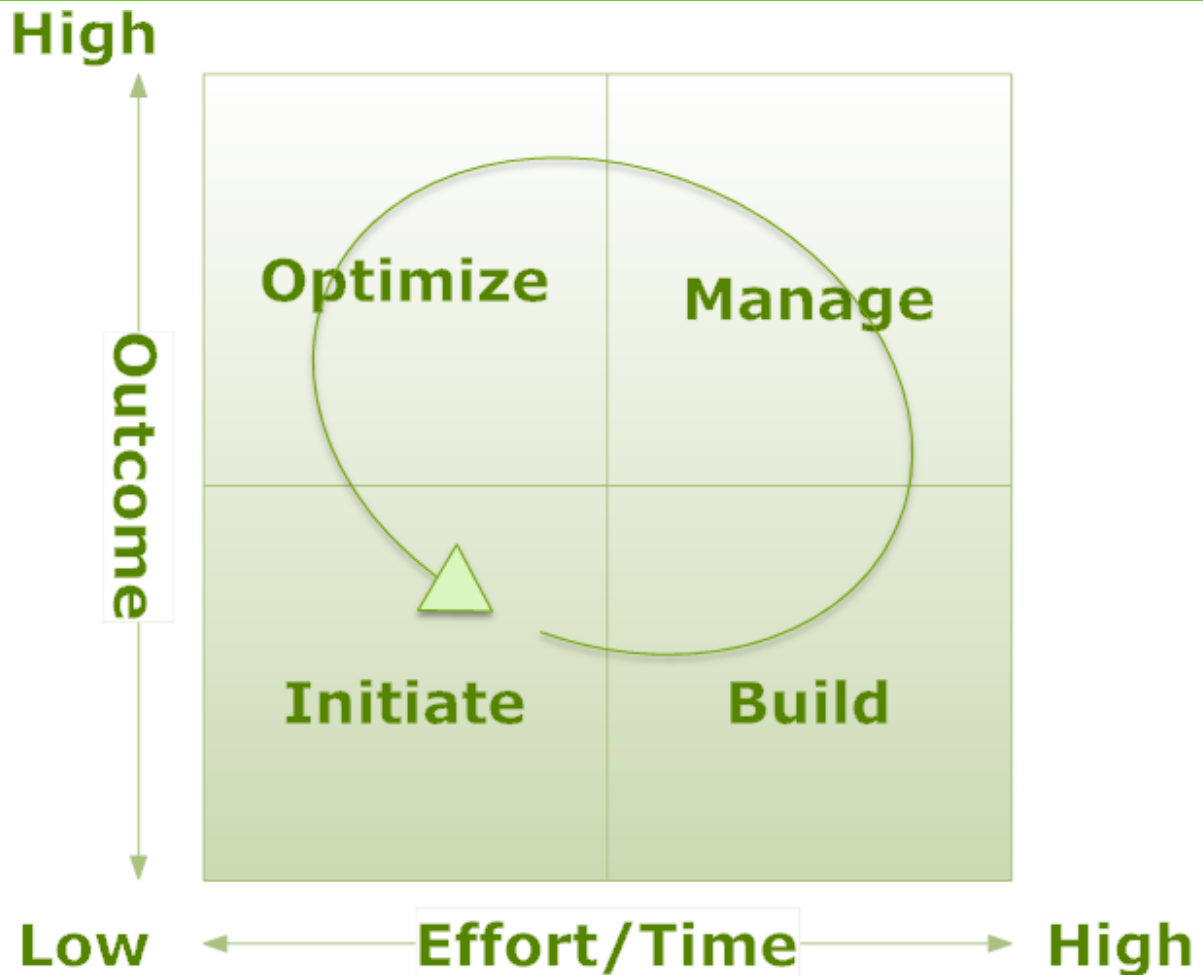


Building Relationships for Success in Sales

Quick Reference Guide

The Effort-Outcome Matrix



Initiate

Find new opportunities by:

- Networking in the community
- Attending business association meetings and conferences
- Asking for referrals from existing clients
- Volunteering

Build

Convert opportunities into clients by building trust:

- Deliver on your commitments
- Be on time
- Under promise and over deliver
- Demonstrate your professionalism and trustworthiness
- Be likeable and knowledgeable

Manage

Manage the relationship and focus on serving your customers:

- Offering solutions
- Completing gap analysis and needs assessments
- Asking open ended questions
- Discovering their motivation for buying
- Offering meaningful solutions

Optimize

Grow the relationship with consistent results and problem solving by:

- Following up on time
- Investigating other opportunities within the organization
- Reaching out to let them know about new solutions as they come available

Useful Customer-Focused Questions

- What do you think we can do about this?
- What would you like me to stop doing?
- Would it be helpful if I...?
- Supposing we were to...?
- Help me understand where you're coming from?
- Let's set a time when we can talk about the changes we're prepared to make.
- I'm prepared to... Would that ease the situation?

Tips for Remembering Names

- Concentrate.
- Get the name right.
- Repeat the name out loud, right after you hear it. Try to find other opportunities to use it.
- Get some kind of visual fix. (Matt has thick hair like a mat.) These are not things you are ever expected to share with the person so be as creative as you must be to remember visually.
- Group associate. Know where you met the person. Write it on their business card if you get one.
- Write the name down as soon as you can
- Pay attention. That's most important.

Successful Small Talk

What Works?

- As important as what you say is how you say it. Wear a smile.
- If you find yourself alone, look for others who look similarly disengaged or join a group with an odd number of people.
- Imagine you are host or hostess.

What Doesn't Work?

- Don't attempt to make a derogatory remark under the guise of humor (that's sarcasm).
- Don't try to shock.
- Lengthy emotional debates will not contribute to the gathering.

Exit Lines

- It's been great talking to you. However, I mustn't hold you up.
- Perhaps we'll meet again this evening. I expect you want to circulate a bit too.

Maximizing Your Networking Impact

- Set a **goal** for the number of new people to talk with each day...and do it!
- At gatherings, **limit the time** you spend with friends and people you already know.
- Prepare and rehearse a brief **description** of who you are and what you do.
- Exchange **business cards** with everyone who is appropriate and interested.
- **Use your time effectively** if you are in transit or lining up for meals at a business or social event.
- It is smart to network at **training or organizational sessions**.

Five Factors of a Good Handshake

Degree of Firmness

Your grip should be firm, rather than weak. However, you don't want your handshake to be painful to the other person. Consideration is appreciated. Be especially considerate if you are shaking hands with someone in a receiving line who has many more hands to shake, someone who is wearing a lot of rings, or someone who is obviously elderly and perhaps fragile.

Dryness of Hand

We all prefer to shake a hand that is dry. While you typically don't want to obviously dry your hands before greeting someone, this is perfectly acceptable if you have been holding a cold glass. Similarly, if you are at the buffet table and have been eating, it is expected that you would wipe your hand on your napkin before extending it to be shaken.

Depth of Grip

A handshake is palm to palm. Generally you will place your hand so that the web between your thumb and forefinger meets the web of the other person's hand, briefly. Your hand remains perpendicular. If your palm is facing up, this may be construed as a sign of submissiveness. Similarly, if your palm is on top, it can be seen as a sign of aggressiveness.

Duration of Grip

The perfect handshake is about 3 seconds. You can gently pump once or twice but this is not necessary. Then pull back your hand, even if you are still talking.

Eye Contact

While this will vary from culture to culture, in North America we expect the person shaking our hand to make eye contact with us.

Top Listening Tips

- **Make a decision to listen.** Close your mind to clutter and noise and look at the person speaking with you. Give them your undivided attention.
- **Don't interrupt** people. Make it a habit to let them finish what they are saying. Respect that they have thoughts they are processing and speaking about, and wait to ask questions or make comments when they have finished.
- Keep your eyes focused on the speaker and your ears tuned to their voice. Don't let your eyes wander around the room, just in case your attention does too.
- Carry a **notebook** or start a conversation file on your computer.
- Ask a few **questions** throughout the conversation. When you ask, people will know that you are listening to them, and that you are interested in what they have to say.
- When you demonstrate good listening skills, they tend to be **infectious**. If you want people to communicate well at work, you have to set a high example.