

Increase your non-sales team's

Sales Drive

and lead their desire to sell

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www.HelpPeopleBuy.com

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Why I've made this free

I have written and made this workbook freely available to get it in your hands.

Why?

Because the message is important. Because the problem and frustrations it helps solve are costly and indeed solvable. And, of course, to let you know that if you need specialist help to equip your team with sales capabilities, I'm an independent consultant, and I might be able to help.

Mark Moore

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Who is this workbook for?

Leaders who want to motivate their non-sales teams to generate more revenue

I have written this for leaders of **non-sales teams**. That is, leaders of professionals who serve their customers but who may tend to push back on the idea of selling, and think:

“We didn’t exactly sign up to sell!”

I define ‘non-sales teams’ as teams of consultants, technical or subject matter experts, scientists, engineers, technical sales people, customer services, or *anyone who is customer facing and whose interactions with customers could contribute to generating revenue - but they didn’t sign up to 'sell'.*

These people are your business's untapped secret weapon.

You’ll want to work through this workbook because you want to lead these people to increase their drive to engage in revenue generating behaviours. And, *your team need you* to lead and support the increase in their sales drive.

Due to the nature, scope and complexity of the B2B services, products and solutions they sell, these professionals require a specific mindset and capabilities (that often conflicts with their natural styles) in order to succeed. But they won’t develop these unless they are sufficiently driven to do so.

These teams are usually made up of smart professionals who know their stuff, but who find that selling doesn’t come naturally, and may struggle to identify with the sales aspect of their role, or even have an emotionally-charged anti-sales mindset.

To help your team increase their sales drive, they will need your continuous support and consistent messaging so that you can help them improve their performance and results. This workbook will help you do that.

But the ideas will also help leaders of any team, or any group of people (even parents) to understand and amplify what drives people that they support.

And if you want extra value, you can read the workbook again through the lens of how to create buying drive in your customers! The same principles apply to motivating anyone to move themselves from A to B. When you can switch the right lights on in other people, the result is powerful.

Note: look out for the hyperlinks throughout for more articles and supporting information.

Why this workbook works (if you 'work it')

This workbook works.

That is, if you roll your sleeves up and **'work it'** rather than just read it. Here's how to 'work it':

Learn why this approach works

1. You'll probably want to know first why you should buy into these ideas. Where do they come from? Do they actually work? And who am I to be your guide? The next page answers these.

How your leadership impacts sales drive

2. You'll probably next want a sense of your own relationship with the sales drive of your team. Your team's sales drive is directly proportional to your sales leadership of the team. (Sorry to pin it on you.) Increasing their sales drive must first come from your actions! Hopefully you don't identify too much with what's written on pages 6 and 7.

The interesting stuff!

3. Next, we'll walk through 17 principles of drive and motivation that impact you and your team. These are the buttons and levers that you can play with to help increase their drive.

How to multiply the value from this workbook

4. You should hopefully enjoy learning these principles and be able to see how they impact you, and your family and friends, as well as your colleagues. If you think about it, they're useful sales principles in themselves. You could re-read this workbook and ask yourself how you'll apply the ideas to influence and motivate your buyers to make high-value buying decisions. You could read it through a different lens, "how to create buying-drive in your buyers".

Make them work!

5. So far, so good, but how do you bring them to life and make them work? That's covered on page 31 onwards. In fact, to make it easy, I've taken each principle, and clarified what it pays to know about that principle, what it pays to think and what it pays to actually do.

We're addressing the knowledge, mindset and actions you should take as a leader to make this work for you. Some of these point you towards tools in the 'toolkit' section at the back of the book.

Schedule them

6. You know what to do. But when will you do it? If you don't decide, you haven't committed, and it probably won't happen. Page 37 encourages you to schedule your chosen actions. Either you're serious about seeing increased drive and results, or you're not. Decide by scheduling.

Why this workbook works (if you 'work it')

Toolkit

7. And finally, you're going to need some tools and frameworks to use, which I've included in a 'toolkit' from page 39 onwards.

The ideas in this workbook form the cream of what works in behavioural psychology, motivation and drive of not just sales and non-sales teams, but of people in general.

These ideas have been explored, tried and tested by me and my clients (which include large global firms making complex sales including McKinsey and Company, Capgemini, Apple and KPMG amongst others) and I have created a set of tools, frameworks and thought-processes that take the psychology and help you apply it to your team.

Where the science comes from

Many of the ideas have been discussed by some of the top researchers, thought-leaders, behavioural psychologists, neuroscientists, behavioural economists and sales leaders including, [Dan Pink](#), [Simon Sinek](#), [Chip and Dan Heath](#), [Stephen Covey](#), [Daniel Goleman](#), [Dan Ariely](#), and [Objective Management Group](#) amongst others, and are discussed in more depth in various TED talks and leading university presentations (many of which you can find online).

Some of the models drawn upon to form the basis of my own tools include:

[Sirota's Three-Factor Theory](#), [The Pygmalion Effect](#), [Expectancy Theory](#), [McClelland's Human Motivation Theory](#), [Two-factor theory](#), [Theory X and Y](#), [The 7 Habits of Highly Effective People](#), [CBT \(cognitive behavioural therapy\)](#), and [The Progress Principle](#) amongst others.

Why I've volunteered to guide you

When I started out with my degree in engineering and working in technical roles, selling wasn't even on my radar. But when I decided to set up a [business in 2003](#) (to help businesses learn new skills in less time using accelerated learning), I realised I had turned into a full time sales person. One with a lot to learn.

I spent most of my earlier days in business learning how to sell, because I knew it was the one skill that would impact my business the most (and perhaps my entire life?) So I battled through plenty of [sales books](#) and courses sifting through the overwhelming amount of pushy 'salesy' nonsense, trying to find approaches that wouldn't irritate my customers, hurt my business, or my pride.

How *not* to motivate your team

Since I'd made the transition myself, I wondered if other non-sales people might benefit from what I learned. I wondered if I could help them short-cut their way to approaches that worked. I realised that I could help them get straight to the sensible techniques that non-sales people are comfortable to use. And, I could help them quickly acquire new value-building behaviours using the accelerated learning skills I had previously been teaching organisations.

So I [reinvented my business to do that](#).

And along the way I've picked up on the drivers and motivators that make the difference to those who succeed vs those who continue to struggle, make excuses, or hide. It's these actionable ideas that I'll walk you through in this workbook.

If you pick them up, adapt them and use them correctly, they'll work for you.

Before we explore what works, let's just take a look at what doesn't work, but is still frighteningly common behaviour in leaders of sales or non-sales teams.

Most of what I've written below are **real comments I've heard from sales leadership over recent years (including the one about the stapler!)**. I've stretched some slightly to make a tongue-in-cheek point too. Most of all, keep in mind that these well intentioned leaders seem oblivious that they are in their own way, and in the way of their team.

Hopefully, you don't identify too much with this (but if you do, at least you're beginning to work your way around them). Here's what might go through the mind of the sales leader who's leading themselves and their team down a slippery slope:

Sigh. Back to the office today. We've GOT to get sales. I have had enough of my team not pulling their finger out. It's not difficult. Just pick up the phone and engage the customers!

I can't believe how many times I've told them what to do. Why don't they listen? I've motivated them with bonuses, vouchers, and the offer of promotions - as I realise it's not strictly a part of their job role - but they have no ambition. Just, lazy. It's pretty simple, make a sale, and I'll toss you a cookie. What part of that don't you understand?

Meanwhile, it's muggins here who takes the flak. What will I say to my boss this week? They're making me look bad. And I was top salesman '93! I flogged photocopiers like they were hot cakes. I miss those days, getting most of my leads on the golf course. Sales used to be fun. (Although, admittedly, I didn't like it when my boss threw a stapler at my head when I sat down prematurely cold calling before I'd successfully secured a customer meeting. "Sitting's for sellers!" he yelled.)

How *not* to motivate your team

And my team can't complain that they're not supported either. I put them on training a few years back. Tick. And we have short bi-weekly group meetings to discuss wins, which usually take place. Tick. And when they struggle, I'm more than willing to step in and take the customer call for them. (I still love doing that). Tick.

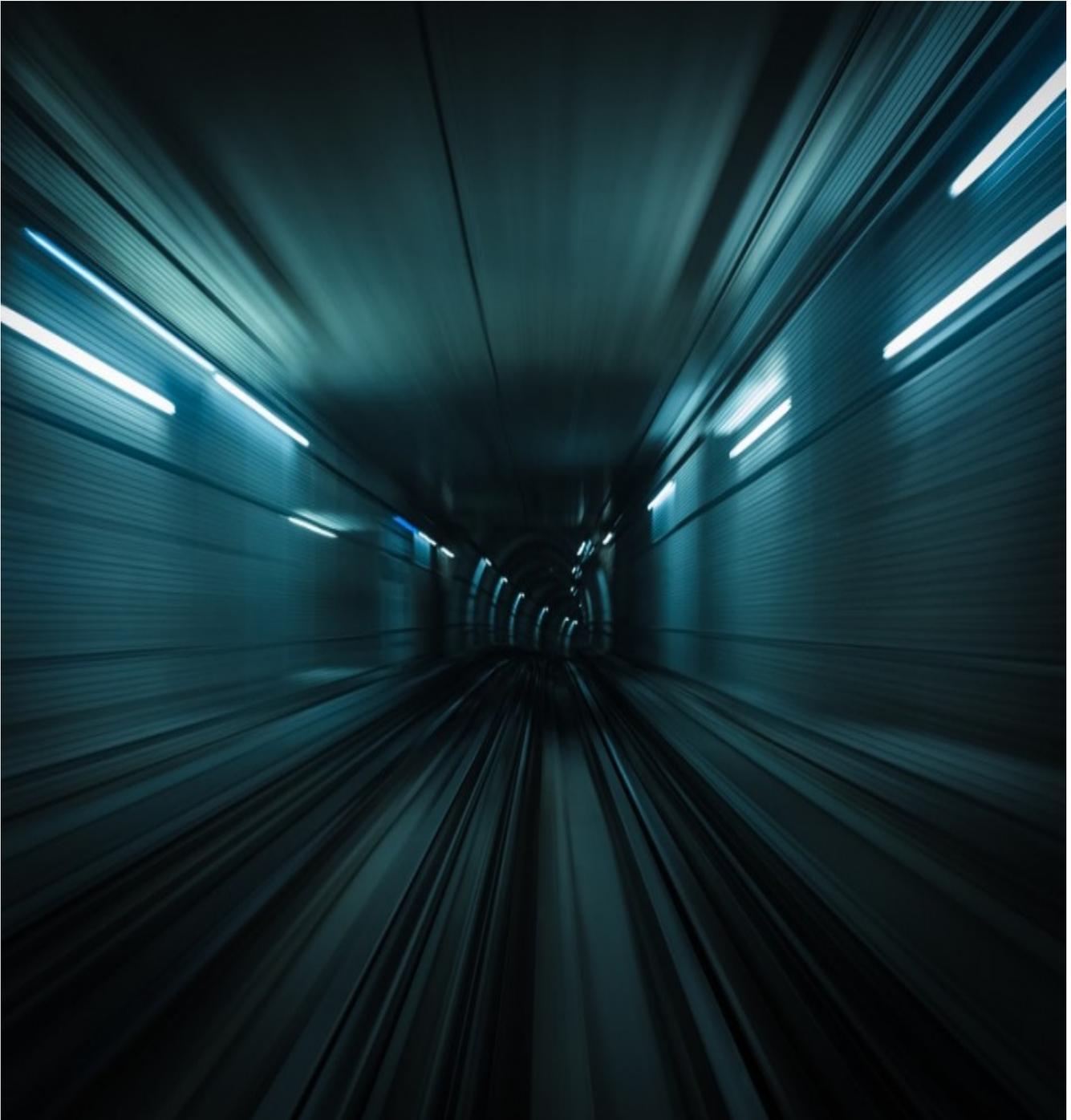
*Right, come on team. The pressure is building. We've got numbers to hit. And our jobs will be at risk if you don't step up. Leave your personal problems at the door and get cracking! Forget lunch and coffee. Lunch is for wimps. Coffee is for closers. **Always be closing.** "*

Every single one of those thoughts above limits how you're leading your team, and the value your team can provide customers. It also potentially damages your people, business, revenue, value to customers, and your own career. My advice? **Just stop it!**

And whilst you hopefully don't identify in full with that, and may even try to exonerate yourself, I wonder how your team perceive your approach? Many leaders tell me they're doing fine, it's their team who needs help. Some amongst their team tell me that they just feel like a number chasing numbers.

Something's not right there.

The 17 key drivers of sales behaviour



The 17 key drivers of sales behaviour

For simplicity and reference, the principles in this section are referred to by a unique single key word. Whenever I use that keyword it should trigger the relevant ideas.

The principles are listed in the order I suggest you think them through and address when creating drive for yourself or for others. They tend to build upon each other.

1. Uniqueness

Let's start by reminding ourselves that you, me, your team, all of us are more unique than we may think. (I'll prove it; don't you just *wish* more people understood you better?)

If we've ever been categorised together, it's probably for a relatively small and simplified (or mis-judged) overlap, and most likely for convenience and connection. But with all of us, where our paths, styles, desires or fears converge, it's not long before they diverge too.

We are not the same. We do not always want to be treated the same. We are not driven by the same things.

So, never make the mistake of thinking that what motivates you motivates your team. They are not you. Do *not* treat others how you want to be treated! Treat them how *they* want to be treated and you'll impact their drive.

And don't go wanting more for them than they want for themselves. That doesn't work and will exhaust you (and is admittedly tricky to balance given your role).

The best thing you can do is determine and understand what drives each individual in your team. Don't expect, or even try to motivate them with the same approach.

They don't like that. It reduces their drive and motivation.

Respect uniqueness!

To motivate anyone, start by showing that *you know they are unique*. That should ignite the sparks in their engine. "Wow, my boss seems to sense there's something different about me! I'm beginning to feel understood!" is the thinking you want to create.

Then seek to understand what personally drives them (and help them understand themselves). We'll come on to that shortly.

OK, you know they're unique. But what most drives a unique individual? That's next...

The 17 key drivers of sales behaviour

2. Intrinsic

What most drives a non-sales individual to perform better? Is it *really* money and rewards?

Well, it's not strictly money. You can put your money away for now. The research is clear:

Extrinsic rewards (including monetary) increase drive and performance only for mechanical, menial work (or, in the world of sales, simple transactional sales).

But for work of a cognitive nature, and **especially that of non-sales teams** who need to mix IQ, with EQ (emotional intelligence), timely execution, critical thinking, problem solving, innovative, entrepreneurial, and commercial thinking, extrinsic rewards have been proven to **not only fail to motivate but actually *worsen* drive and performance.**

This fact is potentially dangerous for you and your business not to know and work with.

So, here are two thoughts to help:

First, consider a team of non-sales people who don't want to sell. What message are you communicating to them about selling when you dangle monetary rewards in front of them for doing so? How do they feel when you're essentially telling them, "selling isn't much fun, so I'll give you some cash if you do it." Steve Jobs once mentioned that his best employees were being regularly offered three times their Apple salary to join competitors, but none of them were leaving. They were intrinsically driven.

A knee-jerk offering of monetary rewards is lazy leadership. It can bury intrinsic drivers, deflate your non-sales team, and screw your own plans up too. (That's not to say that you can't celebrate and provide an unexpected bonus when your team performs well). But your goal is to help your team tap into and amplify their intrinsic drivers.

Second, I'll let the experts convince you...

The inspiring work by behavioural scientist Dan Pink and behavioural economist Dan Ariely go into detail on the research. Both have authored some fascinating books on this topic and more.

To understand this idea, I suggest you watch [Dan Pink's excellent TED talk here](#). (Tip: save 5 minutes by clicking the settings cog at the bottom of the video and setting it to 1.5 speed - you'll hear him fine).

The 17 key drivers of sales behaviour

Extrinsic motivation can become costly, shutting the very behaviours we want to see down. Or as I like to put it, the main problem with carrots and sticks, is that not everyone likes carrots (and some people apparently like sticks!) Further to that, commission can encourage self-serving behaviours, that conflict with the collaboration we must create with our buyers through the decision process.

Intrinsic motivation, (that comes from within) is proven to create significant drive in non-sales people that makes more immediate impact and is sustainable too. And it overlaps with taking ownership of your performance and results, for your own reasons. "Take ownership!" I hear leaders plead to their teams. Whilst overlooking the fact that their people already own something. Why not help them tie what they already own to the desired activity? Your people need to tap into their own mission. They need 'belief in cause'.

What I call "belief in cause" is one example of something I look for in non-sales people. If they truly believe in their solution, organisation's vision, or simply care about their customers' outcomes as the main driving force, their ability to sell (and ability to learn to sell better) increases significantly.

If two warriors were fighting, one for the purse, the other for the cause, which would you bet on?

If two sales people were selling to you, one for the belief in cause, the other for the monetary bonus dangled in front of them, who would you buy from? And who tends to be more engaged, loyal, and happier in their job?

So, put your money away. OK, we now know that those in our teams have **unique intrinsic** drivers that we can bring to the surface. So, let's next look at how to do that...

The 17 key drivers of sales behaviour

3. Why?

Why are you reading this? Why do you *really* do the work you choose to do?

Why would Sarah Smith in your team *want* to sell more easily, enjoyably and effectively?

Why bother at all?

Sarah Smith's answers to those questions could directly impact your bottom line. And your life.

You're probably aware of Simon Sinek's work on "Start with Why". [Here's a 5 minute summary of the main idea.](#)

And if you saw Dan Pink's last video, you'll have heard that "purpose" is one of his top three findings about what motivates people.

You may have heard people say that you can achieve almost anything if you have a big enough "why" (or if you have enough "whys"). And you already know that these "whys" are unique and should come from within. Worth thinking about when helping buyers tap into their 'buying drivers' too. Stop sharing your "why's" and help them go with their own.

It's useful to get money and extrinsic rewards completely out of the equation, and help your team consider, "money aside, why do you do what you do?" and "why does it make absolute sense to our business, our clients, our own careers and our lives in general that we have capabilities to convince others to do the right thing, when our expertise knows the right thing for them to do?" They'll reveal some of their intrinsic "whys". It's one of many questions I ask when coaching non-sales consultants to improve how they sell. The key of course is to keep digging beyond their first answer, and to help them pull it apart so that they connect more viscerally with what they're saying.

Finding the right "whys" within creates drive. At the end of this workbook I have some tools and exercises that you can use with your team to find those "whys".

Unique intrinsic drivers are key - and the king of these is "WHY?", or "purpose". And there's one thing you have direct control over that will significantly amplify yours and your team's "whys". That's next...

The 17 key drivers of sales behaviour

4. Stories

I'm an ex-engineer. (There, I said it.)

One who can help anyone memorise pi to 11 decimal places in just 60 seconds. (I'll reveal how later.) In fact, there's a relevant story behind this.

I spent much of my childhood reading books on 'accelerated learning' - how to learn faster, more easily and enjoyably. And I was blown away by what I learned.

How to learn a language in 5 weeks

I was an 'A' and 'B' student in all subjects apart from German where I got a 'D' in a mock exam. Luckily, my Dad found an accelerated learning German course in the newspaper that claimed you could learn German fluently in just 5 weeks. He bought it, and I studied it.

About 6 weeks later, I bounced into my German exam and I got my grade A. It felt like a piece of cake. (The course made me *know* I was going to get an 'A'. Imagine that?!) And it opened my mind. It took two years of school lessons (one hour, twice a week, for two years) to get me a grade 'D', and just 6 weeks of self-directed study to get me an 'A'.

I learned that **learning (and results) did not have to take as long as educators were making it**. You could break out of the system if you were prepared to challenge and look for better ways. That's a biggie to learn at a young age. My peers seemed to believe that you had to do the time to get the result. But you didn't. And you don't. And in sales, today, you don't either.

After that, my career path was set. In 2003 I set up a business to help people in other businesses to acquire new skills and behaviours in less time. People loved it when they realised the time and effort savings.

The 17 key drivers of sales behaviour

It wasn't long after setting up this accelerated learning consultancy that I realised I'd become a sales person. (Whoops?) Well, I had to sell, or I had no business. I managed to get some big corporate clients and soon realised that I'd 'accelerated learned' how to sell.

And to cut this long story short, I wondered if I could help other technically minded or like-minded non-sales professionals to make the same transition using an accelerated learning approach.

Accelerated sales learning for non-sales teams

I've been doing that as an independent consultant since 2009, having the pleasure of working internationally with some top well known global consulting and professional services firms.

That's my story. It shows my 'belief in cause' too. So, what's your story? What's your organisation's story? What journey have you taken and what have you learned that's adding value to others? How does it matter to your employees? Why should it matter to your customers? How does it show your level of care for your clients?

What's the story of each individual in your team? What '[hero's journey](#)' are they on? Who could they be a "white knight" to?

What story are you telling your team? What story *should* you be telling them? [Here's why your brain loves good storytelling.](#)

What story could give them a unique intrinsic big-enough WHY, to get out there and talk passionately to your customers? Once you've given them ideas on this, something almost magical could happen. *They want to tell your story.* But only if you give them what's next...

The 17 key drivers of sales behaviour

5. Autonomy

I mentioned Dan Pink's work, and his excellent book "[Drive: The Surprising Truth About What Motivates Us](#)". Another of his big three ideas backed by research is that 'autonomy' increases our drive. We don't like being micromanaged. We want to be given the resources and support to find our way.

You know that. (Since I hit 40, it seems most people I know have said, "I just don't like being told what to do"). But do you lead like that? Or do you love to tell people what to do?

It won't surprise you that non-sales people don't like being set sales targets or anything like that. But they do want the space and support to find their own way to succeed. Particularly as it can be a highly emotional transition, facing your fears and discomfort. Push too hard, and they'll push back harder. And they're stronger than you think. Sometimes, strong enough to completely topple your plans and your own career progress over.

You *could* inspire and help motivate them? Or get some support in to help do that. Then you could ensure that they have the best tools for their purposes. And connect them as a team, encouraging them to share learning, successes, and winning approaches. Helping them chew it over and come up with what works. And then you could get out of their way. Stand back, give them space. But lean in frequently to support. "What else do you need from me?" That's an option for your consideration as you gradually find your own way.

So, where are we at? Your unique intrinsically driven-by-a-strong-purpose people, who are [hero's in a story that's important to them](#), *where they are driven to do it their way*, desperately want something else! It's this...

The 17 key drivers of sales behaviour

6. Performance

Specifically, *improved* performance. They *want* to do their job better. They are driven to do better. (Where 'better' might mean faster, more easily, enjoyably, effectively or professionally). And you should openly expect them to do better (see the [Pygmalion effect](#)) and support them to do so by providing them plenty of options and tools.

Give us the tools, and we will finish the job.

— Winston Churchill

We all want to be good at what we do. Dan Pink calls it, “pursuit of mastery”. But I’m English, and a little less shiny, so I’ll just call it “performance improvement”.

And what’s great about getting a little better at what we do is that, we tend to enjoy it more as a result, and as we enjoy it more, we tend to get even better.

It’s a very positive self-perpetuating cycle to step into. You enter it by just getting a little better at it (rather than attempting to force yourself to enjoy something more). You have control over how well or thoroughly you do something, if you slow up and step back.

Your people can enter the loop by picking up just one or two ideas to improve how they sell (or even just make it more comfortable to do so). And the enjoyment goes up. And the barriers and resistance to selling come down a little more. And drive goes up. Because they’re a step closer to achieving their purpose, and living their story, *their way*.

You can also help them learn how to self-direct their learning and performance (effective learning is indeed a learnable skill). And by definition, self-directed learning is autonomous.

It’s generally liberating and exciting when we learn to do something we couldn’t previously do. And this does something to us. It changes our....

The 17 key drivers of sales behaviour

7. Feelings

You'll know that we buy emotionally and justify with logic. Or if you want the truth, we *decide* emotionally and justify with (usually, biased) logic.

The fact is, logic makes us think. Emotion makes us act.

Logically, you know you should eat less, drink less alcohol, and get down the gym more. But... sometimes you just feel like celebrating with food and drink. And you just don't feel like going to the gym, telling yourself you're feeling unwell, tired, or that your walk earlier will suffice.

In their excellent book "[Switch: How to change things when change is hard](#)" Stanford organisational behaviour professor Chip Heath and his brother Dan had this to say:

"The core of the matter is always about changing the behaviour of people, and behaviour change happens in highly successful situations mostly by speaking to people's feelings."

The point here is not to try to motivate your team using logic. That would be totally illogical. Sorry, I mean, that could destroy their sales potential and ruin your grand plans. And what would your boss say then? Your own logical reasoning for getting your team to sell pales in comparison to the emotional messages that your team tell themselves. You're going to have to help them create the right emotions if you want change.

So, careful with using numbers to motivate your team too. It might not have the desired effect. And don't treat your people like they're a number. Or they'll treat your customers like they're a number too. And everyone will *feel* like a number, and remove themselves from the equation. Use your interpersonal skills (and a bit of extra time, even though you're busy) to treat them like a human, with feelings. Then you'll see their drive increase.

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Dan Ariely has some more help here on how to make people feel good about their work:

<https://www.youtube.com/watch?v=5aH2Ppjpcho> (again, if you change the settings on the video to 1.5 speed, you'll save 5 minutes of your life.) And for a simple (holiday reading), useful and practical way to understand and use this idea in more depth, I recommend:

"The Chimp Paradox" by Professor Steve Peters ([here](#)).

So, intrinsic drive that shifts our feelings to get us to act is all very well. But how do we actually change our feelings - since feelings are surely a reaction? And more specifically, how do you help your team feel better about selling? You help them change the one thing that is fully within their control...

8. Thinking

You can steer thinking. Yours and other people's. What we think directly impacts how we feel, which directly influences how we behave or act. And you and I have the ability to change how we think. It's fully within our control (but takes practice to tame and control it).

What makes humans unique, is that we have the ability to think about our thinking. It's called meta-thinking. And we can step out of our thoughts and choose our thoughts, swapping them and trying alternative thoughts on for size. When we do that, our feelings - our emotions - shift. And emotions make us act. If we consistently changed how we think (with support), could we create desired behavioural change? Of course.

It's an impressive bit of kit we have. Tactically switching our thoughts can increase the chances that we'll act in the most value-building and rewarding way.

This topic is huge, and one of my favourites. I came up with the idea years back of what I called, "useful vs un-useful thinking". I since realised that "un-useful" isn't actually a word. But the term was *useful* at the time for my model (it worked - people understood it), and that's the point of this 'useful vs un-useful' model here. We are not concerned with which of our thoughts are true or not. (How many of the things you think are actually 100% true anyway?) We are looking at what our thoughts (true or not) get us to do behaviourally here, and whether that resulting behaviour is useful for our lives, goals, and rewards or not.

I updated my original piece on this into a sales context in [my article here](#).

The 17 key drivers of sales behaviour

In short, whatever you think in any given context in your life, could be categorised as either “useful” *for your desired outcome*, or “un-useful” (or unhelpful). It will somehow either help or hinder (and spiral in to other thoughts). And the truth is, you don’t strictly have to think that thing. You could hold another thought instead on the stage in your mind. Give that some air time instead. Preferably not something that’s untrue (although this can work too - I’m sure you can think of people who act very passionately on beliefs that simply aren’t true), but best of all, a thought that you believe is true that is simply more useful to focus on and has you behaving in a relatively useful manner. I later found out that this idea is basically behind CBT (cognitive behavioural therapy).

But since this workbook is about ‘sales drive’, rather than refer to ‘useful’ thinking, let’s call it “high-drive thinking” vs “low-drive thinking”. You want your team to develop “high-drive thinking”. You, they, and your customers will benefit from their new mindset.

Example:

Low-drive thinking: “I’m not cut out for sales”.

High-drive thinking: “I can learn to get a bit better at sales - just one tiny shift up the scale - and it might just compound and send my career in a new rewarding direction.” (This is true, believable, and useful).

Note, this is not identical to positive vs negative thinking (it’s lazy and un-useful to think that it is!) Some positive thinking is low-drive and un-useful (“if I wait, my client will surely buy from me” is positive head-in-the-clouds thinking and has no place in the world of sales) and some negative thinking is high-drive and very useful (“I just screwed that client conversation up - I forgot to ask XYZ - how will I rectify this?”) (Expect the loon across the office who’s been on a weekend “rainbow retreat” to challenge your negativity here. “I’m sure you did wonderfully” is nice, but not necessarily helpful to the outcome of the deal.)

Changing your thinking is a challenge if you are not used to doing so. But a good coach can do wonders if they are willing and ready to challenge your thoughts and spoken words and **help you design useful alternatives that create drive**. (If you would like to discuss if I can help you or your team, or to help you develop the right internal coaching capabilities, [give me a shout here](#).)

So now you know how to change yours and your teams feelings (which move them to act) by changing how they think. They’ll definitely need ongoing support with that. You don’t just wave a magic wand to change their mindset over night. But there is one aspect of thinking that you *can* change overnight. And when you do, the drive to sell and the drive to learn how to sell better increase...

The 17 key drivers of sales behaviour

9. Clarity

Clarity changes everything. Non-sales people with little sales experience often aren't clear on what professional selling entails. And so they guess, building an image around their worst fears, based on their own memorable (and therefore likely painful) experiences of when they have been sold to in the past. This kills any drive they might have to sell, which is costly.

And they're confident that they're right.

It gets worse. Most non-sales people in my market (subject matter experts/technical experts) are smart head-strong people. And they know it. And since they've spent most of their schooling, education and life being told that they're 'right', they tend to believe that their perception/guess about sales is also right. They're often not used to doubting their beliefs.

How an accounting partner created drive

I worked with an accounting partner once who had a revenue target to hit, but who was very anti-sales (lots of made up fears that simply didn't happen in professional sales in my experience), and the wheels just weren't turning.

Once she understood more clearly what sales activities would work and which wouldn't, she realised that she didn't have to do most of the things she feared doing. And she realised that she could still make effective progress by slightly tweaking her approach to some of the activities she was OK about, or even enjoyed doing.

When I helped her gain the clarity that she could weave a plan around her strengths, her drive naturally increased and all of a sudden I was in her way! The wheels began to turn. Like most people she'd created her own ghosts to fear, which resulted in paralysis. A lot of smart people make the same daft mistake!

In professional service business development, I've noticed one consistent pattern; *we're rarely as smart as we think!* Or perhaps I should say, we're *only* as smart as we are *thinking*. When we become clear on easier, faster, more comfortable or better ways to do something, and our thoughts are directed purposefully towards the right things, drive increases.

When we become clear that the mountain is in fact a series of small hills, drive increases.

Clarity on opportunities

The 17 key drivers of sales behaviour

But clarity doesn't stop there. Our teams must also have clarity on what good opportunities look like. Defining them clearly up front increases drive and increases the chances that we'll spot them. This includes not just opportunities to add value to clients, but opportunities to learn to improve at selling, and opportunities to develop our roles and careers further.

Clarity on values

And clarity on our own personal values also creates drive. Those who know their top values clearly often make more confident and sharper decisions in alignment with their values. They know themselves, and how to best move forwards.

Clarity changes everything. And it's quite an easy one to solve if you seek out the right support and information.

So, by this stage, you know some important principles to help increase sales drive within your team. And you know how to shift their emotions by helping tweak their thinking and gain more clarity. All seems pretty motivating for them, apart from one thing...are we sure this is safe?...

The 17 key drivers of sales behaviour

10. Safety

Warning: selling isn't completely safe!

Clarity doesn't eliminate all fear. We still face discomfort, uncertainty, and rejection when selling. And we still fail (when we spent our lives previously succeeding because we got things 'right'.) Smart people fear that. And fear unleashes lots of made up 'ghosts', which reduce drive.

In fact perceived risk is perhaps the biggest barrier anyone faces when buying in to anything. (In a sales conversation, you'll already know the importance of managing risk.)

As a leader, you can purposefully create a safe environment for your team where possible. Simon Sinek provides some ideas of how leaders can do that [in this video](#).

But the bottom line is, you don't know what they fear (or perceive as risky or safe) until you talk to them and seek to understand them.

This is a job that requires high trust, strong rapport, good emotional intelligence and good coaching skills - all traits of good leadership. Once you understand what they perceive to be risky, and what they perceive to be safe enough to act on, you can help them plot a course to ease out of their comfort zone whilst still feeling safe enough.

One of your main priorities is to lead your team to feel safe-enough, clear, confident and supported enough to overcome the resistance they face about selling, and take action. If you do that you increase sales drive.

So, you can create a safe environment for them, and help them get clarity, but does that mean your job as a leader is done? Of course not. You're on a moving walkway here. If you stop walking, you and your team go backwards. This next one is perhaps the killer to increasing sales drive and results...

The 17 key drivers of sales behaviour

11. Frequency

One of the biggest challenges leaders of non-sales teams voice is “lack of time” to support their people.

I get that we are busy. But *too busy to lead your team to generate revenue and add more value to customers?* I struggle to accept that. If you're spending more time *hoping* they'll sell than *leading* them to sell, you've got yourself a problem.

Frequency of communication and conversations about selling (I refer to these as “coaching”) is vital for both sales drive and sales results. It's why one off sales training sessions do not work.

Why not? It's as simple as watering a plant. Water it once only, it soon dies. Water it frequently enough, it grows and bears fruit.

What happens emotionally following each regular conversation (preferably done face to face where possible) is that *sales drive compounds*. Each conversation is an investment which accrues compound interest.

Each conversation is a chance to understand, connect, relate, empathise, problem solve, re-energise, innovate, learn, embed learning (so that it sticks), feedback, share stories, create structure, plan actions, lead, inspire, care, invest, praise, and celebrate.

Each of these done once or twice is futile. Save your time, money and effort. Either commit to consistency of support conversations, or commit to just letting your team continue getting the results they're currently getting.

If you want to teach, to change minds or to cause action, a consistent curriculum is always better than a single event. Drip by drip, with enrolment.

— Seth Godin

Frequency, in short but sweet structured conversations bears fruit.

Holding these coaching conversations is a learnable skill itself. [I can help you learn this](#). You only have to do it a bit better than your competition are doing it to notice results over time ([See this: Why learning how to sell is not the challenge you think it is](#))

The 17 key drivers of sales behaviour

We've covered plenty of ideas to increase sales drive before we even have to roll our sleeves up and start talking to our clients. Let's summarise with this next idea...

12. Lead (and influence)

You might be their leader. **But who is their biggest influencer? Who can really help them to change?** You could lead them to that person?

One of the biggest killers to sales drive and sales results happens when you don't lead well (or when you don't have the influence you hoped for).

You must *somehow* lead the creation of sales drive within your team.

You must lead by example. And encourage your team to lead each other by example too.

You must go above and beyond the expected.

You must care enough about your sales results and your people to help connect and align the two. You must lead with thinking, feelings, stories, possibility, trust, clarity, safety, and frequency.

And you must lead your people to the right sources of influence and the right solutions if you really want them to change.

Ever wondered why we don't always listen to those closest to us? Why we aren't often persuaded by those we're familiar with or those we report to? And [why we might confide in, listen to, respect the advice of](#) other less-familiar third party people who we admire, respect, trust or are inspired by?

As a leader, you shouldn't do all the heavy lifting. You don't have to have all the answers. And you don't have to have all the influence either. You can just lead them to and connect them with the right resources and people to help them to get the job done.

Here are three options you could consider:

1. get support to improve how you lead and influence your team
2. redirect internal resources and capabilities to tackle your challenges a different way
3. bring in external specialist support who they will relate to and trust and who can help them move from A to B in a way that leverages and stretches their strengths, mindset and behaviours

Next we'll look at two important ways to increase sales drive during sales conversations.

The 17 key drivers of sales behaviour

13. Challenge

This intrinsic motivator is vital to get right. We are driven to perform at our best when we face the right level of challenge. This is in the eye of the beholder and becomes clear once they are engaged in their sales conversations.

For non-sales teams, it's unlikely that the challenge will seem 'too easy'. So our attention should go towards helping individuals to create and take actions that contribute to sales or business development by stretching them *just enough*.

Better still, we should help them tap into the right part of the challenge. Is their personal challenge really to sell? Or hit your sales target? Or is it perhaps to solve a client's unidentified problem by really understanding it and what it means for their business and the individual concerned?

Help them set their challenge up in the right way, so that it feels right when they're performing, and you'll increase sales drive.

But rarely do we overcome challenges like this unless we create frequent...

The 17 key drivers of sales behaviour

14. Progress

We need near-instant feedback (or small wins) to increase our sales drive. And we need them frequently.

It's one reason why gaining clarity on sales creates major progress. Clarity puts us closer to the goal. You have to see it clearly if you're to hit it.

There are plenty of ways to determine what small wins look like in sales, so that you are practically [gamifying](#) your approach.

And intuitively you probably agree that small wins increase drive and further results, but if you want the scientific proof, see the work of Harvard Business Professor Teresa Amabile and her '[progress principle](#)' ([here](#)).

And consider this: "Life satisfaction is 22 percent more likely for those with a steady stream of *minor accomplishments* than those who express interest only in major accomplishments." (Orlick 1998)

So, the right level of challenge that works for the individual is important (and it's important to help individuals clarify what that is, so that they feel good about it). Instant and frequent progress and small wins keeps our drive healthy. But what about after our sales activity? What else can leaders do to help fuel the engine? That's next...

The final three principles are as vital as the others and strictly speaking create sales drive not just after sales activity but at any stage in the process. They are major motivators.

The reason I have addressed them at the end is that they are perfect to explore in a "progress update" conversation between team leader and team member (or in some cases between team leader and the whole team).

Don't forget principal 11 - frequency. These progress updates should occur frequently and consistently. If you only do them on the occasional major opportunity then you're not shining the spotlight on consistent activity and you're not really leading them. Remember, you don't lead people with just your job title.

The 17 key drivers of sales behaviour

15. Praise

This covers both praise, and status. This won't be news to you; praise improves performance. It helps us evolve. Consistent praise where it's due, and positive reinforcement does wonders for increasing drive and creating more (and better) results. I'm sure you already do that, which is fantastic, and professional of you. Well done! Keep doing it. (You get the idea.)

You have probably heard about praising in public too. Any efforts (or wins) in your team absolutely must be shared across the team. Have the individual share what they did, how they felt about doing it, what worked and so on.

By doing this, you're amplifying a major intrinsic driver, and learning at the same time.

People love to earn respect from other people they respect themselves. If those people are on your team (or if you happen to be one they respect) they'll feel great about this praise.

The 17 key drivers of sales behaviour

16. Power and control

People may deny that they want this. Some of them may get so angry by the suggestion that they'll rear up on their hind legs and try to put some order back into the conversation.

I'm not suggesting that we are all chasing 'power' (and that will mean different things to different people anyway). But generally people want a degree of influence or control in their work. They want to be able to head down the path of their choosing. They want to avoid feeling like a 'victim'.

It's been said that the more in control we feel in our work and lives, the happier we become.

Specifically with non-sales teams, most people seem motivated to work with certain clients, or on certain projects. Having the power or control to influence the work we do creates drive.

If we can determine what sort of power or control people in our teams want, then help them shift their behaviours to get it, drive will increase.

So, praise progress in public. Explore where your team want more control on their outcomes (and why) and help them develop the 'sales capabilities' to get it. And there's one final major principle that increases drive that we must not overlook...

The 17 key drivers of sales behaviour

17. Fun

We all want more 'fun' in our work. Whatever we define that to be. We want to work with people, and on projects that we find fun. And it's worth remembering that you have more control over 'fun' than you think. First, we can pick fun things to work on (where possible). But we can also find more fun ways to tackle whatever we are working on.

The key here is 'coaching the fun aspects' out of situations so that you can bring them to the surface and do more of them.

Perhaps my favourite quote is Thomas Edison's, "There's a way to do it better - find it!"

I'd suggest, "there's a way to do it that's more fun - find it!"

That certainly holds true around sales or business development activity. And a good leader will help lead their team to find it.

So, there you have 17 principles in total to help your team increase their sales drive.

In the rest of this workbook, I'll help you figure out what to specifically know, think, and do to leverage the principles.

There's a faster way to do it - find it!

How to learn pi (to 11 decimal places) in 60 seconds

This is probably a good point to take a breather and consider an important point. You're going to learn 'pi' to 11 decimal places in 60 seconds. I'm not claiming that doing so is useful for the obvious reasons of being able to whip 'pi' out when you're working with circles! No, the useful lesson here is knowing that **there are much faster ways than you might think to learn**. One of the principles behind my own work is to help you find that fastest way.

I used to demonstrate this in my workshops on 'accelerated learning'. I'd write pi to 11 decimal places on the board and challenge everyone to learn it. People would try to get their minds around it via whatever chaotic means they could. Meanwhile, I'd take one volunteer out of the room and show them the first two lines of this poem:

Pie.
I wish I could determine pi,
'Eureka', cried the great inventor..

I'd draw a picture of a pie next to the title. Then I'd draw a face with a thought bubble containing the first line. Then I'd draw Archimedes in the bath shouting 'Eureka'.

I'd give the volunteer 60 seconds to learn the title of the poem and the two lines. The three images helped. I'd get them to recite it in their mind for the first 30 seconds, then out loud to me in the next 30. (Tip: you haven't learned until you 'show you know').

After 60 seconds, I'd tell them to walk in, count the number of letters in each word, and write that number up on the board (including the full stop after the word 'pie'.)

They'd write: 3.14159265358.

What if your non-sales team could learn to sell more effectively and comfortably in less time than you would all expect?

How to action each driver



How to action each driver

The following pages provide **quick reference grids** to help you consider what you could (or should in some cases) know, think and do in order to help your team leverage their unique sales drivers.

Suggestion:

1. Print them out (you'll probably want print outs of the rest of this workbook)
2. Grab a pen
3. Circle those that resonate the most with you
4. Jot down some notes as ideas occur to you
5. Transfer the ones you believe will make the most impact into the action plan on page 42
6. Remind yourself WHY you're doing this again. What's the possibility? What if, in the next 3-6 months you could see a 10% increase in sales drive and sales performance across your team? What if that 10% became 20%?
7. Once you feel good about the action plan, schedule your actions into your scheduling system (with reminders).
8. Don't forget to schedule to get in touch with me if you think I can add any value to your team (or even to point you in the right direction). mark@helppeoplebuy.com.

How to action drivers 1-4

Uniqueness

Know	Each person in my team has unique drivers
Think	If I seek to understand those, the feelings of being understood, care, trust, and respect increase, enabling me to lead them to new options
Action	Arrange 20 min 1:1 with them for this conversation. “What’s most important to you about your work and how can I best support you?” Consider providing them with Exercises 1 & 2 (pages 44-46) Consider offering them this personalised sales capability evaluation .

Intrinsic

Know	Intrinsic drive should be amplified
Think	What are their top 3 strongest intrinsic drivers for selling?
Action	Use Exercises 1 & 2, pages 44-46 either as a written exercise with them or brought to life in an informal conversation

Why?

Know	Big, personal “whys” drive this.
Think	How can I help them bring their biggest “whys” to the surface frequently enough?
Action	Use Exercises 1&2, pages 44-46 Schedule frequent catchups and always start with “why?” Ask them frequently why it makes sense to improve at this. Test their ‘belief in cause’. What about their role or work are they most passionate about? What's their personal mission? Why? Why else?

Stories

Know	Our self-told stories create our behaviour. So we might as well design stories that work for our goals.
Think	What’s our organisations story? What’s my story? What story drives us? What’s our cause to believe in? What might his or her personal story be?
Action	Collaboratively write, design and refine these stories. Tell them, share them, include in your marketing, ensure your people can tell them.

How to action drivers 5-8

Autonomy

Know	One of Dan Pink's top 3. Your team want to be lead and supported, not told.
Think	How can I give them what they need in the way they need it to do their jobs well and enjoyably?
Action	Coach them with the right mix of directive vs non-directive coaching. Help them find their way to sell by helping them understand plenty of effective options for people like them. Consider asking them the question in Exercise 3, p48

Performance

Know	One of Dan Pink's top 3. We want to do well in our jobs. Help us do that.
Think	How can I best help my people to learn to improve?
Action	Don't teach. Help them learn . Help them to self-direct. Provide the resources and tools. Step out of their way, but lean in to support. For support on how to coach your team for high-performance in sales, contact me .

Feelings

Know	Logic makes us think. Emotion make us act.
Think	It seems illogical, but cut the logic! How can I trigger their feelings to want to do this, for their reasons?
Action	Use Exercises 1&2, pages 44-46. Hold frequent conversations with targeted questions that trigger their emotional drivers. Trigger and match their energy.

Thinking

Know	We can all choose our thoughts (if we decide to).
Think	Is this thought useful for my intended purposes? Or not useful? Are they thinking usefully right now?
Action	Learn about high-drive vs low-drive thinking. (Contact me for more on that). Learn about high-value vs low-value thinking . Learn which thoughts (mindset) unlock high performing sales behaviours (and which shut sales activity down). Support your team to think like this.

How to action drivers 9-12

Clarity

Know	Know what your team need clarity on. E.g. what sales activity might work for them, what opportunities look like, what questions to ask, stories to tell etc
Think	How is lack of clarity (and consequently negative assumptions biased) zapping my team's drive to sell?
Action	Help them get clear through open discussions, help them find alternative approaches, provide tools and frameworks, give them space to learn questions, stories, etc. An engaging, well facilitated group session can do wonders here.

Safety

Know	You can influence their comfort zones.
Think	How could I help them make it more comfortable to contribute to sales (what support, know-how etc would they need?) and less comfortable not to do it?
Action	Find what makes them feel safe-enough to take action. Create these circumstances. Reduce their perceived risk. Support them, frequently. Share learning. Lead by example.

Frequency

Know	Sales drive will only increase with frequent attention and support. If you're not frequently attending to it, why would they?
Think	How will I fit in frequent short conversations/coaching to increase sales drive and performance? When's the best time? What happens to my results if I don't?
Action	Communicate to the team that this is essential. Weave it into your culture . Help them understand the priority by prioritising it yourself. Frequent 5 minute conversations, structured correctly, will work. Schedule to keep watering your plants .

Lead

Know	Their sales drive and results hinge on your leadership.
Think	How well am I consistently leading them to want to sell more enjoyably, easily and successfully?
Action	What should I be doing more of? How can I make time for that? Who else could I get to support them whether internally or externally? When will I schedule this by? How will I measure the impact? Consider giving them Exercise 4, p50

How to action drivers 13-16

Challenge

Know	The optimal level of challenge as perceived by the individual creates drive.
Think	How can I help my team create the right level of challenge? How can I give them more autonomy enabling them to gain more praise and satisfaction?
Action	Talk to them. Get a sense of how they see the sales related challenges ahead. Do they want it more or less challenging? If so, how? Are there easier or more efficient approaches?

Progress

Know	Small, frequent wins trump less frequent major wins.
Think	How can we 'gamify' our approach (if we want to)? Or define incremental wins?
Action	Make time for this. You can create the 'game' and the 'rules'. You can decide the right level of activity (once you are all clear on better approaches for your unique style). Design small-win progress in to your schedule.

Praise

Know	Genuine praise is a major driver. Help set your team up to 'win' and then praise publicly. Praise specific behaviours.
Think	What are they doing that I should reinforce?
Action	Schedule to make a point of reinforcing it with public praise. Ensure that it is known across the team as being a successful behaviour. Have them share their success story. This will pay off significantly if done frequently.

Power and Control

Know	Some people want more 'power' (most people want at least more autonomy or more control on their outcomes).
Think	How can I help my team gain this by improving how they sell? How can I help them actually see their control or power increase with their performance?
Action	What can you give them in the way of more power or control (that they actually want) once they earn it? How can you agree on this? Schedule the conversation in.

How to action driver 17

Fun.

The 'fun stuff' drives us. It's in the eye of the beholder. There's almost certainly a different way to approach just about anything that's, in that moment, according to the beholder, more fun. You should lead your team to find it!

One way to increase your chances is to ensure that you and your team have plenty of workable options and tools available that get the job done. And encourage them to share what works - and what was most fun - across the team.

Writing this sounds so obvious, yet in the busy-ness of it all, many organisations I come across seem to miss this one, choosing instead to point the finger and yell at each other.

Action plan

Your team's sales drive depends on your leadership drive to action these ideas and find *your way*. Often their lack of sales drive isn't them, it's partly a product of leadership.

As with most learning content, most people won't even attempt to digest it all, and most who do will get as far as feeling better, nodding, agreeing, even believing that they'll take action that will benefit.

But most of those will forget most of what they learned (because they don't act fast enough) and of those who do retain the ideas, most will fail to **create the space or conditions where they can apply**, observe, feedback and improve, continuously. This takes effort and commitment but has a potentially significant return on your sales performance.

The bottom line here is that this workbook has little value if you just read it with good intentions.

Those who get the value will commit to actioning the right ideas for their unique situation. **I urge you, if you want to see sales results of your team improve, to use this page to put your commitments in writing.** Then you can schedule them into your main self-management system/calendar.

Suggested action: Revisit the grids above, circle or highlight ideas that you think are worth trying (and schedule to try the others later too before judging them!) Then transfer your specific actions, in to the next two pages, with dates. Don't forget too, if you don't have the resources, you can get external help. Feel free to [get in touch with me](#) and we can explore how I might help you get this done, either via some 1:1 conversations, or via a tailored coaching or development programme for your team.

The pivotal moment

Action

3 Main Subtasks

Start by

Complete by

Scheduled?

Toolkit



Toolkit

Exercise 1 - to help explore the impact of learning to sell

If strong sales behaviours came naturally to you...

On the next page we're going to look at what is likely to happen in your work or life if you had a more natural ability to sell, in a way that earns you respect and wins people over.

In the grid you can jot down as many relevant ideas as possible. You'll be asked to consider the *positive benefits you could gain* in your career and life over the years ahead.

And you'll be asked to consider what potential *negative consequences you could avoid* if you had this skill under your belt. These are the undesirable things that could happen to you (that you're maybe on a trajectory towards as the world changes around you) that an ability to sell and persuade might help you avoid.

Note: there WILL be significant benefits and you WILL avoid many negative outcomes with this skill throughout your life whether you acknowledge and write them down or not! It pays to consider these up front and longer term so you can act accordingly at the right time (which is probably now!)

If I developed strong sales capabilities and could consistently sell high-value in an almost effortless, trusted and respected manner, what benefits would I *personally gain in my work and life*:

In the next few months...

In the next few years...

5 years onwards....

Toolkit

What potential consequences in my career or life that could be gravitating my way would I be in a better position to avoid with these capabilities?

In the next few months...

In the next few years...

5 years onwards

Exercise 2

What you want and what you don't want

You're probably aware that we are driven by our perceptions on a scale of gain to pain. We make our decisions and take action based on these pain/gain perceptions. And we tend to prioritise the avoidance of pain over gain.

Ignore the effectiveness of this next exercise at your peril. Grab a pen and paper, and quickly (and speed is the key here so you don't filter your thoughts) write out all the things you can think of that you WANT in your work (or lifestyle) and all the things you WANT to AVOID (that could come your way if you're not careful). You might want multiple print outs of this page. It's similar to the previous exercise with a slight twist. You should find some similar and some different ideas coming out.

Exercise 3

Accelerate your progress with a stronger start

We've looked at where you're driving to (and why). It would be useful now to get a snapshot of where you're at in relation to that. The answer may surprise you.

To do that, just answer this question:

On a scale of 1-10 (where 10 is 'excellent') how **consistently good** are you at selling, influencing others and winning people over to make decisions? Put a mark on the scale below.

1 ----- 10

Why didn't you rank yourself **lower** than you did? Why else? Write your answers down below.

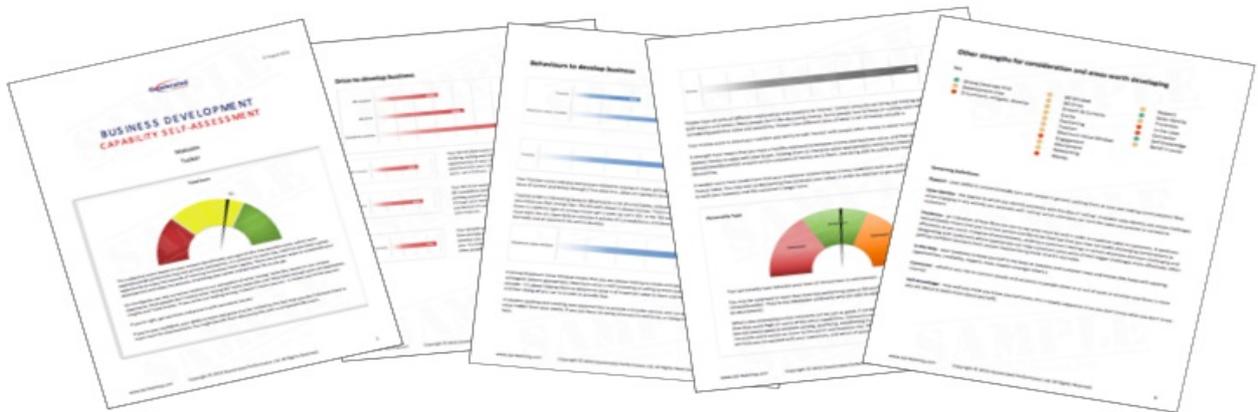
Of course, these reasons above should confirm to you that you have a foundation to start building on. You're selling your own abilities to yourself here. You have strengths you can build a plan of attack around. And you won't have to reinvent the wheel or learn all the capabilities from scratch. And further to that, you might not have as much to learn as you think. To make any given sale you just need to be 'good enough' for that specific situation.

You might just find this easier than you think!

Online personal sales capability report

A thorough snapshot of where you're at in relation to relevant sales capabilities

If you are interested in learning more about where you are really at in relation to what 'good' looks like in terms of sales capabilities, or if you'd like to get an assessment of your team, I have a sales/BD capability assessment for non-sales people (takes 15 minutes to fill out online and sends you a personalised report indicating which capabilities you should work on). [Click here or more information.](#)



Exercise 4

How to earn respect

Feeling respect from those we respect ourselves is a powerful motivator. We tend to act to attempt to earn that respect. So it's probably worth then considering who we respect, and how we might earn their respect by becoming better at selling ourselves, our ideas, products, services and solutions to others.

Write down the names of two people below who know you and who you respect.

Write down underneath each one how having an ability to 'sell' and get the results you want might earn you more of their respect.

Name:

How my ability to 'sell' and win others over might earn more of their respect:

Name:

How my ability to 'sell' and win others over might earn more of their respect:

Onward

You know that performance growth is like financial growth - small incremental investments (or actions) compound over time

There are some useful things to learn and understand about how adults can accelerate their learning and performance to increase their chances of changing their behaviours.

When you do, you realise how to best invest your time, what to work hard at and what to leave to naturally shift within you (because some of your behaviours naturally shift as you develop others).

[Get in touch](#) if this is an area of interest.

There's a way to do it better - find it!

— Thomas Edison

There are ways to tackle your sales challenges that are simply better, more effective, easier and more enjoyable to do too. You should make it your number one learning priority to find them.

Once you have acquired the right tools to help you leverage your unique strengths and compensate for your unique weaknesses or blindspots, you'll realise that the outcomes you want are within reach.

Sales is hard to learn when you don't see that light at the end of the tunnel and think that you have to pick up and use the same approaches that the majority of sales books and courses still teach. You don't. And you shouldn't.

There is a better way to do it. And I urge you to find it.

Hopefully you're feeling better about leading your non-sales team towards developing stronger sales drive now.

You probably understand by now my own 'belief in cause' and why I do what I do, because I'm driven by the fact that the right leaders who are willing to stretch themselves will see the stretch in their team too.

I have written this workbook and made it freely available to you in an attempt to get it in your hands, because the message is important, because the problem it solves is indeed solvable, and to make you aware that if you need specialist help beyond this workbook, I might be able to help.

I would love to hear what results you get from it, and of course if you have any questions, feedback, or would like to discuss what my further support to you might look like, please get in touch.

Onward

All the best,

Mark Moore

mark@helppeoplebuy.com

www.HelpPeopleBuy.com - sales capabilities for non-sales teams

www.MarkMoore.co - for an informal (less 'stuffy') way to learn 'the big 4 skills' for your career/business (how to sell, how to position yourself to succeed, how to learn fast, how to translate learning into action efficiently).

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