

ALEX GOLDFAYN

SELLING BOLDLY



Applying the New Science of
Positive Psychology
to Dramatically Increase Your
Confidence, Happiness, and Sales

WILEY

**SELLING
BOLDLY**

ALEX GOLDFAYN

**SELLING
BOLDLY**

**Applying the New Science of
Positive Psychology
to Dramatically Increase Your
Confidence, Happiness, and Sales**

WILEY

Copyright © 2018 by John Wiley & Sons, Inc. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the Web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993, or fax (317) 572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

Library of Congress Cataloging-in-Publication Data is Available:

ISBN 9781119436331 (Hardback)

ISBN 9781119436348 (ePDF)

ISBN 9781119436355 (ePub)

Cover design: Wiley

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

*For Noah and Bella, who teach me how to live boldly
and fearlessly every day.*

Contents

<i>About the Author</i>		<i>xi</i>
PART I	Fear Is the Greatest Enemy of Sales . . . and Positive Psychology Is the Antidote	1
Chapter 1	The Single Greatest Killer of Sales	3
Chapter 2	The Massive Cost of Fear in Sales	11
Chapter 3	The Antidote to Fear: The New Science of Positive Psychology	23
Chapter 4	The Selling Boldly System: Step 1—Get Your Mindset Right; Step 2—Behave Accordingly (Communicate Boldly)	31
Chapter 5	The <i>Selling Boldly</i> Toolkit: Planners and Downloads	39
PART II	The 10 Critical Mindset Shifts for Dramatic Sales Growth	49
Chapter 6	About These Critical Thinking Shifts	51
Chapter 7	Proactive Selling versus Reactive Selling	59
Chapter 8	Confidence versus Fear	69

Chapter 9	Boldness versus Meekness	73
Chapter 10	Optimism versus Pessimism	79
Chapter 11	Gratitude versus Cynicism	85
Chapter 12	Perseverance versus Surrender	91
Chapter 13	Value and Relationship versus Products and Services	99
Chapter 14	Taking Constant Communication Action versus Overplanning and Underexecuting	103
Chapter 15	Making It Look Easy versus Laboring	107
Chapter 16	Plan-Driven versus Inquiry-Driven	111
PART III	How to Develop the Selling Boldly Mindset	115
Chapter 17	Why Feedback from Happy Customers Is the Key to Developing the Selling Boldly Mindset	117
Chapter 18	How to Get Testimonials from Your Happy Customers	123
Chapter 19	Transcript of Actual Customer Interviews	139
Chapter 20	How to Use Testimonials Internally to Change Your Mindset and Your Culture	147
PART IV	From Mindset to Technique: Powerful Sales Growth Actions	151
Chapter 21	About These Communications	153
Chapter 22	Focus on What You Can Control	163
Chapter 23	Silence Is Money	167

Chapter 24	Don't Forget about the Prospects	171
Chapter 25	Use the Phone Proactively	175
Chapter 26	Always Ask for the Business	191
Chapter 27	Tell Your Customers What Else They Can Buy from You	197
Chapter 28	Let Your Customers Tell You What Else They Buy	205
Chapter 29	Following Up Will Make You Rich	209
Chapter 30	Sell with Your Testimonials: Show Your Prospects How Happy Your Customers Are	213
Chapter 31	“What Percent of Your Business Do We Have?”	221
Chapter 32	People Love Giving Referrals—But We Hate Asking	225
Chapter 33	The Power of Handwritten Notes	233
Chapter 34	The Post-Delivery Call	237
Chapter 35	Putting It All Together with the “The One-Page Sales Planner”	239
Chapter 36	For Owners, CEOs, Executives, and Managers: This Is How to Implement Selling Boldly at Your Company	243
Chapter 37	Now, Go Help More People More	251
	<i>Acknowledgments</i>	253
	<i>Appendix: 100 Questions to Ask Your Customers and Prospects (and Yourself)</i>	255
	<i>Index</i>	265

About the Author

Alex Goldfayn is the CEO of The Revenue Growth Consultancy, a seven-figure solo consulting practice which adds 10 to 20 percent annual revenue growth to clients by systematically implementing the mindsets and actions in this book, with layers of accountability, recognition, and reward.

Alex engages with organizations over 6 to 24 months to create the right proactive communication habits among customer-facing staff. The day Alex's clients launch their Selling Boldly revenue growth actions, they are communicating exponentially more with customers and prospects than they were the day before. And this goes on for years. This is how his clients attain and maintain such dramatic and rapid growth.

Alex does more than 50 speeches and workshops each year, and regularly keynotes large annual association meetings as well as sales kickoff events.

You can learn more about all this work at www.goldfayn.com.

Alex is the author of *The Revenue Growth Habit: The Simple Art of Growing Your Business by 15% in 15 Minutes A Day* (like the book you're reading now, also published by John Wiley & Sons). It was selected as the sales book of the year by 800-CEO-Read, and Forbes selected it as one of the top 15 business books of the year.

He is also the author of *Evangelist Marketing: What Apple, Amazon and Netflix Understand About Their Customers (That Your Company Probably Doesn't)*, published by BenBella Books.

To learn more about growing your sales 10 to 20 percent annually with Alex, or to schedule him to speak at your next event, call him at 847-459-6322 or email him at alex@goldfayn.com.

PART

I

Fear Is the Greatest
Enemy of Sales . . .
and Positive
Psychology Is the
Antidote

1

The Single Greatest Killer of Sales

Want to grow sales? Here is an executive summary of this book in two sentences and two steps:

The first step is to know how good you are so that you gain confidence, positivity, and boldness.

The second step is to communicate with customers and prospects more, because the more we communicate, the more we sell. (The less we communicate, the less we sell. It never works the other way. We can never communicate less, and sell more.)

That's the book in a nutshell. If you keep reading, you'll learn in deep detail how to dramatically increase your positivity, confidence, and joy by listening to your happy customers—and then, simply, offering to help them more.

That's how easy it is to grow sales.

We begin with three stories that lay out the single greatest killer of sales growth.

The Coffee Shop

I was at the airport in Minneapolis, ordering an iced coffee, and the young woman behind the counter asked me if I would like a bottle of water with that.

This stopped me in my tracks because I teach all of my clients this technique—I call it the did you know question—and although it’s an incredibly simple question that requires only a few seconds, almost nobody ever asks a question like this. Anywhere, ever.

I asked her, “Do they teach you to ask this question?”

“Yes, they do,” she said. “It’s a part of our training.”

“How many people buy a bottle of water?”

You know what she said?

“Almost everybody.”

Guess how much the water cost? Five dollars!

The coffee?

It cost \$3.

It’s amazing.

With this simple question, this coffee shop nearly *triples* its sales, from \$3 to \$8.

With water!

Was I mad at her for trying to sell me a \$5 bottle of water?

Of course not. She was trying to help me. And like everybody else she asks, I know that a \$5 bottle of water is absurd.

So how was she being helpful?

I was getting on an airplane. I needed water, anyway.

If I didn’t buy it from her, in a single transaction, I would have to take my coffee, and my rolling luggage down the terminal to a gift shop and procure my bottle of water. I’d have to set down my luggage, and my coffee, take a water out of the cooler, risk *dropping* my coffee on the floor because I’m now holding both the water and the coffee in one hand, as I try to get to the other, new, checkout line. Once I would get to the front of the line, I would have to set everything down again—luggage, coffee, and water—and pay. Again. And how much money have I saved? A dollar or two? Maybe? I could use that time to relax, or make a proactive phone call to a customer to check in (*much* more on this to come throughout the book).

The young checkout person at the coffee shop offered me water, which (1) saved me time, and (2) allowed me to complete my beverage

acquisitions in one transaction. I valued that. I appreciated it. So, apparently, did nearly everybody else she asked. Remember, she asks everybody, and *almost everybody* buys the water.

And so, I ask you: *What is your bottle of water?*

What can you sell to your customers, who have been buying the same products and services from you for years, decades maybe, without considering what else they can buy from you? Right now, today, your customers are buying from the competition products or services they could be buying from you. These are products and services they *should* be buying from you. In fact, your customers *would like to* buy these things from you. After all, they've been with you for all these years for a reason. They're very happy doing business with you. And everybody knows one purchase order is better than two or three or four. They *want* to buy more from you and, of course, you would like to sell them additional products.

But none of that is possible, because they don't know.

We don't tell them what else they can buy.

And they're too busy to know. Or ask. They simply assume they can only buy from us that which they have bought for years. And *we* assume that that is all they need! They niche us, and we niche them.

They would buy, if we would ask. But we do not, so they do not.

In this book, in Chapter 27, I will teach you exactly how to ask your customers to buy *your* bottles of water.

The Insulation Contractor

Several years ago, my family moved into a new home.

We had a room over the garage, and it was colder than the rest of the house.

So I called three insulation companies. I'd never bought insulation services before.

They all came out, did some testing, and sent me their quotes.

I received quotes from all three of them.

But only one of the guys followed up with me *after* he sent the quote.

Guess who got the business?

That's right, the guy who followed up.

Guess who was the most expensive?

Right again, the guy who followed up.

So why did he get the business?

By following up with me, was he bothering me?

Was he annoying me?

Was he taking up my time when he called?

No, none of those things.

When he followed up, he was showing me he cared.

The other guys did the opposite.

When they did not follow up, they were showing me they *did not care*.

But their expensive competitor called me, and emailed me.

He even said to me, “Why don’t you send me the other two quotes, and I’ll see if I missed anything.”

I know this wasn’t really fair to the other guys, but they weren’t talking to me. In fact, they were nowhere to be found.

I teach my clients a three-step follow-up process that closes 20 percent of all outstanding quotes and proposals! Each follow-up is a one-line email that takes about five seconds to copy and paste. If you replace one of the emails with a phone call, we find that a whopping 30 percent of all outstanding proposals and quotes close. Can you imagine?

The customer asked you for a quote or proposal, and you sent it. *You’ve done the work!* But when the customer doesn’t reply with a quick “yes,” we very rarely follow up. By the way, customers will rarely call to say “no,” they are not accepting your quote. They feel badly about saying no, and nobody really enjoys rejecting an offer.

When my clients follow up on quotes and proposals, they find that customers love it.

They appreciate it.

And best of all: as I experienced with the contractors, *the competition isn’t doing it.*

Customers value our follow-up, but we do not do it.

Much more on following up on quotes and proposals in Chapter 29.

Asking for a Referral

Have you ever stood with a group of people in a social setting, perhaps with a drink in your hand where somebody asks for a recommendation for a service provider?

Perhaps they ask for a chiropractor who can help their ailing back, without making them sign up for a multi-week plan that forces them to visit three times a week.

Or maybe they ask for a dentist who can clean their teeth without poking them and causing pain.

Or, possibly, they request a lawn service that knows not to cut the grass when it's raining.

What do other people in the group do when such a request is made? How do they react?

They almost *trip over each other*, in their haste to recommend *their* person.

"You need to use my chiropractor. He's fabulous."

"No, listen, my chiropractor is different from everybody else. He needs only one visit to fix you up."

"Wait, let me tell you about my guy. He's fabulous!"

Right?!

People are literally arguing with one another, making the case for *their* provider.

They want you to use their person.

People love giving referrals, but we do not ask for them.

Your customers are very happy with your work. Again, I know this because they've been with you for years, and they keep coming back.

Of course, they'd like to connect their friends and colleagues with a trusted, excellent provider of a product or service.

There are many reasons why people love giving referrals, which we will explore later in this book, but the big picture is that your happy customers would be more than pleased to refer you to people they know.

If only you asked.

But you rarely do.

And, in turn, they rarely do.

Much more on referrals in Chapter 32.

Why Don't We Ask?

So, if we *know* our customers would like to buy more from us . . .

If we know they're buying products and services from our competition *right now* that they could buy from us, and we would like to sell to them

. . .

If we know we should ask our customers about buying our other products and services . . .

If we know we should follow up on quotes and proposals more . . .

And if we know customers love giving referrals . . .

Why don't we ask the did you know question?

Why don't we follow up?

Why don't we ask for referrals?

Why don't we ask?

Come to think of it, why don't we ask for the business *every* time we talk to a customer? (See Chapter 26.)

And why don't we use the phone more? Most salespeople actually go out of their way to *avoid* the phone. (See Chapter 25.)

We would only benefit from making these communications.

And our customers would benefit a great deal!

So why don't we ask?

The Reason Is the Greatest Single Problem in All of Sales

We don't ask because we are afraid.

We don't ask because of fear.

Fear of what?

- Fear of rejection. What if they say "No"?
- Fear of failure. What if I won't succeed?
- Fear of upsetting the customer. What if they yell at me?
- Fear of losing the customer. What if this customer leaves me forever (because I let them know about another product I can provide)?
- Fear of shame or embarrassment. What would I tell my colleagues? What would I say to my family?

A few chapters from now, we will go through these fears, one at a time.

Then we will *reject* them, one at a time.

But for now, understand that fear has cost you an awful lot of money.

And it has cost your customers some amazing opportunities to do more business with you. They've missed out on benefiting more from the wonderful value you can provide them.

Fear is the single greatest killer of sales growth, for individuals and companies alike.

And this book is about how to overcome it. *Selling Boldly* teaches you how to quickly and easily identify fear; how to develop the critical positive mindset shifts and attitudes, put forth by the incredibly valuable field of positive psychology, that will inoculate you against fear—these attitudes are the enemy of fear; and how to easily train yourself to think in a way that leaves no room for the insidiousness of fear, by immersing yourself in the glowing feedback, emotion, and experiences of your happy customers. Then we discuss the fast, simple, no-cost sales techniques that have been proven, again and again, to quickly and significantly grow sales. And finally, we talk about rolling out this powerful Selling Boldly system for yourself, personally, and also what it looks like if done systematically at your organization.

Here's a more detailed overview:

- In the first few chapters, I introduce the major problem in sales: fear. It has cost you so much money and it keeps you from doing what you *know* you should do.
- Then, Part II digs into 10 critical mindset shifts for dramatic sales growth. Are you selling proactively or reactively? Confidently or fearfully? Boldly or meekly? I lay out the differences between opposing sets of approaches, and explain why the positive one will lead you to dramatically more sales success. This part of the book is about how to *think*, because we can't outsell our thinking. If you are fearful and meek, that is how you sell. If you are confident and bold, you sell this way. The latter makes a lot more money, and in this section I will teach you how to get there.
- Part III examines *how* to obtain these positive mindsets. There is one very simple thing you can do to shift how you *think* about what you do so that you can shift to much higher sales. That very simple thing is to systematically talk to your happy (not complaining) customers, and seek to understand what they like best about working with you. If you ask them, they will tell you.
- Next, Part IV lays out more than ten simple sales-growth communications techniques for you customers and prospects. These have been carefully designed and fine-tuned over many years of implementation with my clients, and most of them take just a few seconds to put into practice. Example: *What else are you buying elsewhere that I may be able to help you with?* That's a three-second question, but it has made my clients

hundreds of millions of dollars over the years! Sales growth comes from taking action, so if you'd like to jump straight to what to *do*, read this first. But then go back to read the earlier parts of this book on how to develop the appropriate mindset to execute these communications confidently, boldly, optimistically, and joyfully.

- Finally, Chapter 36 examines how salespeople *and* managers and executives can implement these systems at your firm. If you're an owner, CEO, president, GM, or head of sales, I will teach you how to install this *thinking* and *action* in your organization. For the mechanics on implementing and enjoying the benefits of Selling Boldly at your company, read this.

Throughout the book, you will find planning forms and tools to help you implement the Selling Boldly system. To create strategic, dependable sales growth, we need to infuse some proactive sales actions (the ones detailed in Part IV) into our otherwise generally reactive day. Use the tools to organize and plan your thoughts and actions and also make them a launch point for implementing our simple but powerful revenue-growing communications techniques.

2

The Massive Cost of Fear in Sales

If you sell, fear has probably cost you, personally, millions of dollars.

If you work for a company that generates \$5 million in annual revenue, fear has cost your firm tens of millions of dollars over the years.

If the company is a \$20 million business, fear has cost the firm *hundreds* of millions of dollars over the years. And if the company does \$100 million annually, the total lost is in the billions.

But this is just individual firms. If we think about the sales lost across industries, or neighborhoods, cities, states, and nations, over years and decades, we're talking about many *trillions*.

This includes the immense amount of money salespeople have lost out on in take-home pay and in vacations not taken; the losses to the local economy not injected with this money; the investments businesses have not made, thereby hurting their suppliers; and *the customers not helped*.

I know the impact of fear on sales because I've worked with hundreds of companies and thousands of salespeople on the topic of revenue growth.

My clients add 10 to 20 percent, and often a lot more, to their sales growth annually. We accomplish this by systematically making the simple communications laid out in Part IV.

But we don't start there with my clients (nor in this book); we start with mindset. Because how you think, how you deal with fear of rejection and failure, is how you sell.

It is impossible to outsell your mindset.

If you are confident and optimistic and bold, you will enthusiastically and joyfully make the pitches to customers and prospects that growth requires. You will proactively pick up the telephone. You'll ask for referrals. You'll follow up on quotes and proposals.

But if you are fearful and cautious, you will avoid this work. You will seek refuge in less risky activities. Like email. And "research."

But let me be clear: nearly *all* salespeople deal with fear. It's human. We are wired to have it, and to avoid the situations that might make it come true.

You are not unique if you deal with fear; you are with the great majority.

Conversely, if you can consistently make the simple customer communications that lead to fast sales growth *in spite of your fear*, you will stand far above the sales crowd.

In this book, I arm you with the tools, the actions, and the thinking techniques to do this.

If you work through the tools and actions in this book—and *do the work*—you will find yourself selling much, much more, and fast.

Fear Is Automatic

The thing about fear in sales—and *all* types of fear—is that it happens automatically. We just have it. We've learned it over our entire lives. When does it start? When we are children. When our classmates reject us as friends. When we are left out of a group. When we are not one of the early picks for the kickball team. As we get older, we get rejected by potential dates. In organized sports, we can get cut while trying out for a team. Rejection can come from applying to colleges and universities, and then, of course, by companies that fire us—or don't even offer us a job.

These fears are in us.

They rear their ugly heads automatically.

But dealing with them requires (1) awareness of these fears and (2) proactive countermeasures. Anything worthwhile or good requires some effort. To begin, let's identify and define the fears specifically, and then detail

what they make us do and also what they keep us from doing. At the end of this chapter, I give you a very simple two-step process to deal with your fears.

How to Leverage This with Your Customers

This dynamic holds true for everybody who reads or watches the news, including your customers.

We live in a scary world.

There is disease and disaster and war and the threat of war.

Nearly every political campaign descends into negativity. The positive campaigner is a rarity (and he or she usually loses).

The news media is happy to report all this negativity because it brings eyeballs—and the more eyeballs, the more the media is paid by advertisers.

On top of this, the customers of your customers are always complaining, rarely happy.

Altogether, on many days, your customers probably feel like they're barely able to keep their heads above the water.

What can we do?

In our own little way, we can help our customers.

With the right mindset (stay tuned for Part II!), we can be an island of calm and dependability and positivity for our customers in a storm of negativity and heartbreak.

We will do what we say we will do.

We will be reliable.

If there is an issue or problem with their order, we will communicate with them proactively. We won't wait until they call us to find out. We will tell them ourselves.

We will take care of our customers.

We will be present.

We will call them not only when we need something, but also to check in with them and say hello.

We will offer to help them with even more products and services than they are buying now. And they will be grateful.

Be an island for your customers.

Bring your customers peace. Bring them positivity.

Bring them confidence.

These are rare commodities in today's world.

It's not hard to stand out from the crowd.

The competition isn't doing these things.

Your customers will be grateful for you.

And they will come to you again and again with their business and with their trust.

What We Are Afraid Of

Let's define the fear. When we say that fear has cost you many sales and much money, here are the specific fears that nearly all salespeople deal with.

Fear of Rejection

What if they say, "No"?

What if they reject me?

This is the big one.

All people try to avoid rejection.

There is nothing pleasant or enjoyable about it.

Nobody wants to be rejected, and of course, who can blame us for feeling this way? I feel it too, in my own sales work. Everybody feels it.

We perceive it personally. And we perceive it emotionally.

We perceive it as a rejection of *me*.

But the customer is not rejecting *us*, is she?

She is merely saying no to our product, or service, or the value she perceives those things delivering to her, as compared to what she currently has.

The customer does not reject us personally.

But that is precisely how we perceive it.

Fear of Failure

What if I don't succeed?

Does this makes me a failure?

Here's how humans perceive failure:

Failing is final.

There is no coming back from failure.

It's a permanent blight on our careers.

This customer will never buy from us, until the end of time.

Failure is forever.

It's the opposite of success, and we don't want to be that.

But if the customer tells us *no*, have we really failed?

Have we failed with this customer? No, they simply told us they don't want *this product or service at this time*. That's all they're saying.

Have we failed at being salespeople? Of course not. We are very good at what we do. *You* are very good at what you do.

Have we failed as humans, if this customer tells us *No*?

Absolutely not. In fact, the opposite is true:

We get to move on!

Or, we get to schedule our next follow-up with this customer.

We've succeeded!

But we fear failure, and that keeps us from doing the incredibly important work of selling. Fearing failure and the rejection that can come with it is a concrete barrier between you and more money; between you and more success; between you and more happiness.

Fear of Not Being Liked

What if they hate me?

I want them to like me!

This one, like the two before it, goes back to our childhoods.

When we are young, in school, we try to fit in.

We work to win approval.

We *want* people to like us. It feels good to be liked, but pretty terrible to feel disliked by our peers.

If we call customers and check in, and ask them if they're interested in other products or services, we fear that they will dislike us—that they will be turned off to us.

You: "Listen, I know you use this other product, but you don't buy it from us. I love working with you, and I'd enjoy adding this product to the items we supply you. What do you think?"