



Management Communication Systems, Inc.
4000 Bridgeway, Suite 404
Sausalito, CA 94965
Tel: 415 339-2990
Fax: 415 339-2999

Behavior-Based Selling

Charles Sheppard, Management Communication Systems, Inc.

The Behavior-Based Selling process was developed by modeling top performers in the sales profession. This article outlines the Seven Principles and the Seven Steps which form the foundation of Behavior-Based Selling. The integration of this sales process and the Drake P3 Selection.expert software enables sales managers to give their teams a Fast Start in the sales profession.

You can and do sell almost everything. You sell yourself in job interviews. You sell the movie you want to see to your friend. You sell your growing business to customers. The truth is that you sell in almost every aspect of your life. As a professional salesperson it is important to reflect on your own behavior with regard to selling. Reflect on the Seven Steps and the Seven

you. It becomes easy to read what a person really wants, and fundamentally what customers want is for you to create value for them.

Principle Two: *Customers are more apt to like you and trust you if they perceive you as similar to themselves.* When you focus your sales on creating a connection to the unconscious mind and consistently drive the customer's agenda, you begin the process that will create a depth of relationship with your customers. We have a natural conduit with the unconscious minds of people we trust. We build our relationships and feelings of rapport from that trust. By driving the customer's agenda, pacing the other person's behavior, and focusing on the unconscious mind, we create a situation where customers have the opportunity to fully express themselves and feel fully understood.

Principle Three: *You create value for your customers when you help them discover what they really want and really need.* The Behavior-Based Sales System is designed to help people discover just what they really want. The system is designed to overcome resistance easily. It is designed to create worthwhile outcomes for the client. It helps the client to discover the values related to those desired outcomes in order to deepen his own motivation for wanting the product or service.

The Seven Steps to Behavior-Based Selling.

1. Preparation
2. Relationship
3. Needs Assessment
4. Presentation
5. Closing
6. Referrals
7. Review and Coaching

Principles of Behavior-Based Selling. These will help you achieve success in the sales profession. Before going into a sales situation remember these principles:

Principle One: *Drive the customer's agenda.* Remember that decisions are made at the unconscious level, and then rationalized at the conscious level. Most sales people have such a strong sense of their own agenda that they no longer see or hear what is really going on for their clients. Much is written about active listening, but until you make a fundamental shift in learning how to drive your customer's agenda, any sales process will be difficult. Use your whole body to listen to a customer. By listening in this fashion you actually learn how to drive the customer's agenda. The customer's individual buying strategies will become apparent to

Throughout the entire process the customer's relationship with the salesperson deepens because the Behavior-Based Sales System is helping the customer get what he really wants. Selling becomes a fun, receptive, artistic process for both parties. With each sale you find frequent and obvious opportunities to be close to your customers. With each sale you will have created value for your customers, and, perhaps more importantly, your customers will readily perceive that value.

Principle Four: *People make real decisions with their unconscious mind, and then validate these decisions with their conscious mind.* If you observe closely enough, you can physically see exactly when the customer is ready to buy. The Behavior-Based Sales System is designed to lead your customer from his unconscious impulses to the final sale. When a customer reaches his state of buying readiness naturally, sales develop into lasting, mutually beneficial relationships.

Principle Five: *Using key words will leave the customer feeling fully understood.* You want to relate your product and service to that of the customers' needs and values. When you listen and use the customers' key words, you are selling to their unconscious mind. You are also demonstrating that you really did listen when the customer was speaking, nurturing both trust and rapport.

Principle Six: *A powerful way to influence someone is to ask for his or her help.* Always use referrals, and use them often. Referrals are the most effective way to leverage your time and effort. Your best clients are centers of influence: if they like you and trust you, they will introduce you to those people who are the foundation of quality accounts.

Principle Seven: *Practice equals mastery.* At Management Communication Systems, we believe in the adage that practice makes perfect. Just as you can't learn to fly an airplane simply by reading a book, you also can't learn to be proficient at selling by simply reading or hearing about the ideas we have presented. You need to get out and experience the effectiveness of these techniques. Become an intent listener and hear what your customers' real needs are. Feel the resonance generated when you are successfully pacing someone. As you practice and reflect on your new skill-sets, you will see the extraordinary results that Behavior-Based Selling can produce. Your relationships will grow and so will your bottom line.

To effectively practice the skills sets necessary to be an effective salesperson, you need an effective coach. The Sales Profile Report is an accurate template to develop the skills necessary to master Behavior-Based Selling. There are a variety of behavioral considerations that factor into effective selling and influence. There are seven primary categories of behavior that we have modeled from top performers. These categories are: Preparation, Relationship, Needs Assessment, Presenting, Closing, Referrals and Coaching. The following menu is a coaching map which will allow you to design a personal development plan using the information from the Sales Review Report.

When looking at the competency of **Preparation**, three factors will determine how effective someone will be in sales: their tendency to prospect; low call reluctance; and the ability to organize and prepare for sales activities.

When looking at the competency of **Relationship Building**, two factors will determine how effective someone will be in sales: their sensitivity to interpersonal cues; and an ability to connect easily with people.

When looking at the competency of **Needs Assessment**, one critical factor will determine how effective someone will be in sales: their ability to ask probing questions in order to assess the needs of a client.

When looking at the competency of **Closing**, four factors will determine how effective someone will be in sales: their closing urgency; the ability close sales on a timely basis; their perseverance (the ability to follow through until a conclusion is reached); and, the ability to effective report in a detailed manner.

When looking at the competency of leveraging opportunities through **Referrals**, the factor that will determine how effective someone will be in sales is the tendency to ask friends and business associates for leads and referrals.

When looking at the competency of **Coaching**, four factors will determine how effective someone will be in sales. These factors include: the desire for feedback; what type of training they prefer; an inclination to pursue other activities; and, how a person will participate on a team.

The **Sales Review Report** is a valuable document for both evaluating new candidates and for training existing employees. Each competency and behavior can be further developed by participating in Management Communication Systems' Behavior-Based Selling training and seminars. Call us at (415) 339-2990 to explore how we can help you develop a High Performance sales organization.

Candidate Sales Profile

Summary Paragraph

Steve's responses indicate that he is very adaptable individual, who can adjust easily to a variety of environments and cultures. Depending on the situation, Steve is generally comfortable wearing several hats and taking on a wide range of responsibilities, from group pacesetter to follower and supporter. He values flexibility, tends to be moderate with no extremes in behavior, displays an easygoing way with people, and likes to be at peace.

Steve is likely to be a "Consultative" salesperson.

Prospecting Style The tendency to generate his own sales prospect lists, to review the prospecting lists, and to carefully identify the best sales opportunities.



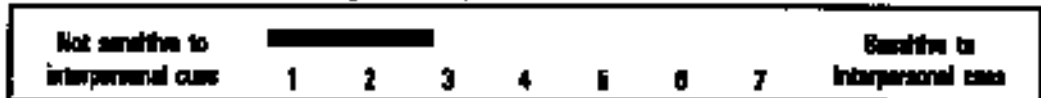
Call Reluctance The tendency to successfully deal with rejection and maintain a focus on results.



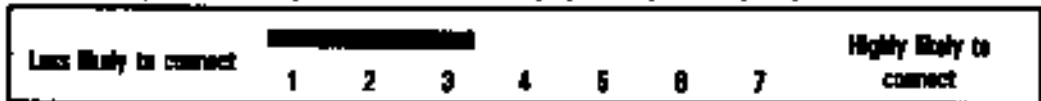
Pre-Sale Activities The tendency to organize and to prepare for sales activities.



Relationship Building The tendency to use a client's social and interpersonal cues as guidelines for regulating his verbal and non-verbal presentation for building relationships.



People Focus The tendency to successfully make connections with people easily and frequently.



Issue Discovery The tendency to ask the client probing questions, listen to a client's responses and to suggest the appropriate product/service to address the client's needs.



Persistence The tendency to initiate and follow through with a client until a conclusion is reached (sale or no sale).



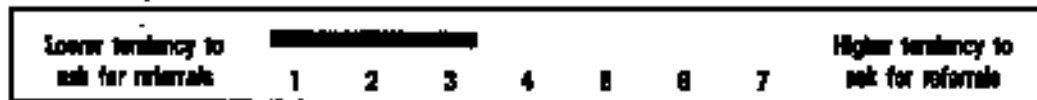
Closing Urgency The tendency to close sales on a timely basis.



Reporting The tendency to complete detailed paperwork on time and accurately.



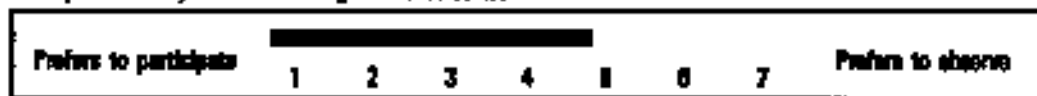
Referrals The tendency to ask a client for referrals either from friends or business associates.



Coaching Style Preference is to be open to coaching and feedback.



Team Style His preferred style when working with a sales team.



Job Mobility Inclined to pursue opportunities either inside or outside of the organization and/or geographic relocations.



Training Style Preference for detailed sales processes, procedures, rules and regulations.

