

**Up-A-Notch™ Sales Training System
for Outside Salespeople**

By Dave Kahle

Gaining Commitment

Facilitator's Guide

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 considers 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.

- ✓ Have one Participant Guide for each participant. If you need more, contact The DaCo Corporation at 800-331-1287 to order additional materials.
- ✓ 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.

_____ Distribute the handouts. 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 “Gaining Commitment.” Take a couple of minutes to look through the materials. Note that the pages marked “Notes” at the top are to be completed 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.

NOTE: This tape is different from most of the earlier tapes in that after the end of the presentation there are a few moments of blank tape. This is followed by additional recorded material which is to be used for one of the exercises. Make sure you turn the tape OFF at the end of the presentation, so that you’ll be able to quickly access the additional material when it is time to do so.

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: Thinking about “Next Steps.”

- ✓ Give everyone a few moments to read the directions.
- ✓ Allow each person five to ten minutes to complete the exercise.
- ✓ When everyone is finished, have each person share his/her work with the larger group. Encourage discussion.

Exercise Two: Preparing questions that ask for action.

- ✓ Give everyone a few moments to read the directions.
- ✓ Turn the tape back on and view the next section. As soon as it ends, turn the tape off, and ask each person to write two examples of that type of question. Give each person two to five minutes to do so.
- ✓ When everyone is finished, ask each person to read one of their questions.
- ✓ Ask the group if that question accurately reflects the format described in the tape. Repeat this process until everyone has read at least one of their questions.
- ✓ Turn the tape back on, and watch the next short section. Repeat the process of having people write their own samples, share them with the group, and discuss them. Repeat this process until all four short sections of the tape are finished.

Exercise Three: 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 Four: Distilling the Best***

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

_____ ***Exercise Five: 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.

Evaluation

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

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

- How practical & useful was the content?
 How practical & useful were the exercises?
 How easy was the program for you to facilitate?

Not at all	A little	Somewhat	A lot	A great deal

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 # _____

E-mail _____

**Gaining Commitment
Notes & Exercises**

NOTES

Mention closing the sale and most salespeople feel their hearts pounding, palms (sweating) and their blood pressure (popping). It's that part of the sales process where most (salespeople) feel most (inadequate).

Professional salespeople, selling in business to business fields, look at the (manipulative) tricks and (clever) (comebacks) advocated in the literature, and feel that they just can't see themselves using those tactics.

In professional sales, there is no room for the (manipulative), high-pressure tactic. Gaining commitment from your customer is not a matter of (clever) questions, nor (manipulative) tactics. Your customer's commitment is a (logical), (natural) (outcome) of your excellent work in the other parts of the sales (process).

Become good at this, and you'll discover a number of powerful (benefits). I've discovered that when salespeople become (good) at gaining commitment, their confidence in their (overall) sales ability (grows). Their confidence spills over into every aspect of the sales process.

Secondly, you find you are working more (effectively).

Here's another benefit—your customers grow to (respect) you more.

Finally, you achieve better sales (results).

There are a couple of obstacles for most (salespeople) when it comes to this part of the sales process.

The first has to do with our (fear) of (jeopardizing) the relationship with your (customers).

If you are (assertive) in moving projects (along) and (resolving) issues, your customers come to (respect) you more as you appear to be very professional about your job.

The result is the reason for the relationship. The (relationship) is not an (end) in itself, it is a (means) to an end. The reason we build (relationships) with customers is that it facilitates (results).

Here's another obstacle to effectively gaining commitment – (fear) of rejection.

Your customer saying no has much more to do with your (customer's) situation, (perception) and understanding than it has to do with (you).

Let's examine the key principles.

1. Deciding to buy is a (process), consisting of a series of small decisions.

When your customers decide to give you money for what you're offering, that decision doesn't exist in a (vacuum). The decision is only the (latest) in a string of decisions that your customer made along the way. Your job, as a Skillful Influencer, is to (facilitate) this buying (process) so that your customer finds it easy to say "yes" to you at each (step) along the way.

2. Gaining commitment is a process which always ends with your customer's (agreement) to take (action).

These two principles naturally lead to an overall strategy for gaining commitment. The strategy is (Negotiate) the (Next) Step.

The next step to gaining commitment (varies) by the product or service, your (offer), the (position) of the person to whom you are talking, and the decision-making (process) in that particular account.

The second key word in our strategy is negotiating. (Negotiate) means to make arrangements for, or (to) (settle). This is a fundamental shift that is important to understand. You don't manipulate the customer, you (don't) overpower the customer, you (don't) cleverly force your will on the customer, you (together) agree on the next step.

Here are several rules to help you implement this strategy.

Rule One: Always (ask) for (action).

For a true commitment, your customer must (agree) to take some (action) as a result of your interaction with him or her.

Rule Two: Prepare (comfortable) commitment questions.

You should spend time developing these (questions) or statements, searching for (language) with which you are (comfortable). Here's a sampling of several types of questions or statements you can use.

The Agenda statement. When you use this kind of statement, you (describe) the (agenda) that (you) will follow in order to carry out the (customer's) decision, and then you ask for the customer's (agreement) to that agenda.

The Alternative Question is another kind of question that is comfortable for a lot of people. When you use this type, you ask a question that offers the customer (two) ways of saying (yes).

“Sounds like...” is another comfortable approach. You just say, “It sounds like” And then describe the (next) step.

Here’s one more way to ask for commitment. The Generic. By that I mean it’s a (comfortable) way of asking for action that is (broad) enough that you can use it in lots of different situations.

This has been a representative sampling of a few of the different ways to ask for action. There are literally hundreds of possibilities. The important thing is that you find two or three of these different (types) that are (comfortable) for you. Create some asking for action language, and be (prepared) to use them.

Exercise One: Thinking About Next Steps

Directions: Identify three sales calls that you expect to make in the next few days. Analyze each sales call by completing the form below. In each case, prepare at least two “actions” or “next steps” that you can reasonably ask of your customer in each of those sales calls. These “next steps” should meet the criteria mentioned in the video: i.e. they should call for action on the part of the customer, and they should be appropriate for that particular customer.

1. Customer to be called on: _____

Describe the project/program/service/product that you are trying to sell (this could be something that you have previously presented, or something that you intend to present at this sales call.): _____

If you have previously presented it, explain what has happened with this project so far: _____

Now think through the customer's situation, how they make decisions, and where they are at in the buying process. Then explain what you think would be an appropriate action they could agree to as a result of your upcoming sales call. What is the appropriate next step for this customer? _____

2. Customer to be called on: _____

Describe the project/program/service/product that you are trying to sell (this could be something that you have previously presented, or something that you intend to present at this sales call.): _____

If you have previously presented it, explain what has happened with this project so far: _____

Now think through the customer's situation, how they make decisions, and where they are at in the buying process. Then explain what you think would be an appropriate action they could agree to as a result of your upcoming sales call. What is the appropriate next step for this customer? _____

3. Customer to be called on: _____

Describe the project/program/service/product that you are trying to sell (this could be something that you have previously presented, or something that you intend to present at this sales call.): _____

If you have previously presented it, explain what has happened with this project so far: _____

Now think through the customer's situation, how they make decisions, and where they are at in the buying process. Then explain what you think would be an appropriate action they could agree to as a result of your upcoming sales call. What is the appropriate next step for this customer? _____

Exercise Two: Preparing Questions that Ask For Action

Directions: Write at least two versions of each of the following questions in a way that you can use in your business.

Agenda Example: _____
1. _____

2. _____

Alternative Example: _____
1. _____

2. _____

Generic Example: _____
1. _____

2. _____

Sounds like... Example: _____
1. _____

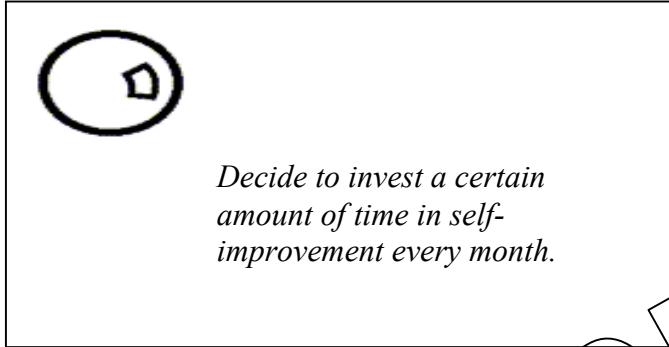
2. _____

Direct Example: _____
1. _____

2. _____

Exercise Three: Generating Ideas

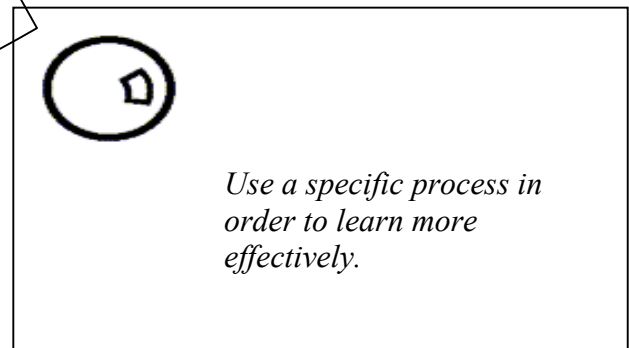
Use the bubble pads to write down at least three good ideas you gained from today's session. Remember the four criteria for a "good idea." We've illustrated a couple of samples for you.



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

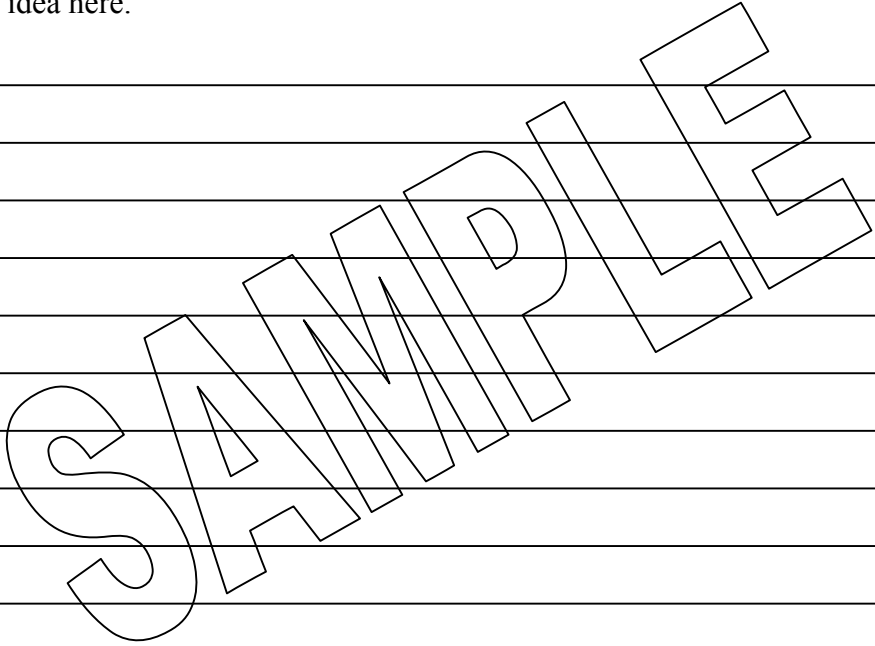


Exercise Four: Distilling the Best

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 Five: 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.

	(Precisely Prescribe)
<p><i>I will set aside two hours every week for personal improvement and keep a record of what I do in that time.</i></p>	

SAMPLE