the cream of potential sales people, simply because they know they will earn more money, more easily, with your company than with any other. Elite employees love working with elite companies, and that's what yours will be when you implement these systems.

So this is indeed a warning of what can happen if this material is introduced or implemented the wrong way. Implementing the *right* way is win/win/win, all the way to the bank.



About the author: Christine Sutherland is CEO of *The Lifeworks Group Pty Ltd*, which controls a diverse group of companies including *Speed Business Networking*, *RecruitmentHeaven.Com*, and *WeightChoice On-Line*. She has authored 5 books on personal and professional development, 3 medical text books (on smoking cessation, depression and chronic pain), has been published throughout the Western world by McGraw-Hill and throughout the Arab world by Jarir, and has written too many articles and papers to mention. She is the editor of monthly ezine *Business Strategies for Success*, and broadcasts a weekly business development podcast of the same name. Throughout her 30-year career she has designed and run clinical research projects, one of which has been put to peer review and published in the academic journal *Frontier Perspectives*.

Her forté is designing and running outcome-based training programs for companies who require returns which can be measured by **objective data** such as increased sales, reduced costs, increased employee retention, reduced turnover and days lost, and she also integrates scientifically-derived sales and marketing strategies into SME's.

Her range of expertise includes:

- QA & TQM (including audit)
- Financial Control
- Master Trainer
- Clinical Supervision (reg ACA)
- Small Business Development
- Marketing and Sales Methodologies

Christine provides consulting and training services to businesses of all sizes. She may be contacted on 61 8 9246 1977 (Australia) or by email at

Your Team to the Top – in 30 Days!

Contents

- Chapter 1 - Introduction (including why you can't fake what's in the following chapters!)**Error! Bookmark not defined.**
- Chapter 2 - They need a goal-setting acquisition strategy far and beyond the old "SMART" routine!..... **Error! Bookmark not defined.**
- Chapter 3 - They need to stop selling the wrong thing to your customers**Error! Bookmark not defined.**
- Chapter 4 - They need a systematised strategy which provides predictable outcomes, and they need to follow up **Error! Bookmark not defined.**
- Chapter 5 - They need to realise that they have 3 distinct databases and at least 1 sub-group, and they all need a different communication strategy and style!**Error! Bookmark not defined.**
- Chapter 6 - They've got to network, but NOT the way you think! **Error! Bookmark not defined.**
- Chapter 7 - They've got to be free of fears, doubts and limitations . **Error! Bookmark not defined.**
- Chapter 8 - They need the ability to choose which mental state they want to be in at any particular time (and help clients avoid negative states associated with them or your product or service!)..... **Error! Bookmark not defined.**
- Chapter 9 - They've got to be able to connect authentically with people, even with those who might seem "resistant" **Error! Bookmark not defined.**
- Chapter 10 - They've got to understand other people's language and thinking styles (and respond to them skilfully!)..... **Error! Bookmark not defined.**
- Chapter 11 - They've got to know the right questions in order to elicit the client's buying motivation, and in order to let them defeat their own objections!**Error! Bookmark not defined.**
- Chapter 12 - They've got to spell out what to do now, in a way that works!**Error! Bookmark not defined.**
- Chapter 13 - Real Life Case Studies/Troubleshooting..... **Error! Bookmark not defined.**
- Chapter 14 - Further study/reading/bibliography **Error! Bookmark not defined.**
- Appendix A – Speed Business Networking..... **Error! Bookmark not defined.**
- Appendix B – The 7 Steps to Sales Nirvana for Small Business..... **Error! Bookmark not defined.**
- Appendix C – The BrainBiz Incubator **Error! Bookmark not defined.**
- Appendix D – The Sales/Marketing Support/Troubleshooting Forum**Error! Bookmark not defined.**
- Appendix E – Lessons from Multi-Level Marketing **Error! Bookmark not defined.**

Take Your Team to the Top

Chapter 1

Introduction (including why you can't fake what's in the following chapters!)

*"You can pretend to be serious; you can't pretend to be skilled."
apologies to Sacha Guitry*

In this section you will learn:

- ☑ **Precisely why this sales program is so sharply different from what you've experienced in the past**
- ☑ **The neuro-linguistic and neuro-perceptive components that finally put you in control of the sales process from start to finish**
- ☑ **That the difference between ordinary and great is smaller than you think**
- ☑ **That you can't "fake it till you make it" because you can *never* be consciously aware of all the things that give you away as a fraud!**
- ☑ **A safe way to begin to introduce the changes which represent the integration of the strategies contained within this program**

This is nothing like your average sales course. It utilises very powerful NLP language techniques such as the Meta Model, exquisite pacing, sleight of mouth, elicitation of unconscious buying strategies, and embedded commands. In addition it contains non-verbal components such as calibration and rapport, and tonality and gesture, to enable your staff to gain confidence and respect, fast. **And all this is taught in a really easy, simple way!**

This intensive training also includes the latest neuro-perceptive techniques to reduce stress (or even distress), eliminate fears and doubts, and increase automatic confidence. Imagine what it would be like if no-one in your team ever suffered from cold calling nerves!

Most managers studying this book will shortly realise that their teams have *enormous* untapped potential for sales success, merely because they didn't previously appreciate that what they think they're selling is not what their customers think they're buying! I'll show you some case studies of clients who've had the courage to put their preconceptions aside and work with us to get inside their customers' heads, and then change their communication so that they were finally talking their clients' language.

In addition I'll teach you a simple system which is guaranteed to increase your company's new person-to-person contacts by 150 people each month, multiplied by the number of sales staff on your team. So that with a team of 10, you would actually be making an extra 1500 personal contacts each month! This system quite literally gives you the ability to set and achieve just about any sales goal you choose -- even if you are on holidays and relying on staff to achieve it for you! After all, in the end it's got to be the system that does it, not you!

And I get on your case about networking, slamming the old way of networking and exhorting you to teach your people a new approach. And the reason I do that is because when I look at people who are "networking", it's obvious to me that they are wasting their time and their money and mostly being bored stupid in the process. The "Strategic Alliance" approach is much, much smarter, far more effective, far more humane and respectful, and a whole lot more fun!

How successful will you be in increasing your team's sales? When we run this program with sales people we find that over 50% of our graduate clients increase their sales by over 200% within 4 weeks! The average increase after 3 months is 598%, even accounting for the usual "failures", the people who just downright refuse to put these strategies in place.

Part of the reason we're so successful is that we have a huge background in training, communication, and quality control, as well as being experienced NLP trainers. We're skilled not just at the conscious communication side of training, but also the *unconscious communication* side of training. That's the training people get that they don't know that they're getting!

So we're not suggesting for a moment that you will get the same results as we do. However by carefully following our instructions for the teaching, implementation and integration of our strategies, ***especially if you utilise the on-line personalised support forums***, we certainly expect that you will at least double your team's performance within 1-3 months of full implementation.

Renae, a real estate professional, used the techniques described in this book to treble her listings in just one month, and double her sales within four. A personnel recruitment company, trebled its revenue in just 8 weeks, even though there was an industry downturn at the time! A life assurance consultant increased his revenue by 800% in just 1 month.

That is exactly what you should expect if you take the time to fully understand and implement these strategies. Of course, if you don't use them, I promise you that nothing will happen and your team's performance will not budge. But that's just common sense, isn't it?

On the other hand, I guarantee that if you work with your team to implement and master these methods, your revenue will most assuredly increase. How much will it increase? Well now that you have a predictive *system* and the people with the skills to back it up, that is entirely up to you! For the first time, you can literally set any sales goal you want (provided of course that the market exists), and confidently achieve it -- you are in control!

Neuro-linguistic Programming (NLP)

NLP is a vast field encompassing language, perception and behaviour. It is often described as "the study of subjective experience" and stands very firmly on the shoulders of transformational grammarians, as well as on the shoulders of therapeutic geniuses like Virginia Satir, Fritz Perls and Milton Erickson. NLP was originally developed as a field by Drs Richard Bandler and John Grinder, but is now a product of the combined efforts of many developers.

Recently a colleague described NLP as "The Science of What Works!" I like that!

NLP provides a range of incredibly powerful techniques to gain deeper relationships with clients and colleagues, friends and family. It does that through better understanding of other people's (and our own) perceptions, attitudes, and motivations, as well as through a highly-refined awareness of states of mind and extremely advanced communication techniques. Indeed, NLP provides us with powerful language skills that bring people together, persuade, and even blast away limitations of thinking!

Another tremendous benefit of NLP is what it teaches about modelling excellence. A key presupposition of NLP is "If one person can do something, any person, given access to the same resources, can." We make use of NLP modelling techniques to select out the skills of truly excellent businesses and sales professionals and make them our own!

There is just one bad thing about NLP, and that's the type of people sometimes attracted to it. It probably has more cowboys and idiots in it than any other field on the planet. Because it provides such a powerful array of tools for personal and professional development, and for communication and persuasion, it is looked on as the "ultimate answer" for egotistical manipulators full of their own narcissistic grandeur. It also attracts vulnerable people desperate for a "magic wand" but unable or unwilling to see that there is a definite skill set to master, and a significant body of knowledge to acquire and understand. Likewise it attracts people with an unexamined desire to "help others" who think that NLP alone, without comprehensive training in counselling or psychology, is enough. This might be merely pathetic if it weren't so dangerous. The study of NLP is not appropriate for people who are struggling emotionally or psychologically.

For that reason we now take on NLP undergraduates for our 10-day NLP certification program on an interview and selection basis only. The selection criteria is designed to screen out anyone but those who'll be using NLP in a practical way to achieve authentic personal and professional development. In 2005 we made a decision not to offer this training to the general public again, and to run only in-house training in NLP, in organisations where there is a commitment to achieving objectively measurable outcomes.

I trust you will use the techniques which are taught in this book in a highly responsible and ethical way.

So What Makes a High-performing Sales Professional?

Whether or not your team is already highly successful at selling, or at winning business, this book will certainly help you to help them achieve much more. You may have some sales staff who appear to be a long way from being successful. And yet in most cases you will find that they can improve very rapidly indeed. And the answer is not to "get better at closing", for example.

In fact many of the world's top sales people owe their success not to greater skill at "closing", but to NLP. NLP provides absolutely exquisite communication and performance skills. NLP can provide you with knowledge relating to people and influence, and NLP can teach you about "state management", for optimum performance. Your team won't have to battle with confidence issues or doubt. They won't have fear. They'll just do it, with a great deal of ease and naturalness!

Now can any of that be faked? Can you fake rapport with people by, for instance, just matching body language? Can you knock out fear and doubt by sheer willpower?

No, you can't. Not consistently, and in fact not even for a second.

The reason I say that is that our unconscious mind controls vast numbers of both big and little responses: body language, breathing, muscle tone, skin colour, lip size, eye size, pupil size, heart rate, perspiration rate, volume, tone and pitch of voice and so on. Since your conscious mind can only cope with a very few of these at any one time, and is powerless to impact on many of them, you can bet that whatever is going on underneath is going to show one way or another!

The upshot of this is that you might "fool some of the people some of the time" and fake confidence, or fake a positive attitude, or even fake rapport, but at some level the client will know it. The client *might* buy *this* time, but there'll be unease, and they will unconsciously look for a rationale to buy from someone else next time. They sure won't refer you either, so if your team is not getting referrals, you can bet that a lack of rapport or trust is the most likely possibility (and of course the second possibility is that they are not networking enough, or networking strategically, or don't even know what quality networking is).

So it can't be faked, and I'm going to show you how to do it for real. Not only will your sales go up, but you'll enjoy your business or profession so much more, and you'll enjoy your clients much, much more. Most people find they also enjoy their family and friends much more too. That's what happens when you get rid of the stuff that's held you back and build better, more authentic relationships.

When You Introduce this Material to Your Team

Last year I wrote the book "How to Double Your Sales in 30 Days – and Keep Doubling Them"! specifically for sales people and small business people. It was a great book. I'm proud of it and I still highly recommend it to any sales professional who is serious about earning more money, more easily. It's the book on which this one is based.

However it soon became apparent to me that there was a problem. Sales managers were starting to use it as a basis for implementing positive change. Sound like a good thing? Well NOT!

The original book worked because its readers **self selected**. What I mean by this is that people who were already committed to making changes, bought it, read it, and used it. This is quite different from a sales or marketing manager saying "This stuff is pure gold. I'm going to start implementing it right away!"

Can you see what's coming? That's right. You can't **make** people do anything. And if you try to implement this stuff by just basically saying, "Right folks, this is how things are going to be" you're going to come up against all sorts of problems and the whole thing could be counter-productive and even cause real damage in your organisation.

So before you even suggest any changes, let alone actually introduce anything solid, talk to your team members to find out things like:

- Do they want to earn more money, and if so, how much more? How do they envision that happening? What are their reasons for wanting more money or not wanting more money?
- What do they like about their job and what do they not like?
- What would they like to see change and what would they like to stay the same?
- Do they have any fears or doubts about their current performance? About actually being able to achieve the goals they have?
- Where do they see their strengths and where do they see their weaknesses.
- What do they most want from you? What do they least want from you?
- What's most important to them about their job? When they have that (whatever it is) what does that give them? And what does that mean to them? (This is a sequence you'll learn more about later in the book, designed to elicit higher values/meaning.)

I can't be there to hear and interpret these things for you, but please do your best to discover the frank answers to these questions, and firmly keep them in mind as you implement your improvement program, ensuring as much as possible that you respect and provide for people's different needs. You can't just make presumptions that you know what's in their minds. You actually have to ask. It's like that with clients, too, isn't it

If your company has purchased the full training program of Take Your Team to the Top, including CD's, you'll have handouts and videos to assist you to work with your team. In that case, so that you can get comprehensive and meaningful answers to these questions, and be in a position to act on them later, use handout number 1 for your staff. Once you've collected these back from them, refer to them often, with each staff member, to refine their answers as they make decisions about changes they'd like to execute, and to help to better understand motivating factors so that your coaching remains relevant to each person.

FREE! ACTION PLAN FOR MANAGERS – On the Speed Business Networking On-Line Forums check into the **Sales Managers' Forum** and share with us (without betraying confidentiality or privacy!) the types of answers you've got from your team. We'll be able to help you adapt and integrate the program to better suit your team, and thereby not only maximise impact, but minimise risk. Assist your staff to work through the Action Plan below.

FREE! ACTION PLAN FOR SALES STAFF – See *Action Plan 1 in the Sales/Marketing Support/Troubleshooting Forum*. *This forum not only spells out the steps you need to take – it even provides personalised support so that you're not just learning about winning more sales, you're getting them!*

The forum is at <http://speedbusinessnetworking.com/phpBB2/>. Make sure you REGISTER, giving information about location and occupation, because we reject suspicious registrations without notice. This is how we maintain a "clean" forum which can guarantee the highest value for members.

Before your registration is authorised, you'll be asked to provide a copy of the receipt for purchase of this book, as will each staff member who wishes to utilise the forums.

SPECIAL NOTE: If your company has purchased the full Professional Training Program, then you and your designated sales staff are entitled to 12 months' confidential support in a totally locked and private part of the forums (ie, no-one but you and your team can read or interact in your own locked forum). Make a point of checking in at least once each week and using that resource to the maximum.

Also remember that the Professional Training Program provides 12 months' access to live support via telephone, Skype, VoIP and email for you and your designated staff.

Take Your Team to the Top

Chapter 2

They need a goal-setting acquisition strategy far and beyond the old “SMART” routine!

*“It doesn’t work to leap a 20-foot chasm in 2 10-foot jumps.”
Unknown*

In this section you will:

- Learn how goal setting, done poorly, can be harmful rather than helpful**
- Discover why the “SMART” routine might not have worked for you**
- Learn how to build goals far more thoroughly and thereby increase your goal success rate**
- Experience how hierarchical thinking can enhance your goal acquisition**
- Learn how to copy the successful performance of others who already have your goal**
- Put your unconscious mind on auto-pilot for goal acquisition through the clever use of metaphor!**

Why is SMART Dumb?

If we don’t set goals at all, we tend to just get whatever is dished up to us. The trouble is, most people don’t set goals well, and still end up not achieving their personal and professional dreams.

But it gets worse than this, because goal setting has a “dark side” too. When people experience failure of their goal setting activities, it doesn’t just mean a waste of time, it also means experiencing a sense of failure and disappointment that can end up making you feel cynical about even having dreams.

Up till fairly recently, the best goal setting tool we had was the SMART routine, which essentially meant considering our goal in the contexts of:

Specificity
Measurability
Attainability
Reward Potential
Timeframe

This was better than anything else we had at the time, but didn’t go nearly far enough because it left pitfalls and loopholes galore. SMART failed to:

- Fully examine the consequences of getting or not getting your goal. It left key motivating factors, both for and against getting your goal, hidden and unexamined.
- Examine specificity rigorously enough, or measure rigorously enough. SMART lacked understanding of the way each of our sensory systems tracks and recognizes goals.
- Understand the difference between a goal you have control over and a goal which you do not.
- Examine the resources required to reach your goal, which you might not have or be able to obtain.
- Examine the costs of achieving the goal, which might be too high to pay.

- Examine beliefs around the goal that could trip you up.
- Examine how the goal was or was not congruent with other goals, or with your guiding principles or values.
- Test the goal for “comfortable fit”.
- Skillfully install the goal as an unconscious target

So let’s look at a smarter alternative to SMART! Let’s go beyond “goal setting” to “goal getting”!

Be Careful What You Want

Before we make a start on a particularly powerful strategy for goal acquisition, let’s make sure we know precisely the outcome we would like. If we fail to say what we want, how do we know when we get it? If we fail to say what we want, how do we even know what direction to go in?

Be careful with what you want, because once stated in the following ways, it is highly likely you will get it!

Well-formedness – The SuperGoal Strategy

Well-formedness is a term that comes from NLP and originally referred to “well-formed in therapy”, meaning that the goals of therapy were both realistic and achievable. These days this term is more commonly used in goal acquisition and provides a set of tests to determine whether we are kidding ourselves over a particular goal. It helps us find the holes and traps within our goal and “failproof” it!

I’m going to call this process of rigorous testing the “SuperGoal” strategy.

Before you even try to apply the SuperGoal strategy, you must get **very clear** on what it is you actually **do** want. Take the time now to write, in positive language the selling goal you want, and write this in present tense, positive language (so you are not using “absence of the negative” type language.)

Eg:

Issue: Public speaking anxiety whenever I talk to a group of more than 2 people.

What I actually **do** want: *Feeling calm and confident whether I’m speaking to 1 person or thousands of people.*

Notice that I **did not** say “I won’t have this nervous feeling in my stomach any more.” That would be an “absence of the negative” type of statement and would result in a focus on the wrong goal!

The way that our minds naturally work, is that we tend to *go where our thoughts are*. If we say “nervous feeling”, even with “won’t have” in front of it, we still have to focus on “nervous feeling” before that sentence has any meaning for us. Ensure your focus is the direction you want to take!

Getting this Concept of Correct Focus to Your Team

A helpful analogy I often use to demonstrate just how the mind has a tendency to automatically create behaviour which matches our particular mental focus, is the one of the person learning to steer a bike or a car. Most people have had at least one of these experiences and should identify with this scenario:

When you were first learning to drive or ride, if you “tried” to keep off the edge of road, your car or bike seems to be magnetically attracted to it. If you “tried” to avoid the pot hole, again, your vehicle seemed magnetically attracted to it.

Your mind was on the thing to be avoided. Incredibly, your brain then directed literally thousands of muscle fibres, without your conscious awareness, to take you to the thing you were wishing to avoid.

The trick to being able to stay on the right part of the road was to line up some part of your vehicle with the centre line, or with the edge, and keep your focus on the visual **gap, or match**, that you were creating. Not on the edge, or on the centre, but on the gap or on the match. Then it became easy to control, and soon it became totally unconscious. No effort whatsoever to just “sit on the right spot”.

This **is** how the brain works. If you want to go in a certain direction, you must focus on **that**, NOT on what you **don't** want. Once you've “practised” conscious awareness of a certain thing, just like the “driving” phenomenon, you start to “forget” about it but your unconscious mind takes over and automatically keeps you “sitting on the ‘right’ spot”.

Can you see that this incredible process is actually a two-edged sword? What about all the unwanted things you've focussed on in the past, that your brain now might be automatically taking you toward, and you don't even realise that's what's happening? This is a great explanation for the seeming self sabotage that so many people play out.

Literally, our brains are **teleological** in nature. The very design of your brain, automatically directing you to whatever you've been focussing on, is what gives you the success or otherwise that you experience.

As you'll see later in this program, motivation styles also come into play, but this basic fact of brain function remains the same.

Let's Apply the SuperGoal Strategy

You've already asked your team members about their sales goals (what they'd really like to be doing, as long as it was easily manageable) and now it's time to help each of them take their new sales goal and subject it to a set of conditions which we're calling the “SuperGoal strategy”. This is a great way to test both the realism and the desirability of your goal.

The application of the SuperGoal strategy involves the following:

- 1 State your goal in the positive (not the absence of a negative).
I earn at least \$x dollars per month.
- 2 Put the goal in context. How, where and when will I achieve this goal and why do I want this? Do not say “in six months' time”. Instead nominate the date, for instance “30 April 2030”.

Spend quite a bit of time on the “why”. That's because if we don't have a decent “why”, a “why” that has a lot of *emotional clout*, we won't have the *internal* motivation to do the work necessary. Although our unconscious behaviours occur automatically, they are still “driven” by *something* and that something is *emotion*. If the emotion isn't there, then the goal isn't important enough and we're unlikely to achieve it.

I achieve this goal (notice present tense) by 30 April 2007, with the XYZ company here in Perth. I achieve it by increasing the number of qualified prospects I talk to, using the networking and database massage techniques I learn in this book. I maintain it by strict scheduling of my time, documented as proof that I am following my strategy. The reason why this goal is so important to me is that I am sick to death of having to say no to my little boy when he wants me to buy him things, and I am deeply embarrassed that I can't take my family on a decent annual holiday. It means the world to me to be able to provide for my family in the way that I want, and I want to feel real respect and approval from my peers and my manager.

Notice that in this example I dwelt on some negatives. The reason for that is that it's important that the "why" part of this draws on strong *emotions*. It's also important that the "why" part triggers our own unique motivation patterns. Depending upon how you are motivated, you will need to ensure you evoke the appropriate emotions! (Look ahead to Meta-programs in Section 10 if you want to get a better understanding of this right now.)

For example, a lot of people are motivated in "away from" fashion. This means they are galvanised to focus on a goal, to take action to move toward that goal, because they want to avoid pain. They're not doing it because they want the reward; they're doing it mainly because they fear the alternative!

Unlike people who go for goals purely for reward, these people have twin foci. Instead of dealing with the fear (which is possible) some NLP trainers try to build up their fear, with the aim of building up the motivating pressures to take action. (I've done this myself when I didn't know better.) What happens is that the person is highly likely to get their goal, but with a whole lot of pain thrown in. After all, they've been focussing on that too!

A far better course of action would be to get expert help from a competent behavioural therapist in order to firstly deal with the "no pain no gain" and self-esteem rubbish that may be running, and then to deal with the fear that has been underpinning this person's entire life.

There is a better, cleaner, more efficient way to get goals!

- 3 Sensory specific. Can you describe the achievement of the goal in all sensory representational systems (sights, sounds, feelings, smells, tastes)? What sensory representational systems of others would inform them that you had achieved this goal? In other words, what sights, sounds, feelings, smells and tastes would provide you, and everyone around you, with undeniable evidence that you had got your goal?

I know I have achieved this goal because I see my diary full of appointments, I see my clients handing across their deposits, I see the looks on my team members' faces when they hear what I've done, I see the increased balance in my bank account, and the smile on my son's face when he gets an X-Box for his birthday. I hear myself say "I've done it!" and I hear some of the team congratulating me and some of them grumbling. I feel relaxed and confident, and I feel I'm standing up straighter and taller. Other people can see for themselves that I've got this goal. They can notice that I'm smiling more often and that the old tension around my face has gone. In conversations about family and children, they hear me discussing gifts and holidays that I'm planning."

You should go into much more detail than this, really examining, through the senses, the experience of having this goal, not just through your own eyes and ears etc, but really considering what other people's senses would tell them when they observe you having got your goal.

- 4 Goal must be self-fulfilled - not rely on others' contributions, and not subject to events outside your control. What are the resources, personal and otherwise, that must be brought to the process? Is it feasible that you can gather those resources in the time planned?

I claim that indeed this goal is up to me, and not up to anyone else, or dependent on luck. I have control over this goal, because it is I who has to take the direct actions to achieve it. The personal resources I require are determination and discipline so that I plan and then execute my plan perfectly. I recognise that having a mentor will make this very easy for me and have asked X, a business coach to work with me. I've also joined an on-line forum for professional sales people so that I can get support and assistance within a community that possesses an incredible depth and breadth of sales expertise. My employer has the systems and documentation in place to further aid me in planning and executing my sales activities. So actually, everything is in place for me.

- 5 Honestly evaluate the costs and effects of achieving the goal. What will having the goal get for me? What will having the goal lose for me? What will *not* having the goal get for me? What will *not* having the goal lose for me?

Getting this goal is highly likely to lead to recognition, promotion, and even more opportunities to increase my income further. My friends and family will not necessarily enjoy my getting this goal. I may in fact lose friends and may inspire jealousy in some people. Some people may not like me because they may interpret my success as "having a big head". If I don't get this goal I would be losing many opportunities for recognition, promotion or increased income. If I don't get this goal I can continue to avoid standing out in any way – I avoid having more expected of me. I get to avoid changing and developing personally and professionally.

- 6 Is the goal in alignment with my other goals, with my values and guiding principles?

It's important to me to be loved and approved of. The goal will most probably give me increased approval professionally, but not necessarily in my personal life. I'll serve as a better role model to my child, but my partner may be uncomfortable because he/she has never experienced this degree of financial ease before. The goal is in alignment with my values and with my guiding principles. I believe that it's both desirable and possible for me to perform well, to have credibility, to contribute financially and create a good-quality lifestyle for my family. This goal also fits in with my other goals of travel, as well as health and fitness. All these goals complement and enhance each other. This goal doesn't, at the moment, fit in with my goal of learning to speak another language. I recognise that for the time being, I want and need to give my attention to professional development, so that in the future I have even more time and other resources with which to pursue learning another language, or indeed a number of languages.

Help each member of your team to subject their sales goal to this SuperGoal strategy. It will also help them to use the Sales/Marketing Support/Troubleshooting Forum to share their goal with fellow members and allow them and us to help assess their work on well-formedness.

Fantastical Thinking

I know you might not like this term and some people complain I should just say “fantastic” thinking, or “illogical” thinking. I like the word “fantastical” because I think it conveys the “fantasy” aspect just the way I wish.

Fantastical thinking in relation to goal setting refers to fairy-tale-like beliefs about current or future events. This is the imaginary cause/effect link that we make between our goal and other events.

Point out to your team that “consequences” (number 5 above) should not contain fantastical thinking. For example, someone who wants to increase their commissions may be thinking “When I earn more I will take that trip I’ve been wanting”, “When I earn more I’ll go for that promotion”, “When I earn more I’ll find a man/woman who will love me and want to marry me”. Maybe, maybe not. One doesn’t necessarily mean the other, and those outcomes can be achieved without earning more. People who earn less do these things, have these experiences, also, and if this person hasn’t already done these things, it’s possible that there are a lot of other things stopping them than merely their earning level.

It’s the same with confidence and charisma. If we say “When I’m confident I’ll be a brilliant public speaker and everyone will love me” these things don’t necessarily go together. They can be quite independent of one another. As you know, there have been plenty of brilliant and popular public speakers who were nevertheless painfully shy and lacking confidence. Conversely, there are plenty of very confident people who are as boring as hell to listen to.

Get your team members to respectfully challenge each other on “consequences”. This is important because fantastical thinking can very much get in the way of goal clarity, and therefore get in the way of successful acquisition. Fantastical thinking may also indicate self sabotage and if that’s the case they want to know about it, and deal with it, so that nothing stands in their way.

Fears of Consequences

In the above example I wrote “..... my partner may be uncomfortable” Certainly the changes we make are not always easy for loved ones, friends or even colleagues.

I think the much-revered family therapist Virginia Satir (on whose work much of NLP is based) put it best when she described groups of human beings as systems “much like a mobile you might hang above a baby’s crib”. Satir said that when an individual changes it is like jiggling one piece of the mobile out of its customary position. When that happens the rest of the pieces jiggle about madly, trying to find equilibrium. But the system only has so much energy, and eventually it wears out and the whole thing comes to rest. It comes to rest around the piece which changed. According to the laws of physics, nothing else is possible.

Human systems aren’t like that 100% of the time. We’re a little more unpredictable, so for us it’s more like 99.9999999%. So sometimes a piece of the mobile (like an employee, a partner or a friend) actually cannot or will not make the change and there is a parting. However probably something like 99.9999999% of the time they make a positive change with us (even if that takes a while) and they stay, and the “system” is a lot better for it.

Do take time to think about and identify any fears you may have about the consequences of getting your goal (see “Role of Belief” below).

The Role of Belief

Do you totally believe you can achieve this goal safely and comfortably? Or is there some doubt or fear around reaching for this goal or actually achieving it?

Usually we find that the goal is not totally congruent with who we are or what we believe, otherwise we'd probably have just gone out and done it! The problem is that the things that could be holding us back are mostly unconscious - so how do we discover them and deal with them?

The key is to be found in your own body and the best way to use that key is to first get into the most comfortable state you can (note, not necessarily relaxed, but quite alert in a highly comfortable way). Use an actual memory of an occasion where you actually felt quite comfortably alert and relive it now, carefully noting how you feel physically, in your face, chest, back, stomach, legs, hands.

As a contrast, imagine going through the steps to achieve your goal, as well as what it would truly be like to be achieving that goal. What differences do you note in your body as you experience that? If you feel tightness or tension where previously you felt quite "smooth" or comfortable, this could indicate fear or doubt. Or maybe it merely indicates excitement. Is it a nervous feeling, or an excited feeling?

Take your team members through this exercise and point out the techniques from Section 7 which they can use to deal with these subconscious blocks so that they cease being triggered as they move toward their goal. It is possible they might need help to refine their use of these techniques so that they more easily get the outcome they want. The forums provide personalised support to do exactly that.

Telephone consultation is also available anywhere in the world, thanks to Skype and VoIP.

Note: If you would like a Skype consultation, please email first [on info@lifeworks-group.com.au](mailto:info@lifeworks-group.com.au). We get so many nuisance Skype requests from all over the world that we've had to implement a policy of routinely blocking anyone who hasn't first validated themselves via email or telephone.

Logical Levels – The Next Goal Test

So we've begun to work much more specifically, realistically, and rigorously on our selling goal than we ever have before, and yet, believe it or not, we're nowhere near through!

Now we have to put our goal through another test. Does it stack up when we look at it in different *contexts*?

There are 6 contextual levels of thinking commonly agreed upon by linguists and philosophers (see Figure 1 overleaf):

The Logical Levels

Connection/Purpose/Vision
Identity
Beliefs and Values
Capabilities
Behaviour
Environment

Figure 1: These “levels” form a hierarchy of thinking/experience

These levels form a hierarchy of thinking/experience, each level incorporating (and in fact ruling over or impacting on) all of the levels below. So our environment does not have as much impact on our beliefs as does our “identity”, for example. If we make changes at the level of environment (like cutting our hair or painting our house) we may not make a dent on whom or what we think we are. But if we change whom we genuinely think we are, ie making a change at the level of “identity”, then our beliefs change, our capabilities change, our behaviour changes and so does our environment.

That’s why the 12-step model of Alcoholics Anonymous is most unlikely to produce “responsible social drinkers”. How could it when at meetings people stand and proclaim “I am an alcoholic”? The only people who can tolerate that environment (and a lot drop out) are people who believe “once an alcoholic, always an alcoholic” and “if things are to change I need to call on a magical power – I am not enough”. That’s their identity, set firmer in stone every time they say it.

Here is an exercise to check *your* goal at every level in your hierarchy of experience. It can be very helpful to have someone prompt you on what to do at each step, freeing you up to immerse yourself in thinking about and experiencing your goal in all of these contexts.

Exercise

This “logical levels” exercise is done by taking actual physical steps, each of which represents and facilitates your moving into a different context of thinking. To begin this exercise, think of your sales goal, as well as the environmental context in which you would like to experience it. Describe that environment out loud. What is your environment like now that you have your goal?

In turn, step forward again into the next level, ending with the connection/purpose level, in each case describing *out loud* the significance of the level to that state.

(Eg, at **environment** level, describe where you want to experience it; at **behaviour** level describe what you want to do that reflects that state; at **capability** level describe the skills and knowledge involved in that behaviour; at **beliefs/values** describe what you believe that allows you to use or develop those capabilities; at **identity** level describe who you are that would have those beliefs, at **connection/vision/purpose** describe your overall purpose or vision for your life and how that connects you with every aspect of the greater world outside you (even perhaps as a symbol, since many people have difficulty with words when thinking in that broadest of contexts).

When you have described or symbolised your connection/vision/purpose, take a moment to notice how your vision or your purpose actually affects every other level.

Maintaining that clarity of connection/vision/purpose, step back into the level of identity and feel your identity merge with your purpose.

Maintaining your purpose and identity, step back into the level of beliefs and feel them all merge.

Maintaining all of that, step back into the level of capabilities and feel them all merge, experiencing how the merged qualities of connection, identity and beliefs now merge with your capabilities.

Maintaining all of that, step back into the level of behaviour and feel them all merge, experiencing how the merged qualities of connection, identity, beliefs and capabilities now merge with your behaviour.

Maintaining all of that, step back finally into the level of environment and feel them all merge, experiencing how the merged qualities of connection, identity, beliefs, capabilities and behaviour now merge with your environment.

Fully experience that you have all these resources at your fingertips, perfectly aligned and congruent, whenever you wish to use them.

If you were to merely read about this exercise, you may think it silly or pointless, or even “new-age rubbish”. I probably detest new-age thinking more than most people on this planet, so I can sympathise with you if you feel considerable doubt about the usefulness of this exercise. However there is nothing new-age about this exercise. It’s an exercise that extends our cognitive thinking into broader contexts than we might otherwise consider, and at the same time allows us to physically check out that context to see how our “gut” reacts to it. If you do this exercise properly, you’ll find it a highly informative and useful experience.

Incidentally, some people have a deep and authentic spirituality and can find considerable insight from treating the Vision/Connection/Purpose level as “Connection with God” or “Connection with Universe”, for example.

Pick a Model!

We’ve done a lot, and yet there’s even more that you can do to assure you get your goal! Now let’s look at “Modelling”!

NLP “Modelling” is useful in many different ways. For example, we can use it to test something out, or to selectively “go shopping” for particular skills, behaviours or attitudes that we want for ourselves. In this next exercise you’ll do both!

(Note: You can use this exercise to gain sports skills too! It’s one of the key techniques I used to advance my tennis ranking by over 30 points in just one season!)

Let’s say you want to be able to present yourself more confidently. One way to do that is to first gain an awareness of how other people do it. Until you really examine that, you’re likely to either have no idea how they do it, or some wrong ideas. For instance, you might have got into the habit of thinking that confident people are arrogant. That their conceit or arrogance is a necessary product of their confidence.

Certainly that's sometimes the case, but then it's usually a different sort of "confidence", not a pleasant one to be around. Have you ever tried executing the behaviour and attitudes that you *thought* were involved, and really "come a cropper"? "Modelling" is usually a more accurate and safe way to prepare to execute your goal behaviour.

In the next exercise I'm going to ask you to bring someone to mind who already easily achieves the sales goal you have set. Someone whom you admire and would like to "rub off" on you. You don't need to know this person well. They could even be a character from a book or film.

You are going to "model" this person. While even just one experience of this exercise may be all you ever need, you'll usually *get much more benefit, faster*, if you practise modelling this person as you continue to do the other work outlined in this book. Soon you, too, will have acquired the attitudes and behaviours of your "model", and pretty effortlessly at that!

As you go through this exercise, remember that it is definitely not just this person's behaviours or mannerisms that you are "getting inside of". *Very importantly*, you are seeking the *internal states and thinking processes* that most probably drive that behaviour so easily and naturally.

There is not time here to discuss automatic behavioural strategies and the fact that *all* of these are state based, meaning that the emotional trigger of the state actually causes the behaviour. I'd love to share that with you, but that would make this a book on neurophysiology instead of a book on business development, so just be very aware that the internal states you notice when you "get inside" this experience (ie the feelings, both emotional and physical) are absolutely the key!

There is also not time here (and it's also outside the ambit of the book in any case) to discuss the neurological mirroring behaviour that is innate in all humans and probably in primates also, that makes this type of automatic learning possible. So let's get on with it!

Exercise

Pick someone to "model" who easily, naturally and consistently meets or exceeds the goal you have set. Whilst it's not normally necessary to like everything about this person (because we can learn to model very selectively!) for the sake of comfort and simplicity, this time make sure you feel very satisfied at the thought of being very much like this person, and know that should there be certain things about this person that you don't like, that you can very readily say "no" to those without detracting from the effectiveness of this important exercise.

- 1 Take time to get into a very relaxed state. You can do that by remembering the last time you felt particularly loose and relaxed, or you can listen to relaxing music, or meditate. Do whatever is necessary to slow down and completely relax. If you know self-hypnosis, that is also a great way to slow down and relax.
- 2 Imagine that you are observing your "model" engaging in the desired behaviour. Watch as he/she repeats the behaviour over and over again. This doesn't have to be the act of making a sale. It can be any typical behaviour you've noticed about this person and which you think "represents" them well, or is really "characteristic" of them. You don't even have to perceive this with any kind of precision. It is perfectly fine to just get a "feel" for the scene.

Thank you for reading the FREE preview of the sales training manual “Take Your Team to the Top”.

In any program of business development, planning and goal setting must come first, and this is followed by the systems and strategies, including contingency planning, that are required to assure that the hoped-for development actually happens.

The rest of this book comprehensively does exactly that, as well as providing you with first-hand support by the author, on the structured forums described earlier.

If you’ve enjoyed reading so far, and are hopeful of getting far more, then you should hop onto www.speedbusinessnetworking.com/sales_training_manual.htm right away and grab your full copy.

Congratulations for travelling with us thus far, we look forward to working with you on the forums, and helping you achieve any sales goal you desire.