

Masterminds

**UNLEASHED**



Selling  
*for*  
**GENIUSES**

*Selling When Selling  
Isn't in Your Title*

Scholz • Boykin • Greisen • Kolster  
Lunquist • Nielsen • Paulson • Smith

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## Foreword

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PERHAPS THIS DESCRIBES YOU. You are an aging boomer or a mid-career professional. You have had a long career with a couple of different large companies, steadily climbing the corporate ladder. Maybe you had a few slips along the way. You have a mortgage, a family and a few dollars in investments. Not enough to retire on, but an okay sum. Life is good.

You are actively engaged in playing the big company game, a little fat, dumb and happy. Four weeks of vacation, a great 401K, stock options...and then the word starts filtering through the ranks that your company is restructuring ...again! Change is good, you think to yourself. You call your boss and ask who you are going to be reporting to this week.

He responds, "No one. You are getting the package."

Packages were always supposed to be a good thing, right? They are especially good when they are brightly wrapped under the Christmas tree or given on a birthday. However when the words "you are getting the package" are aimed at you, those words take on a whole new meaning.

Perhaps the words "Thank God" slip from your lips. Perhaps the words are more like "Oh my God!" You may feel happy, sad, excited, angry, concerned, relieved or all of the above.

You have decisions to make, and your thoughts are whirring like a helicopter about to take off. And then it hits you. You don't ever want to work for anyone else again! You can take your skills, experience and knowledge and go to work for yourself. Haven't you been telling yourself for years that you can do it? If only you had the chance!

Guess what? You now have the chance. You are free and clear. Some people aspire to self-employment; others have it thrust upon them. It has just been thrust upon you.

Congratulations! You've just bought yourself a job.

If you are reading this book, chances are you are a business owner, executive, entrepreneur or other high level professional, who has lately

come to the horrifying realization that success in business is not about doing what you do — it's about selling what you do. And while you are dynamite at doing whatever you do, this whole selling thing has you stumped.

We called this book “Selling for Geniuses” for a reason. Like you, we're sick to death of being called “Dummies” or “Idiots” just because some particular task or topic happens to be outside our area of expertise. You are a genius. That's why you are in the position you're in. If what you do were so easy, everyone would be doing it. But, if you've ever met an “absent-minded professor,” or any one of those brilliant, slightly crazy people in this world that we affectionately describe as “so smart, it's amazing they can tie their own shoes,” you know that genius in one arena does not always guarantee success in others. Luckily, one of the marks of true genius is to understand when to ask for help. And help is on the way!

This book is a collaborative effort among friends who also happen to be colleagues. We have all achieved a level of success in our own businesses and have faced the same struggle that you have. We've all been where you are — adjusting to a new business paradigm, looking for customers, trying to figure out how to balance our time between serving our current customers and finding new ones. We have compiled our best advice on succeeding—in sales and in business.

Let's talk about the most important subject: you. Maybe one or more of these scenarios sound familiar to you:

- You moved to a new area to start your business, and you don't know anybody.
- You retired from your company and now are consulting back to them. Your old company is your only client and you need to expand your business. How do you find more opportunities? Worse, what if you don't?
- You got so fed up with the politics at your old employer that you figured you could do it much better on your own. Now you are

discovering that running a business is really different from what you expected.

- When you opened your business and hung your shingle, you figured the business would start pouring in. You have a great reputation and a lot of contacts. You start talking to yourself, and worse, start answering yourself. What are you doing wrong?
- Once you finally get a meeting with somebody, you get into the room and you're a train wreck. Suddenly you feel like you're the new kid trying to impress the boss. You are so afraid of coming across like a used car salesman your confidence takes a nosedive.
- You have a great business, but it isn't growing the way you want it to. You have always been able to rely on word of mouth and referrals, and lately your contacts aren't delivering what you need.
- Your organization looks to you for revenue and business development leadership and you aren't sure what you need to do.

If you recognize yourself in the preceding scenarios, then this book is for you.

As an executive-level professional, you will want to approach the sales process differently from the way someone would if they were selling cookware or candy bars. You will need to seek out the right kinds of clients and develop relationships with them that benefit both of you. This book will help you do all of that, while staying focused on your goals and staying true to who you are.

We all wish you the best of success. We know you are already a genius in your main area of expertise. Using the techniques and embracing the concepts in this book will help you become a genius at selling. If any of us can help you along the way, you can find our contact information in our bios at the end of each chapter.

Get on out there, have some fun, and make some money!

—Tracy Lunquist and Chip Scholz, April, 2009

## CHAPTER FOUR

# Transformational Networking: Getting More Business in the Best Possible Way

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**David Emery Smith**, President, *Performance Dynamics Systems*

“You can have everything in life that you want if you will just help enough other people get what they want.” —Zig Ziglar

What principle of selling has helped you to be consistently successful?

Building a network of quality contacts and creating relationships is critical to success in sales. I call this process “transformational networking.” Transformational networking requires three things: people must know you, like you, and trust you. There are specific principles you can apply to build “know, like and trust” with the people you meet. The application of these principles will transform your networking behaviors and enhance the quality of your relationships.

In our highly interconnected world, interpersonal relationships are more important than ever. The world is filled with opportunities for you to provide value to others through the goods and services you offer. The chance of being in the right place at the right time to satisfy that need is small. If you have a large and effective business network, your likelihood

of getting in front of people at their moment of need increases exponentially. Your network expands and extends your sales efforts.

Networking is an effective way of growing a business because people want to do business with others they know. The perception is that buying from someone we know, even casually, is a much lower risk than buying from a stranger.

As a person engaged in the selling process, you will be much more comfortable going into a potential sales opportunity when the prospective client has been “warmed up” by a referral from someone who knows, likes and trusts you. There’s just much less anxiety all the way around when dealing with someone with whom you have a connection. Therein lies the value of referrals. A referral gives you instant credibility, borrowed from the person who has provided the referral.

This “halo effect” of borrowed credibility cuts both ways. If you get a referral into an opportunity and fail to treat the prospective client with courtesy and professionalism, it is a negative reflection on you and the person who provided the referral. Therefore, you are honor-bound to treat a referral in the most professional manner possible.

Is networking a good way to get customers?

It is the BEST way to get customers, but not necessarily in the way you think. When you meet people through networking, don’t view them only as potential customers. View them as people who might know your potential customers. Explain what you do, what kinds of problems you solve, and what kinds of benefits people get from working with you. If you think of your new acquaintance as a point of connection rather than as a potential customer, it takes pressure off both of you.

Think about it this way: if there is a five percent chance any one person might see the benefit from your product at any one point in time, talking to someone about your product yields a five percent chance that

you can productively begin the sales process with that person, and you have to talk to (on average) twenty people for one sales opportunity.

On the other hand, if the average person knows twenty people, everyone you talk to can give you one qualified referral. The irony is that approaching a person as a potential referral source rather than as a potential customer makes it more likely that they will be both, because that approach generally circumvents their defensive barriers. Don't use this as a manipulative ploy, however. People will sense it and you will get neither orders nor referrals. Remember, the key is to generate know, like, and trust.

The title of your chapter is Transformational Networking. How is networking transformational?

Networking is not inherently transformational. Networking can be done well, or done poorly. Becoming a more effective networker requires you to transform your attitudes and behaviors. In turn, identifying and adopting new attitudes and behaviors transforms you into a more effective networker. Being a more effective networker is the first step in getting the results you want—more revenue and more profitable customers.

The essence of transformational networking is summarized in the motto of one of my mentors, Frank Agin: “become the person you want to network with.” Let's talk about how that works. Here is an example of someone who absolutely did not understand the attitudes and behaviors required to be successful in networking.

- He never wanted to get to the referral group meeting a minute early. Most of the time he arrived just in time. Many times he was late.

- Because he did not arrive early, he never got a chance to socialize with the group before the meeting, and missed that opportunity to build relationships with the other members.
- Most people stayed around to socialize for a while after the meeting was over. Not this guy. As soon as the meeting was over, he took off like his car was about to get towed.
- His chapter scheduled a social event once a month so people could get to know each other better. He never attended these events. He always said he was too busy, even though he really wasn't.
- He avoided taking on a leadership position. He made excuses. He would say he didn't have enough experience. He said he needed a better understanding of the responsibilities of the officers. In reality, he was not interested in doing the work and did not see the value of the opportunity.
- When he finally did take a leadership position, he did the minimum and never really engaged with his duties.
- He contributed the bare minimum of referrals. He saw the referral group as a 75 minute a week commitment. He usually thought of referrals during the meeting so he could meet the letter of his chapter's expectations, and because of that his referrals were of low quality.

This guy just didn't get it. He failed to make a genuine commitment to his chapter and to networking in general. He gave a minimal effort, and he got minimal results.

Confession: I was that guy!

That referral group fell apart, so I joined another one. I did a little better, but my participation was not where it needed to be. I was eventually asked to leave the chapter.

I may be slow, but I'm not stupid. I had learned networking was a great way to build my business, so I started my own referral group. I finally paid attention to the lessons of the previous two attempts. The lights started to come on. I finally began to understand what successful networking is all about. Just like all pursuits, your results are proportional to the effort you make. When I finally understood what I needed to do, the group worked. My results reflected my efforts.

How do I become the person I would want to network with?

Give first. You have to give to get. The best way to get referrals is to provide something of value. If you want a referral from someone, provide a referral for him or her first. If you are not in a position to provide a referral offer a small favor: an introduction to another person; an article on a subject of interest; or anything the other person may value. You don't have to give away goods and services for free, but you have to provide value people recognize.

How do I generate know, like, and trust?

These three states are sequential. One builds on another. People generally won't trust you unless they like you. They can't like you unless they know you. The way for people to know you is for you to get out there and mingle. Follow the three-foot rule. When you are in a social setting, talk to somebody whenever they get within three feet of you.

What do I say?

It's pretty straightforward. Introduce yourself, ask the other person their name, and ask them what they do.

Are people going to want to talk to me because they want to help me?

Some will, but most will want to talk to you because **you** want to help **them**. Remember, the first step in transformational networking is “give to get”. You will feel a lot less self-conscious about talking to people when you know your objective is to help them and provide referrals to them. They will feel a lot less stressed when they know it too.

How can I be likeable?

First impressions are very important in networking situations. Remember, be the person you would want network with. The root of this is to be the person you would want to engage in conversation. Here are a few tips for being approachable:

1. Personal appearance is important. Take reasonable care in your appearance without being preoccupied with yourself. Dress for success — most people act more professional when they wear a suit, even if they don't realize it.
2. Smile! When you smile, you are much more approachable and appear to be friendly.
3. Take a sincere interest in the person you want to network with. You can show interest by asking non-threatening questions that allow for open conversation.
4. Allow the other person to speak, if they want to. Studies have shown that when you listen attentively to another person, they will remember you as being more interesting!
5. Be focused on them, not on you.
6. Look for ways that you can help them by asking how you might be of help to them. Giving a referral is the best way to do so.

## David Emery Smith

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David Emery Smith is a business coach, public speaker, and the president of Performance Dynamics Systems. Dave helps professional people get clarity on the improved results they desire in their personal and professional lives, and works with them to develop and implement an action plan to get those results. Dave is certified in a number of personal and organizational assessment tools. He does one-on-one coaching, group coaching, and strategic planning.

Dave has a passion for adult learning and organizational development. He spent many years in sales force training and development with the Hewlett-Packard Company as part of this 25-year career there. He has two Masters degrees, one in Organizational Design and Effectiveness, and another in Human Development. One of his Master's theses was on using virtual learning environments in the corporate world. Dave combined his Master's thesis and the results of a pilot program he developed at Hewlett-Packard in a book chapter that was included in the Handbook of Online Learning (Sage Publications, 2002). Dave is also a highly rated adjunct professor at Franklin University in Columbus, Ohio, which focuses on adult learners.

In addition to his coaching business and his work as an adjunct professor, Dave is an Area Director with AmSpirit Business Connections. This networking group provides a venue for Dave to not only continually improve his own networking effectiveness, but also help other business professionals become more effective at networking.

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