

**Up-a-Notch™ Sales Training
System
for Inside Salespeople
By Dave Kahle**

Turning Objections into Sales

Congratulations, you are going to facilitate this training session.

Your job includes these things:

- facilitating the group conversations
- supporting and encouraging each member
- managing the details of the program
- holding people accountable for doing their assignments.

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It's important that each member of the group personally consider the material on the tape and do the exercises in this manual. Instead of "teaching," your job is to help them learn. That means ensuring that each participant completes the exercises, enters into the dialogue, and faithfully keeps to the learning procedures built into the program.

It's really not that difficult. Just follow our directions. As you complete each task, check the line in front of it.

Note: If you have more than eight participants, we recommend you split the group into two small groups with four or five participants in each and hold separate training sessions for each group. The exercises are designed for small groups, usually no more than seven people.

Here's how to do it...

Prepare for the session:

____ Make sure you have a working video player and monitor, or as a less desirable option, an audio cassette player.

____ Have an easel or white board available.

____ Prepare one set of materials for each of the participants.

- ✓ Make sure you have one *participants manual* for each person involved in the training. Order additional manuals from The DaCo Corporation, 1-800-331-1287.

- ✓ Split up the “bubble pads” so that each participant has at least three sheets.
- Split up the “prescription pads” so that each participant has at least two sheets.
- ✓ Obtain the copies of the “Prescriptions” that were written at the end of the last meeting.
- ✓ Arrange the chairs in a comfortable, semi-circular pattern.

_____ Send a written invitation/reminder to each participant. Remind them to bring something to write with, and to hold their calls.

During the training session:

_____ Begin with a discussion of the progress the participants made on their previous prescriptions. Get last session’s prescriptions then say this:

“At each training session, we will all be making commitments for things we are going to do differently. In some cases, we may reconnect to something we already know we should be doing. In other cases it maybe something we haven’t done before, regardless, making these commitments or writing “prescriptions”, is a part of every session.

A part of every session is following up on the prescriptions we wrote in the previous training session. That is what we are going to do now. I am going to read each prescription and ask you how you are doing on that.

I will go first”

Now, read your prescriptions and explain in detail how well you have done at accomplishing it. If you noticed some positive results, make sure that you describe them and relate these results to the actions you took on your prescription. Remember to give a well thought out, honest, detailed report. The other participants will copy your modeling of how to report.

Then proceed to ask each person to report. Say, “(person’s name), you said you were going to (read the prescription). Tell us what you did.”

When appropriate, also ask, “What result of your actions did you see?”

Be sure to thank everyone who reported, and to positively encourage those who followed through on their prescriptions.

_____ Allow them a few minutes to review the materials. Tell them the pages marked “Notes” at the top are to be completed while the tape is being played, and the pages marked “Exercises” are for after the tape is finished.

Say this:

“Today’s topic is “Turning Objections into Sales.” Take a couple of minutes to look through the materials. Note that the pages marked “Notes” at the top are to be while the tape is playing, and the pages marked “Exercises” should be completed afterward.”

_____ When everyone is ready, turn on the tape. Continue to view (listen to) the tape until it is finished.

Following the end of the tape:

_____ Immediately after the tape is finished, give everyone a few moments to complete their “Notes.”

Say this:

“Take a couple of minutes now and finish filling in the blanks on the ‘Notes’ exercise.”

The participants may want to discuss the notes or some aspect of the taped presentation. Allow them to do so.

Exercise One: Handling the Person with Softening Statements.

- ✓ Give everyone a few moments to read the directions for Exercise One.
- ✓ Help them form into groups of three.
- ✓ Give them a few moments to work through the first role play.
- ✓ Allow each group a few moments to discuss the results.
- ✓ Now, have them repeat the role-playing exercise.
- ✓ Again, allow each group a few moments to discuss the results.
- ✓ Ask each group to report on something that one of their members did very well.

Exercise Two: Preparing for Objections

- ✓ Give everyone a few moments to read the directions.
- ✓ Help them form into groups of 3 – 5 people.
- ✓ Allow them a few moments to complete the exercise.
- ✓ When everyone is finished, ask each group to share its results.

Exercise Three: Preparing Responses.

- ✓ Give everyone a few moments to read the directions.
- ✓ Allow ten to fifteen minutes for each group to complete the exercise.
- ✓ When everyone is finished, ask each group to share its results. Generate some discussion so that people will gain ideas from one another.

Exercise Four: Role playing

- ✓ Give everyone a few moments to read the directions.
- ✓ Put them back into the three person groups they began with.
- ✓ Allow a few moments for the role playing.
- ✓ Ask each group to share one good thing that one of the members did well.

Exercise Five: Generating Ideas

- ✓ Give everyone about five minutes to complete three of their yellow bubble pads.
- ✓ Then, once again, ask people to share their ideas. This exercise will help others understand how to record a “good idea,” and will stimulate additional ideas.

Say this:

“Now let’s share some of these ideas. I’d like each person to share at least one. If you hear someone else’s idea and that makes sense to you, feel free to record it as your own on one of your bubble sheets. You can have more than three. (Call on someone or go first yourself) _____, what’s one of your ideas?”

Continue in this way until everyone has had a chance to share at least one idea.

If people are hesitant to share, or if they have no ideas, take a few extra moments to review the content of the tape by going through the “Notes” exercise. Review each major point, and ask people to comment on it.

Say something like this...

“The first point he made was that”

“Does that make sense to you?”

“How could we use that idea in this organization?”

“Any way that you might be able to use that?”

- ✓ In this way, continue down through the “Notes” exercise, reviewing each point, and encouraging people to find “ideas” and write them down.

Exercise Six: Distilling the Best

- ✓ Give everyone a few moments to complete it.
- ✓ Ask each person to share his or her ideas.

Exercise Seven: Precisely Prescribing

- ✓ This time, ask each person to make a copy of his or her prescription, writing it on an additional Prescription pad. Ask each to write his/her name on the prescription, and turn it in to you.
- ✓ Mention that at the beginning of the next session, the group will review each of these prescriptions in order to hear what progress each person has made.

Say this:

“At the beginning of the next session, we’ll take a few minutes and find out what progress each person has made on his/her prescriptions. Be prepared to tell us what you did, and what results you saw. We’ll be looking especially for success stories.”

____ Now, confirm the time, date and place for the next session, and close this session.

____ Fill out the evaluation form (next page) and fax it to 616-451-9412.

Congratulations! You have just successfully facilitated this training session.

EVALUATION

Please complete this form after the training session and fax it to 616-451-9412.

Program title: _____

How many people attended: _____ Date of session: _____

Based on your discussion of the progress made on *last month's prescriptions*, which of these occurred? Check one in each column.

- | | |
|---|--|
| <input type="checkbox"/> No one acted on their prescriptions. | <input type="checkbox"/> There were no positive results. |
| <input type="checkbox"/> A couple of people acted on their prescriptions. | <input type="checkbox"/> A few people indicates some positive results. |
| <input type="checkbox"/> Most attempted to complete their prescriptions. | <input type="checkbox"/> Most reported positive results. |
| <input type="checkbox"/> Everyone acted on their prescriptions. | |
| <input type="checkbox"/> Everyone reported positive results. | |

One such result was:

Please place a check in the box for how you believe the majority of the people would respond.

	Not at all	A little	Some-what	A lot	A great deal
How practical & useful was the content?					
How practical & useful were the exercises?					
How easy was the program for you to facilitate?					

What was the most valuable thing your people gained?

What one thing would you suggest we change for next time?

Do you have any suggestions for topics that we should test in the future? Please describe.

Optional: Your Name _____ Phone # _____

Email _____

Turning Objections into Sales

NOTES AND EXERCISES

NOTES

Occasionally you ask your customer to do something. And, some of the time, they will give you a (reason) or an objection why they (don't) (want) to do that. You can say ok, and be done with the call, or you can attempt to (handle) that objection and turn it into a (sale). When you do that, and gain that skill, you take your performance up a (notch). This really is an area where you (separate) yourself from the pack and become something (special).

What's an objection? A (reason) for them to (not) do what you want him or her to (do). But what do you do? The (typical) response is either to give up or become (forceful). But is there a place in between? YES! That's where you ought to be. There are two rules that are very simple to understand that will put you in between, equipping you to effectively handle objections comfortably and with some degree of skill.

Rules number one, (first) handle the (person) and then, (handle) the (idea). First deal with the (entire) content of what the customer has said. Respond a certain way to (minimize) the tension to get them on your side and then, when you have dealt with that, you can address what he or she (needs/wants).

How do you do that? Begin by making a (softening) statement. One way is to (empathize). Make a statement to the customer saying that you understand how they (think) or (feel). Another softening statement is to just (agree) with the customer. When you agree with him it puts him on your side.

After that, then what? It's time to handle the (idea). What do you do? First rule is this: (prepare) beforehand the answers to the most (common) objections you are likely to hear. Prepare beforehand by thinking of the objections you are likely to hear and ways you can respond to each.

Some general strategies here:

The first one is to (empathize). Another one is minimize the (cost) (and) (risk). Here's another (diffusing) language. The last rule for dealing with objections, when in doubt, ask a (question). Finally, (close) again! In other words, ask for their order again.

EXERCISE ONE: HANDLING THE PERSON WITH A “SOFTENING STATEMENT”

1. Find two people to work with.
2. You are going to practice making a softening statement. One of you will play the role of the customer, one of you will be the salesperson, and one of you will be the observer. Decide who is who to begin. You'll exchange roles so that each of the three of you have an opportunity to practice.
3. The salesperson should ask the customer to do something. For example, you can say, “Shall I send you a case?” Then, the customer should offer an objection. The salesperson should make a softening statement. Just do that. Do not attempt to handle the objection, just make a softening statement and thereby handle the person. The observer should note on the space below how well he/she thinks the salesperson did in handling the person with a softening statement.
4. Then, switch roles and repeat.
5. After each person has practiced making a softening statement one time, the observer should share his/her rating with the other party.
6. Now, repeat the exercise so that each person has an opportunity to practice twice.
7. Repeat step five.

Rating form for the “observer” #1

Person you are rating: _____

How well did they do? Circle one of the statements below:

Not well--
missed the idea

Fairly well

Good

Excellent – really made
the customer feel understood

Why did you give him/her that rating? _____

Rating form for the "observer" #2

Person you are rating: _____

How well did they do? Circle one of the statements below:

Not well--
missed the idea

Fairly well

Good

Excellent - really made
the customer feel understood

Why did you give him/her that rating? _____

SAMPLE

EXERCISE TWO: PREPARING FOR OBJECTIONS

1. Form into small groups.
2. In your groups, select one product or program to focus on.
3. Write down, on the form below, the six most common objections you are likely to hear when you ask someone to buy that product or program.
4. Share your results with the rest of the group.

Product/service/program: _____

Most commonly heard objections:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

SAMPLE

EXERCISE THREE: PREPARING RESPONSES

1. Pick one of the objections from the previous exercise, and, working together in your group, create an appropriate response to the idea. Outline exactly how you intend to respond to that idea, using the techniques of minimizing, maximizing or using diffusing language.
2. When you are finished, share your results with the rest of the group.

Objection: _____

Response:

SAMPLE

EXERCISE FOUR: ROLE-PLAYING

1. Form back into the same groups of three that you used for exercise one.
2. This time, have the customer give the objection for which you have prepared.
3. The person playing the role of the salesperson should first handle the person with a softening statement, and then use the outline you created to handle the idea.
4. The observer should rate the salesperson's performance using the form below.
5. Switch roles and repeat until all three people have had a change to practice.
6. After all three people have practiced, the observer should share his/her rating with the salesperson.

Observer's rating form

Person you are rating: _____

1. How well did this person handle the person? Circle one of the statements below:

Not well-- missed the idea Fairly well Good Excellent – really made the customer feel understood

Why did you give him/her that rating? _____

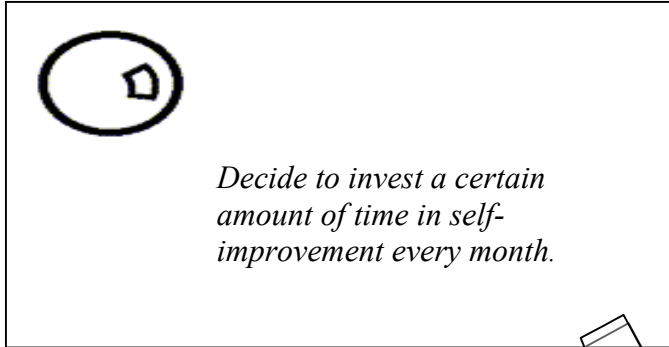
2. How well did this person use the outline to handle the idea? Circle one of the statements below:

Not well-- missed the idea Fairly well Good Excellent – really made the customer feel understood

Why did you give him/her that rating? _____

EXERCISE FIVE: GENERATING IDEAS

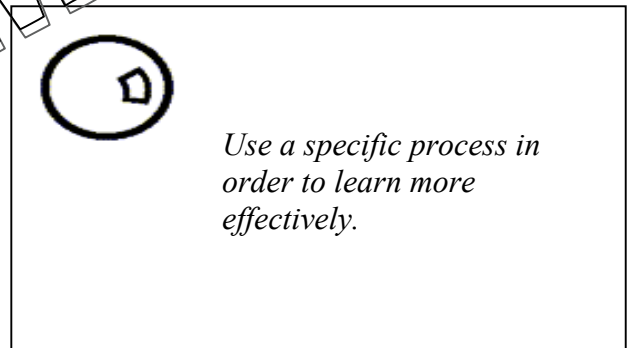
Use the bubble pads to write down at least three good ideas you gained from today's session. Remember the four criteria for a "good idea." We've illustrated a couple of samples for you.



Remember, a good idea is one that

- * focuses on the future*
- * focuses on action*
- * focuses on your behavior*
- * is a small step toward one of your learning goals.*

SAMPLE

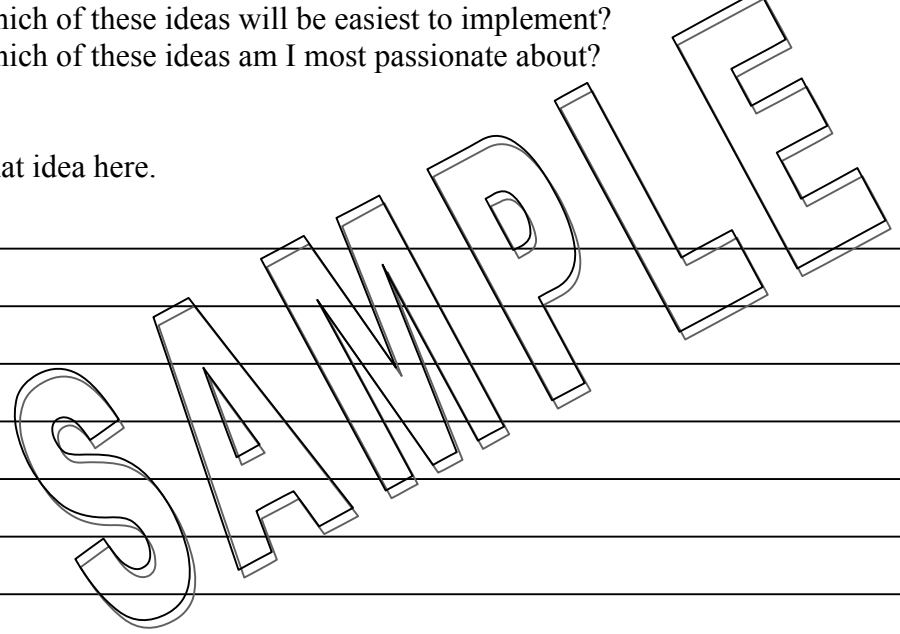


EXERCISE SIX: DISTILLING THE BEST

Select the one good idea from the previous exercise that you think is the best. To help you make that selection, ask yourself these questions:

1. Which of these ideas could make the fastest impact on my performance?
2. Which of these ideas would make the biggest impact on my performance?
3. Which of these ideas will be easiest to implement?
4. Which of these ideas am I most passionate about?

Rewrite that idea here.



EXERCISE SEVEN: PRECISELY PRESCRIBING

Turn the idea from the previous exercise into a Precise Prescription. Write that prescription on the Rx pad. We've done an example for you. Now, take your prescription and post it someplace where it will remind you to do it.

