



## **Barking Up a Dead Horse**

with Tom Batchelder, *Perficiency*

November 8-9, 2007, San Francisco

*“The world economy is going through a genuine epochal transformation on the scale of the industrial revolution 200 years ago...the challenges are fundamentally different and deeply unfamiliar...in an information-based economy, untethered to physical assets, business models can and will change continually.”*

—Fortune  
February 2006

*“Whenever a nation, a business institution, or an individual ceases to change and settles into a rut of routine habits, some mysterious power enters and smashes the setup, breaks up the old habits, and lays the foundation for new and better habits.”*

—Napoleon Hill

*“There is no way to create wealth without ideas. Most new ideas are created by newcomers. So anyone who thinks the world is safe for incumbents is dead wrong.”*

—Gary Hamel, Chairman  
Strategos & Author of *Leading the Revolution*

*“They suggest that what we think of as free will is largely an illusion: much of the time we are simply operating on auto pilot, and the way we think and act — and how well we think and act on the spur of the moment — are a lot more susceptible to outside influences than we realize.”*

—Malcom Gladwell  
*Blink*

## What to expect from this workshop:

- Back to basics
- Interactive, have some fun
- Challenge your thinking
- Give you new tools and approaches for language and process
- Blend theoretical and philosophical with practical and tangible

## What not to expect from this workshop:

- Tony Robbins, group hugs, high fives
- Namedropping, storytelling, entertaining
- Quick fix magic fairy dust

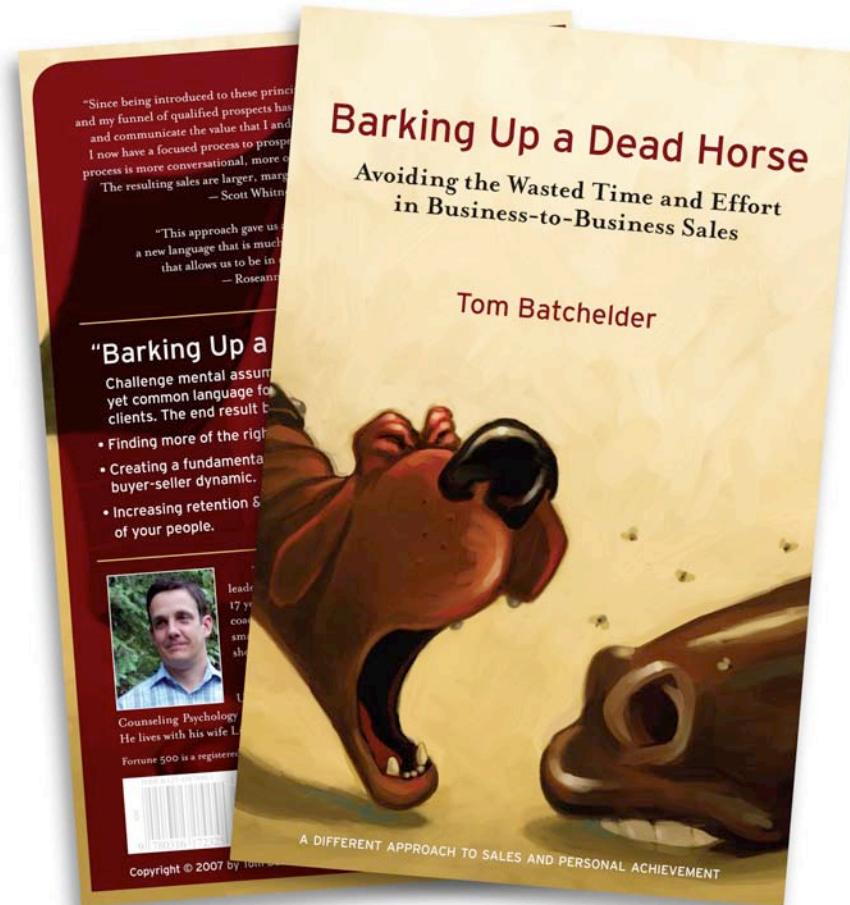
## What I ask of you:

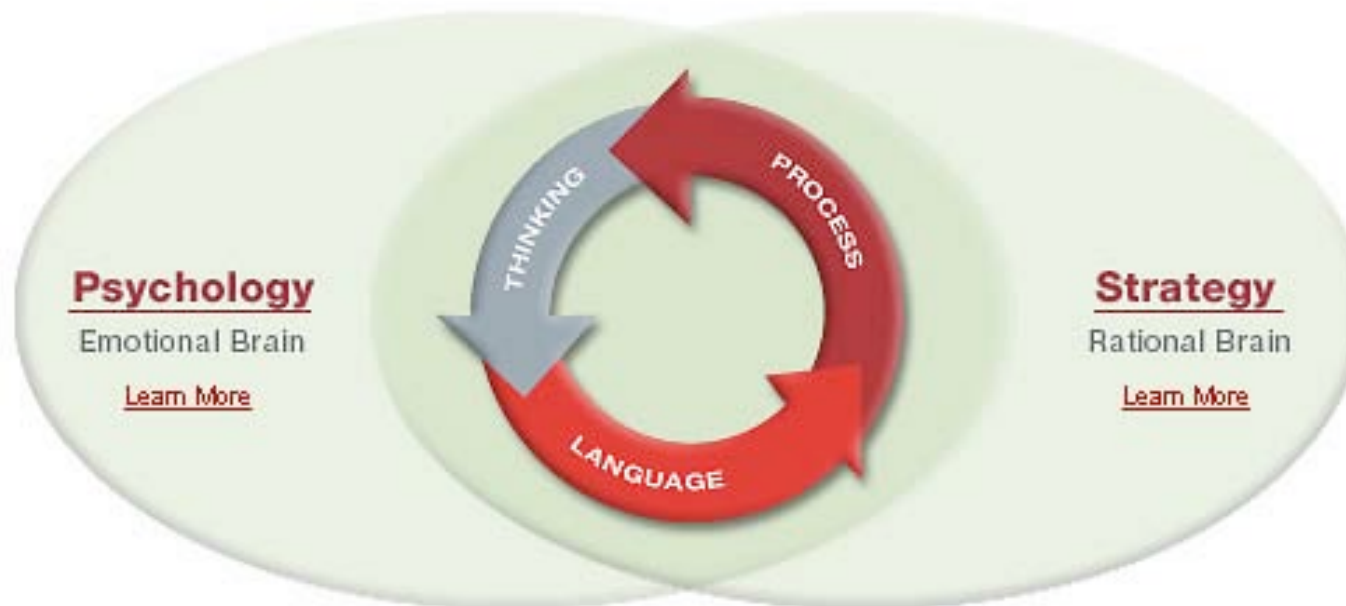
- Open mind, notice resistance
- Participate, interact, share
- Look within, at yourself first and then your team
- Patience

**Logistics for the two days:**

## Introduction/Agenda:

- Who I am
- Who is Perficency?
- Agenda for today
- Preview of tomorrow





## THINKING

- Emotions make us naturally Reactive
- Intent drives Behavior
- Detach from Outcome

## LANGUAGE

- Radically Honest
- Frame your Value in the Customer's Context
- Effective "default" Vocabulary

## PROCESS

- Step by Step Execution map
- Key to Sustainable Results
- Unique and Repeatable

Underlying each of these is the fundamental misstep most make in sales, negotiation and business communication: Mindsets, Language & Processes that are driven by HOPE and FEAR.

## Ego

### Preview Points

- Understanding your ego and its motivations is essential for creating sustained success.
- Forcing things and holding on too tight for too long will wear you out.
- Hearing, “no” and saying, “I don’t know” won’t kill you, despite what your ego will try to tell you.

## Ego

### Key Reminders

- Detach. This does not mean don't care. It does suggest being more aware of and working to eliminate actions and thoughts that are driven by fear.
- Learn from your mistakes, but don't dwell on them and beat yourself up. Give yourself a break and remember, "It's all learning." Be curious and interested in what you did, thought, what happened, what worked, what didn't work, and how to do it better next time.
- In sales, negotiation, and relevant life situations, let people (prospects/clients/etc.) know right up front that "no" is a completely acceptable answer. And mean it. At the same time, notice your ego's fear of giving people an "out."

## Ego

### Key Reminders (continued)

- When things don't seem to be going as you envisioned, notice resistance, anger, and thoughts about the way things "should be," what's "not fair," or any other victim-inspired thoughts about what's happening to you. Only when you are consciously aware of this in the moment can you make a choice to let it go. Awareness is the antidote that gives you the chance to make a different, productive choice around how you spend your energy.
- Risk not knowing – this creates the space for your prospect to come to you, give you more information, and be equally motivated to engage. When you talk too much and claim to have all the answers about everything, you will often scare new people away.
- Notice when you are chasing and reacting, or feeling scattered and anxious. Relax, slow down, talk less.
- Be normal. Be yourself. You are a valuable person. You don't need to try too hard, force things, or push to impress.

## Ambiguity

### Preview Points

- Many in sales fear clarity and are unconsciously ambiguous.
- We waste energy “hoping” things are going to happen, unwilling to move on.
- Fear of “no” costs you a lot of time and even more money.

## Ambiguity

### Key Reminders

- Notice hoping, being overly and unrealistically optimistic, holding on.
- Remember that “Hope is not a strategy.” (Phrase comes from Rick Page’s book *Hope is Not a Strategy, Six Keys to Winning the Complex Sale*)
- Remember that nothing is as great as you think it’s going to be, and nothing is as bad as you think it will be. Notice that pendulum swing in your emotions and in your mind. The reality almost always lies somewhere in the middle.
- As humans, we are very tolerant of and used to anxiety and frustration. Sustained happiness and ease is very difficult for most people.

# Linear Game of Revenue



## Unique Value

### Preview Points

- At a deep and meaningful level, we don't understand our unique value, personally, professionally, or organizationally.
- It's impossible to attract ideal, "life changing" clients with empty buzzwords and corporate jargon.
- You must understand why your clients buy from you, in their words, and be able to succinctly communicate this off the top of your head at all times.

## Unique Value

*“Your value in and of itself is worthless if not connected to some pain it can help your prospect solve or some opportunity it can help them achieve.”*

- What do your clients tell you about why they hire you?
- How do you talk about your company value, what it is that you do and who you do it for?

## Watch for:

- Buzz words
- B.S.
- Same old stuff

## Unique Value

*"Most individuals and organizations don't fully understand or effectively communicate their unique value."*

**PAIN**

## Unique Value

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**PAIN**

**OPPORTUNITY**

## Unique Value

*"Most individuals and organizations don't fully understand or effectively communicate their unique value."*

**PAIN**

**OPPORTUNITY**

**OPEN TO**

## Unique Value

### Key Reminders

- Risk scaring prospects off with more specific, meaningful information about why people hire you - 'spin them in' or 'spin them out' and learn to be ok with either one.
- Be clear and bold about who you are, what you do and how you see things (without "selling") - break through the clutter of the marketplace and sounding like everyone else.
- Your language, tone and overall approach with new prospects will differentiate you from the competition as much as your specific product or service.

## Attract What You Define

### Preview Points

- Dating analogy: Find the right partner quicker. Waste less time on dates that you know, in the end, are not going to work out.
- Stay focused and specific about what you are looking to attract “more of” over time and you are guaranteed to get it.
- Minimize the buzzwords and corporate speak. Be specific, compelling, and human when you discuss the kind of new business you are looking for “more of.”



“A” bucket



“B” bucket



“C” bucket

1. What does an “A” client look like in your business?
2. What does a “C” client look like in your business?
3. What % of your business comes from A vs. B vs. C clients?  
What % of time and energy do you / does your organization invest in each?

## Red Flags:



“A” bucket



“B” bucket



“C” bucket

3. What are the “red flags” that alert you to a possible “C” client in your prospecting efforts?

## Attract What You Define

### Key Reminders

- In order to grow your business, a certain amount of activity is of course important. The RIGHT kind of activity is exponentially more important to achieve high levels of growth and maintain your sanity.
- Focus your energy and effort on thinking, writing and talking about who your ideal clients are. Notice resistance and do it anyway.
- Work on any 'emotional baggage' you might have around your worth and addiction to things needing to be hard. Use these exercises as an opportunity to acknowledge and begin making important changes in your thinking.

## Getting Responses & Getting the Truth

### Preview Points

- You talk too much, no matter what you might think.
- You cannot force or manipulate anyone to do anything they don't want to do.
- Find the motive for change and everything else is easy.
- Relax, lose the mask you think you need. Be genuine.

## **Words, actions, mindsets that get us lied to and scare prospects away:**

- Showing excitement!!!!
- Putting yourself in a “one down” position
- Making assumptions
- Not getting buy-in or acknowledgement of what prospects are “open to”
- Defaulting to their process automatically
- Being afraid to ask certain key questions

## Lingering Deals

When Things Break Down

- Why does this happen?
- How do you get them to respond?
- What is your intent?
- What are you afraid to hear?
- What do you know? What don't you know?
- What is your next step?

## **E-mail Communication**

Give yourself the best chance to get the truth:

- Mindset: Detachment
- Language: I'm (respectfully) going away
- Process: Let it go. Or, have a clear next step.

## Guidelines for prospect follow-up:

- Don't stalk them
- 5-day waiting period
- Use phone and e-mail
- Know when to let go and move on
- Know how to let go, and move on
- Be thoughtfully, radically honest – be human

# Getting Responses & Getting the Truth

## Key Reminders

- The goal is for your words NOT to sound eager or needy for your clients' business. Even if you do get the business later, it's hard to negotiate from a position of equality when you start the relationship this way.
- Remember your time is as valuable as theirs. They have challenges, you have solutions. You are reaching out to see if there is any kind of a fit. Stop thanking people for their time (i.e.: "Thank you for taking a few minutes to speak with me today"). If you want to have more control in sales and negotiations, you need to stop this.
- No begging. "Please" is a begging, pleading word. Again, I know you were taught to say please as a child. As a high level professional and adult it is seldom needed or even appropriate. Especially with people that you don't know and are not currently doing business with. If you want to be on equal ground with prospects and key clients, eliminate the word please.
- People are busy. Make your communication short, sweet, and to the point.

## Process

### Preview Points

- Go here.

# **Their Process**

# **Your Process**

## Their Process

- Rational, logical
- Withhold information, lie
- They control the process
- Focus on price
- Voicemail hell

## Your Process

## Their Process

- Rational, logical
- Withhold information, lie
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## Your Process

- Upfront frame
- Unique value and ideal client
- Compelling reason
- Economics
- Negotiate process

*“With the highest intent of find and solving problems and helping people connect to new possibilities I facilitate a process to find out if we are a good fit, or not. In the end, my job is to help them decide what’s best for them, whether than includes working with us or someone else.”*

—Tom Batchelder

## Miscellaneous Process comments:

- Frame YOUR value in THEIR world
- To find pain you must frame the conversation, keep them “OK” and be authentically curious.
- Don’t ask “Are you the decision maker?” Frame it as “Who else cares....?”
- Do they pay a price for doing nothing? Or for doing nothing with you?
- Your engagement process is an opportunity for differentiation in an of itself.

## Process

### Key Reminders

- Go here.

## Upfront Frame

### Preview Points

- Create a framework around every conversation and increase your chances for getting more useful, truthful information.
- Create a process where you are in control without appearing to be controlling. Speak with a focused, casual effortlessness.
- Prepare yourself for every possible question and scenario so nothing surprises you or throws you off your game.

# Framing Your Prospect Conversation

(Overview)

- What is your intent?
- Orient prospects to your process
- Must make “No” okay
- Have clear next steps at the end of each conversation

## Upfront Frame

### Key Reminders

- Being detached from the outcome helps you focus on getting the truth.
- Be authentically curious about better understanding your client's issues, opportunities, and whether or not you can help them.
- The more emotional and personal you can get, the better chance you will have at helping others solve their problems.
- Have a qualification mindset for every call. Remember you are interviewing them for fit as much as they are you. Notice when you're just happy to get an appointment and have someone talk to you.
- Act normal. Although you are executing a process that has structure and scripts, your job is to be normal, matter of fact, and conversational. Notice when you sound or your delivery feels forced.

## Key Questions

### Preview Points

- You can't fake asking good questions or being authentically curious and interested.
- Not knowing is perfectly OK and often puts you in a position of strength, despite what you might think.
- The more excited and pumped up you are, the less you're able to listen effectively.

## Key Questions

### Key Reminders

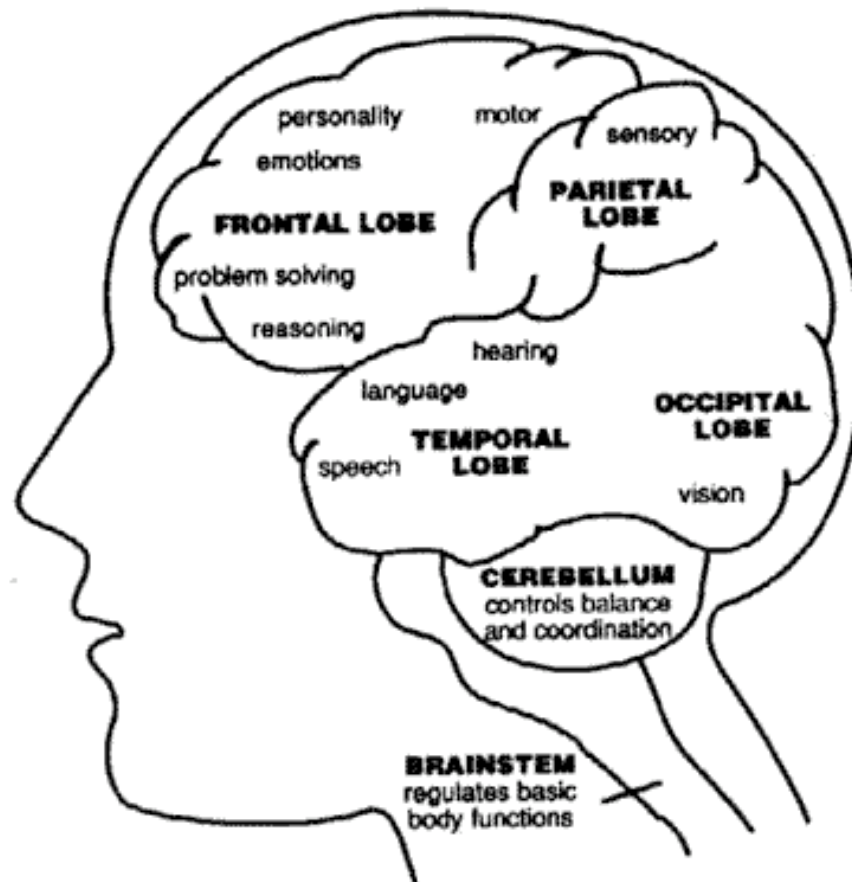
- The more authentically curious you are, the more information you will get, the more problems you will have a chance to solve, and the more new business you will close.
- Controlling your adrenaline and staying detached from the outcome of your conversation will ensure you get the truth and maintain control.
- A framework of “What I know” and “What I don’t know” will help set up your key questions and also put your prospect at ease. Get comfortable with communicating What you don’t know from a position of strength.
- Find a way to incorporate a Plus/Delta review at the end of all important conversations and negotiations.

## Learning and Change

### Preview Points

- Sustained change requires a disciplined effort over time and must tolerate feelings of discomfort.
- More information and knowledge has little correlation to your ability to change.
- Increased awareness and new daily actions give you the best chance for new results that stick.

Everything gets filtered through your *Thoughts* and *Emotions*:



*“You can change your actions and receive better results.  
If you also change your thinking, you can make significant  
(quantum) leaps.”*

—Tom Batchelder

*“The quality of your current mental programming will determine the size of business that you can build and sustain.”*

—John Assaraff

*“In all addictions you get stuck in old patterns. You are just thinking the same thoughts over and over, and you are not able to think of something new.”*

—What the Bleep Do We Know?

*“There are dozens, maybe hundreds of unconscious, unexamined beliefs that run your life from the subterranean levels of shadowy awareness — beliefs about your worthiness and competence, for example, or whether people can be trusted or not — that were deposited in a childhood and continue to determine how you relate to the world.”*

—What the Bleep Do We Know?

*“When you pull back the curtains you discover the “truth” and realize, as did the characters in Oz, that corporate success springs from the willingness of an organization’s people to embrace accountability. Too often, however, companies employ the latest management program only to abandon it when an even more up to the minute new program comes along.*

*...Moving from one illusion of what it takes to achieve organizational effectiveness to another, executives never stop long enough to discover the truth. In reality when you strip away all the trappings, gimmicks, tricks, techniques, methods and philosophies of the latest management “fads”, you find them all, albeit awkwardly, striving to accomplish the same thing: to produce greater accountability for results...the essence of organizational success will always be found in the accountable actions and attitudes of individuals.”*

—Connors, Smith, Hickman, *The Oz Principle*

## Learning and Change

### Key Reminders

- Get off the bandwagon. The next “big thing” business initiative or quick fix is not going to get to the heart of the matter to create real change.
- You have to want to change. You have to want to do something different; to be motivated and courageous about trying new things, and making mistakes.
- Slow is fast in learning (and in your sales process). If things are moving too fast, you will lose control of your ability to retain information and make sustained changes over time. The same goes for your new client engagement process. If things are moving too fast (even if that seems like a good thing), slow it down.

## Courage

### Preview Points

- We cut Courage from the workbook, are we including in Power Point?

## Courage

### Key Reminders

- We cut Courage from the workbook, are we including in Power Point?

## Conclusion

### Review

- What content goes here?

## Summary of our work together:

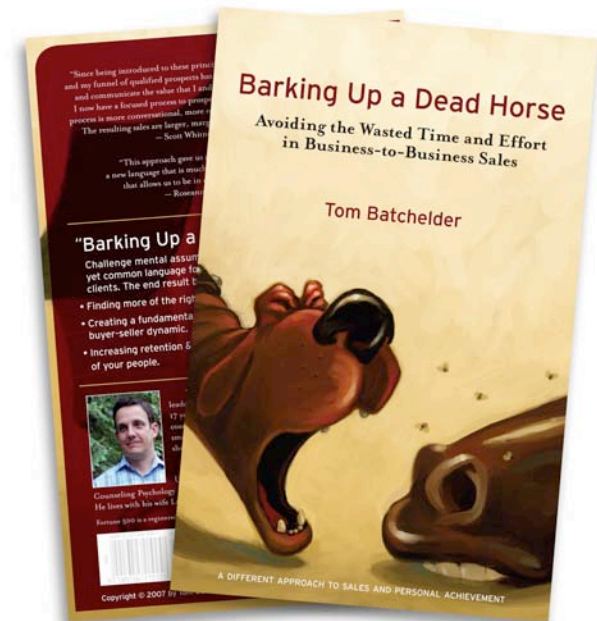
- Explore and more deeply understand your unique value
- Identify (specifically) what kinds of clients you'd like to attract "more of"
- Create a framework and specific steps to your process for engaging new clients
- More quickly move prospects (and clients) into and OUT of your process
- Watch your language carefully in e-mail and verbal communication
- Master your own "inner game"

## Reflections:

- What stood out for you?
- What do you think you most have to work on?
- What do you feel good about?
- What can you take back to your organization and apply (yourself or with your team)?

# Contact Us

- Sign up for and use your follow up call
- Sign up for information on Tom's book, *Barking Up a Dead Horse*
- If you would like to learn more about our I:I coaching and corporate consulting programs, contact:



**Perficency** | New thinking = New results

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*"He who overcomes others is strong.  
He who overcomes himself is mightier."*  
— John Henry Patterson

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*"All means prove but a blunt instrument if  
they have not behind them a living spirit."*  
— Albert Einstein

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*“Genius means little more than the faculty of perceiving in an unhabitual way.”*

—Wayne Dyer, *The Power of Intention*

*“In order to get a real conversation with the world, you have to drop artificial language, you have to drop politics, and you have to drop an environment based on fear and hiding... the personal conversation can be very frightening, but it is an increasingly necessary one, especially for those who have any leadership role in the organization”*

—David Whyte, *Crossing the Unknown Sea*

*“The realities of the world beyond our lily pads are changing as never before. The choice is ours: Do we become visionaries? Or do we just sit around the pond wondering what happened to all the files?”*

—Philip Slater, *The Wayward Gate*

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