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NO EXCUSE SALES PROCESS

*If you can repeat it, you can improve it.
Professionals know how to improve.*

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I am going to get to the punch line first. **I am tired of hearing people make excuses why they can't sell.**

Even if you don't like the term "SALES," that's fine. But if you are exchanging something for money, let's face it - you are in sales. Everyone is in sales. You need a process. And with a process, you will feel GOOD about selling. Sales is not some mystical art form based on charisma (as salespeople may want you to believe), it's a series of steps, that if repeated properly, tested, evaluated, and perfected, can change your business massively.

Honestly, it breaks my heart seeing businesses stay satisfied with the same results year after year because they are not sure exactly what they did wrong or what they could improve on. What would it take to get to 10 times your current revenues?

I love to see serious people succeed like they never have before. It's just **AWESOME**.

So if you are serious about selling like a pro, start by reading this. But, if you are just looking for a quick fix, this is not for you. Go watch some cat videos.

And what about all of those online leads you are getting? Well, it doesn't end with a click. Your sales system must incorporate online as well as face to face. Yes your customers are online, but they are still human. For now, we will focus on the sales fundamentals, so that all of your marketing efforts are maximized. Basically, whether you are face to face or online...



WHY SHOULD I CARE?

Okay, listen up. If you can't explain EXACTLY what you did to make that last sale, you don't have a sales process. And if you or your sales team keeps making excuses about all the ways it's "so hard to sell in this market" because of the internet, or the email, or the price, or the tons of other crap we constantly hear, you have problems. It makes me sad, but I'm a sensitive guy and I am here to help. I can give you some REAL value and outline the basics so you can get more awesome. It's time for you to get hungry and make things happen. And most importantly - get the cash flowing like crazy. Are you ready?

SALES HAS CHANGED DRAMATICALLY

We have moved from the original days of selling which were sales techniques and very little relationship building. This is the era where sales got it's rap for being "pushy," that still haunts salespeople today. Then about two decades ago, we moved into relationship selling which was basically the wine and dine, make em love you style. This worked really well, as gatekeepers and decision makers enjoyed the visits and being the center of attention. This created a new image of the "phony" salesperson.

Now everyone expects sales people to be nice and they see through phony relationship building techniques. If we base sales on our ability to build relationships, AND we have learned that there are typically four different personality types, AND it is hard to relate to everyone, we will find it very taxing to try and please everyone. So the new age of selling is all about challenging beliefs and positioning yourself as a thought leader. Someone who is sought after as an expert and can provide solutions to their problems. Someone who knows something their customers don't. And someone who is respected for their level of understanding on how to solve problems and is trusted to address their customers issues, regardless of purchase.

Make way for the era of the "professional" salesperson.

Imagine if you had a sales force that was sought after? How would that feel instead of "cold calling?" How would you like to be the go-to person in your industry, the first name on the list when that certain need arises? People saying, "Oh you need to call ___! They are the best!" Think about it. It doesn't come from being the nicest kid on the block and it sure doesn't come from pushy sales tactics.



**THERE IS NO MORE ROOM FOR MEDIOCRE SALESPEOPLE.
BECOME A PROFESSIONAL.**

SO WHAT'S THE PROBLEM?

I get it, we got some big problems in business today, folks. Do any of these sound familiar?

- **Our customers are more informed than ever**
They know everything about you, your competition, and they have social proof to back it up.
- **Customers have a very short attention span**
Wrestler Dropkicks a Midget in a Monkey Suit – seriously, click that link.
- **Our messages keep getting lost**
Everyone is trying to get our customers attention and they are bombarded every day with marketing crap.
- **The way we measure and evaluate performance doesn't seem to work anymore**
We are getting confused about where the real value is with social media, web metrics, blah, blah, blah.
- **Salespeople have lost their advantage as selling is most often NOT face to face anymore**
Our selling is happening "out there" and we don't know how to get in front of people as well as we used to.
- **Salespeople can't explain what they do best and how to repeat it**
Ask them to show you their process. When you hear, "Sometimes it goes like this and sometimes like that," you're screwed.
- **We are trying to be everywhere at all times**
With concepts like social selling, we are muddying the waters of what selling really is.
- **We are too damn busy for planning or training**
We make all the calls, send the emails, and do all the "stuff." And we keep repeating the wrong things over and over. Insanity!
- **Salespeople just don't care enough to get better**
If you or your team have not learned anything new in the past year, you are totally prepared for a world that no longer exists.
- **We are Terrified of CHANGE!**
We may want to do all of these great things, but where do we start? What is in store if we get uncomfortable? There is so much to learn!!

Three key factors that sabotage your sales:

1. Not having a clearly defined process
2. Not incorporating a method for feedback, learning, and growth
3. Not having the right mindset for success.



LET'S KEEP IT SIMPLE...BACK TO BASICS...
PUT THE FUN IN FUNDAMENTALS

SUCCESS FACTOR # 1:

Having a Clearly Defined Process

When we don't have a process, we can't repeat what we have done – bottom line. And most of the time our sales process falls short because we skip vital steps and we “wing it” which is the sure sign of an amateur.

Amateurs will always say things like:

- “Every customer is different, so I have to vary my approach”
- “I go with my gut”
- “I have a system that works for me”
- “It's really hard to explain exactly what I do because it's complicated”
- “Wow, I can't believe that happened”
- “I don't know why that customer won't call me back”
- “I don't get quality leads”
- “I don't get enough support”
- “My boss is terrible”
- “The technology we have is out of date”
- “It's everybody else's fault but mine”
- “That...is...just...how...we've...always...done...it...BEFORE.”

Actually, that was probably the easiest list I have ever made. Amateurs pride themselves on seeing sales as an art, rather than a process. So they think they can rely on charisma, charm, people skills, and natural ability. And more importantly, confusion so they don't get found out! This works well only until they don't get results and can't figure out why. A process will complement their soft skills, enhance their natural abilities, and maximize the most important resource the salesperson has – TIME.

The stronger the process is, the better the time management, the more real selling activities take place, and ultimately the more cash flows into the business.

A process is what will skyrocket success long term. When you can repeat, you can improve. And if you have a sales TEAM, a process creates shared language, and faster growth through shared experiences.



**A JUNIOR SALES PERSON WITH AN AIR-TIGHT PROCESS WILL
OUTPERFORM A SENIOR REP WHO WINGS IT, ANY DAY.**

SUCCESS FACTOR # 2:

Incorporating a Method for Feedback, Learning, and Growth

Our results get better when WE get better.

Salespeople like to keep moving forward and getting to the next activity, but often fail to learn from their activities. How often do you hear a busy sales person say, "I don't have time?" How many times have you seen people not want to interfere with a busy salesperson for fear of upsetting them or taking their focus off selling? Ohhh, don't upset the delicate flower, they are already too busy. C'mon!

When you are too busy to plan, learn, and grow, you are destined to crumble. When someone tells you they are working 10, 12, 14 hours in a day, what they are really saying is they kinda suck at what they are doing. Harsh, but true. Time management, goal setting, and personal growth will skyrocket success!

Think about this. If someone has ten years' experience in their job, do they REALLY have ten years? Or is it one year of bad habits that are now repeated over and over again?

IT JUST MAKES THEM EXPERTS OF MEDIOCRITY.

Ask yourself:

- When was the last time you took a serious look at your processes, made improvements to them, tested, and evaluated the results?
- What was the last NEW skill you learned?
- When was the last time you sought HONEST feedback from your customers?
- What new success habits have you built into your routines?
- How do you track and measure your activities and time to determine which ones contribute to sales, and which ones don't?
- When have you last been coached on your skills?
- When have you last done a GOOD role play or practiced your skills?

If you can't answer those questions, you have work to do in building feedback loops into whatever process you have. When you make the time to learn and grow in your abilities, you will actually create MORE time for yourself! And increase your selling activities.



HOW WOULD YOU FEEL DOING IN SIX HOURS WHAT NORMALLY TAKES YOU TEN HOURS, AND ALSO HAVING HIGHER CONVERSIONS AT THE SAME TIME?

SUCCESS FACTOR # 2:

Getting into a powerful mental state and having a bulletproof mindset

You know those days when you feel like you just can't be stopped? Or those days when nothing seemed to go right? Do you have a way to quickly switch from weak to powerful and get in the zone?

There are three areas to improve for success in anything you do:

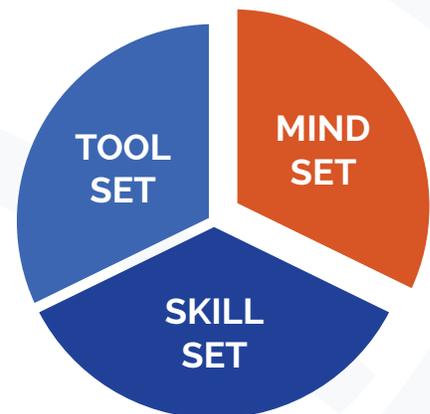
1. **Toolset**
2. **Skillset**
3. **Mindset**

As a professional, others can build for you new tools, help you develop new skills, but who is ultimately responsible for mindset?

That's right – only YOU!

Often, people fail when learning new things because they only focus on developing the toolset and skillset. But in all training and development programs, MINDSET is the most important element to work on. So in all of my trainings, I incorporate mindset training at the beginning to set the tone, get people focused on the goal, and open up minds to be willing to accept new learning. So review all of the training you have had or done for your teams and review how much time you have spent on mindset.

- Do you know when you feel most "in flow" in your process?
- Do you know how to quickly transition from negative to positive state?
- Can you instantly be in a ready state before and during an important meeting?
- Have you crafted a powerful "why" for you and your business?
- Do you practice setting your intentions?
- Can you manage your emotions when times are tough?
- Can you get the job done, even when you don't "feel" like it?



If you are this far, you feel the pain and I have you right where I want you. Let me summarize:

I have positioned myself as a resource and an expert on the topic
I have asked good questions to make sure I understand your issues
I have offered some value to you already that you can use
I have a pretty good idea that you are in pain and you are in need of a solution
I can confidently assume that you are open to ideas on how to solve the problem



Have we had some fun so far? Have I missed anything?

Well, if we DO check all those boxes, then let's continue on to the next steps:
About me, and about what I am offering. Sound good?

ABOUT JOE GIRARD:

I love helping people become superstars in whatever they do. I have helped thousands of people make changes in their lives, and grow as people to achieve success. I believe that if you are willing to work on yourself first, you can really do anything you want. And I love having fun in everything I do!

For over a decade, I have been studying sales, applying, and growing my skills as a top sales performer, coach, speaker, and consultant. I have produced massive results and helped my clients do the same. You can also find me at www.changegrowachieve.com where I work with a variety of businesses, helping them find serious opportunities to create systemic change and build best practices.



Bottom line, I deliver results, have fun, and I believe in people first. Life is too short to get stressed out, so I only want to work with people who are:

- Serious about success
- Passionate about personal growth
- Fun to be around
- Think long term

No Excuse Sales is my contribution to the salespeople who want to be the best! Work through the process below and test your own business against it. It should help you identify areas to work on right away. Print out the diagram and use it to help you TODAY.

And, if you match the list above and you see the value, let's talk about how we can work together.

Interesting FACT:

If you look up "Joe Girard" and "Sales" online, you will see immediately the Guinness Book of World Records title "World's Greatest Salesman" as well as books and all sort of other stuff. Well, that's not me. THAT Joe Girard is an icon in sales and he and I just hilariously happen to share the same name. Super nice guy and his books are classic. But THIS Joe Girard comes from the new school of selling. **Selling has changed.**



CHANGE YOUR MINDSET, GROW YOUR BUSINESS,
AND ACHIEVE YOUR GOALS.

THE SALES PROCESS:

Phase 1: Setting the Stage for Success

As we have already discussed, most salespeople are out there just “winging it” going into their sales calls. They show up and sell on the fly. They answer calls, make calls, send emails, and attend networking events as well as performing a myriad of other activities without preparing, planning, or having a purpose. This cuts into REAL selling activities and lowers conversions. Are you busy selling or just plain busy?

1 Prepare

- Do your homework. Research your customer. Do you know their common objections, fears, and desires? Are you prepared for dealing with these? Can you clearly articulate their problems?
- Do you have clearly defined customer segments and know how they make decisions?
- Have you spent time on a differentiation strategy and have powerful calls to action for each stage?
- Are you always in a ready state before your customer call?
- Are there gaps in your skills that you will work on improving before the next customer call?

2 Plan

- How do typical conversations with customers go? Can you repeat your best dialogues? Are you ready for the next customer?
- How can you connect your value to their objections, fears, and desires?
- Do you have answers for the most common objections your customers have?
- Do you go into each call/meeting with a clear game plan, including options for your customer?
- Are you prepared to build off previous conversations? Or do you wing it?
- Do you fully understand your sales cycle, lead stages, and know what moves customers from one to the next? What are the triggers that help them make decisions?

3 Purpose

- Do you ever call a customer “just to check in?”
- Do you have primary and secondary objectives to get your customer to commit to something?
- Your primary objective for each call, of course, is to move your customer to the next stage. I.e. From a lead to a prospect, from a prospect to a qualified prospect, etc. But most people look at their sales cycle in these black and white terms. What else can you do to get even a small decision?
- A secondary objective you can have is to get the customer to agree to something else in the sales cycle that may not require as large of a commitment. For example:
 - Download a whitepaper
 - Read an article
 - Meet another customer
 - Watch a series of videos
- Ask yourself what else you can do for your customers that will position you as an expert in your field and build trust and respect? For each stage of your process.



Phase 2: Sell You

Before people will buy anything, they must buy YOU as a salesperson or business owner. NEVER forget this. We have all heard of the dreaded, "Show up and throw up." This is when salespeople jump right into Phase 3 and try and sell their stuff before they have actually sold themselves first. And the worst customers will let us go through the entire pitch before saying no. Phase 2 is really WHY people will buy from you. Keep in mind, this is not about being phony or being "salesy," but instead you demonstrate your ability to build relationships, and clearly position yourself as an expert and a trusted advisor. Phase 2 creates the bond, digs deep, and slams the problem right on the table. If you don't do phase 2 well, you can NEVER go to Phase 3.

4 **Connect**

- How well do you read body language, understand verbal cues, and create instant rapport?
- What language do you use that creates bonds with people quickly?
- Do you know how to use sales psychology to build deeper connections?
- How are you using your information from Stage 1 to create an atmosphere of success in the selling situation?
- Do you create an atmosphere of shared values, beliefs, and goals?

5 **Question**

- If you learn ONE skill in your life to increase sales, it is your ability to ask the BEST questions.
- Do you have questions that you ask every time in your process that identify what categories your customers are in?
- Do you have at least three levels of questions for each potential objection you commonly face? Aka: a question roadmap?
- Do the questions you ask position you as an expert in your customers industry and showcase you as a solutions expert?
- Do you know how to properly listen, paraphrase, and seek deeper understanding?

6 **Define Need**

- Defining need is not about getting them to agree to your solution. It's that they agree on a problem that will require a solution.
- Once you have asked the BEST questions, you need to be able to paraphrase the situation, clearly articulate the need, and seek agreement.
- Do you have a list of the ideal ways to explain needs that point towards your product or service?
- Can you quickly summarize the information you have gathered in your questioning process?
- Do you have a process for information gathering that will allow you to create an agreement dialogue?



Phase 3: Sell Your Stuff

As I have said in Phase 2, you can't be here unless you have really gone through steps 4-6. It doesn't matter if you think you have the best product on the market. If you are selling before you have connected, asked the BEST questions, and agreed on a need, you should STOP here and go back. If you do Phase 3 correctly, Phase 4 will go super-fast. The litmus test will be if you can get someone to agree on whatever you are selling before they even know about your company, product, and price. But, when you get to Phase 4, you should be in a prime position to create excitement, demonstrate value, and create a "buy now!" environment!

7 Sell the Company

- Do you jump to your product before first making them believe in your company's mission?
- Do you have a compelling story?
- How do you quickly get them to feel connected to your organization?
- Does your history and future create confidence in your customer?

8 Sell the Product

- Do you know exactly how you differentiate your products?
- Can you clearly articulate the value your products or service offer?
- Do you use social proof to invalidate the most common objections your customers face?
- Of course you know the features and benefits, but can you get your customers to believe in them the same way you do?
- Do you have persuasive language to position your products at the top?
- Have you done your homework and developed the necessary proof devices?
- How many various success stories do you have that will illustrate the key points of your product for each situation?

9 Sell the Price

- Do you absolutely feel your product is worth the price?
- Do you know the difference between value and cost?
- Are you unwavering in your belief in what you sell?
- Do you know how to have the right money conversations?
- Is the price objection really only existing in your head?

10 Create Urgency (Sell the Time to Buy)

- Do you know how to pinpoint pain well enough that the only time to buy is NOW?
- Do you already know the answers to "what will happen if you don't buy this today?"
- Can you be persuasive without being pushy?
- Are your customers always excited to get started?



Phase 4: Solidify the Sale

Phase 4 is most often overlooked in the sales process and where many sales are lost! What? But once they agree, aren't we done? NO! We often miss this golden window to address any potential buyer's remorse, reassure our customers, get referrals, and decrease our lost sale percentages. Nothing feels worse than a full sales cycle being undermined after the sale is complete and a lost sale after all that work. Has this happened to you before?

11 Confirm

- What ways do you thank a new customer sale?
- What ways do you reassure your new customers after the sale?
- What post-sale activities do you have in place to create ownership of the new sale for your brand new customer?
- What have you created that will create brand loyalty for your customers in their first 100 days?
- What systems do you have in place for existing customers to keep them happy and LOYAL?

PROFESSIONALS DON'T SKIP STEPS. THEY DO ALL THE LITTLE THINGS THAT ADD UP TO LONG TERM SUCCESS. ESPECIALLY WHEN NO ONE IS LOOKING.



The Feedback Loops

Following the 11 steps above will dramatically improve your sales process. But feedback loops are the cornerstone to a master level salesperson. You must be able to be in a constant state of change and embrace the ever-growing complexity of your business. Learn from the mistakes and create your best habits and processes through an in-depth process of self-evaluation and obsession with details.

You can never stand still and must always be learning!

Feedback Loop 1: Regroup

There is a lot of talk about effective follow up in sales organizations. The reason we call it “regroup” is because quite often we view follow up as a moving forward type of activity. We make assumptions and try to move the sale forward without really thinking about what we are doing. That is why we link it back to Phase 1. We must plan, prepare, and have a purpose in our follow up. If you didn't win the first time, you can still win, but you have to go back and set the stage for success. A weak rep making 100 calls a day, will always be outperformed by a master rep, who knows how to follow up correctly – leveraging hot buttons, fears, and desires.

11.1 Follow-up

- How well do you deal with rejection and quickly bounce back?
- Do you have pre-call preparation that speaks to fears and desires?
- Have you done your research to KNOW that this next step is right?
- Can you create the right amount of tension in the relationship to keep them close?
- When you follow up, are you part of the problem or the solution?

Feedback Loop 2: Grow

As we already know, it is normal to just keep pushing forward and be satisfied with small, incremental improvements. But REAL change happens when we take the time to admit that we will never know it all. When we take the time to test our ideas, analyze them, and improve on them. As we discussed earlier, don't become an expert in mediocrity! Growth involves changing behaviours, habits, and skills through a long-term commitment to make every day a bit better than the last. Are you and your teams prepared to do the work on your business and yourself? **Before, during, and after the sale?**

11.2 Review, Evaluate, and Improve

- When was the last time you REALLY reviewed a sales call or presentation?
- Do you know exactly what language you have used to increase your win rates?
- Do you know how to quickly spot your weaknesses and how to put a plan in place to improve them? Or do you only work on your strengths?
- Do you have the right habits to ensure your energy is at its peak for performance?
- Do you take responsibility for 100% of the results?
- Can you QUICKLY get into a “ready state” by setting intentions and visualizing success?
- Do you follow a game plan and evaluate every step before, during, and after a call?
- Can you ask for help?



KEY POINTS SUMMARY:

If you have read this far, we should talk.

I can help salespeople and business owners work through THEIR own process to create repeatable steps, ask BEST questions, uncover REAL objections, and eliminate profit stealing activities.

Looking for an edge? Then let's get to work.

- Joe Girard

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changegrowachieve.com (Work with me)

joegirard.ca (Read more ideas and inspiration on my blog)

