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NLP in Selling

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ISBN 9-788776-914301

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Introduction

My purpose in writing this book is simply to provide salespeople from all over the world with some tools and techniques that I hope will help them in their endeavours. In it, I will explain some of the things that I have learnt over the years, and many of the experiences I have had when using these techniques.

The book is designed to be read in any order. There is a natural progression from one chapter to the next, but similarly it can be read in just about any order – you can delve in at any point and hopefully pick up on something you can use.

All of the techniques and tips included here I have found incredibly useful in my sales career over the years. They have helped me considerably, and I sincerely hope that they can help you too.

A little about myself: I have been completely addicted to audio books for about 10 years now – and it was during my evaluation of one of these books that I felt that I too had as much, if not more, to offer on this subject. As an avid studier of both NLP techniques and sales, my inspiration and my muse comes from many sources. I am a big fan of Anthony Robbins, Robert Kiyosaki, Napoleon Hill, Stephen R. Covey, Jim Rohn, Brian Tracy, John Grinder, Tom Hopkins, Paul McKenna, Tom Vizzini, Robert Dilts, Richard Bandler, Jay Abraham, Joe Vitale, Milton Erickson, Norman Vincent Peale and Keith J Cunningham, Zig Ziglar to name but a few!!

Those looking for an insight into the workings and the inspirations behind NLP may well be disappointed – that is not really what this book is about. It will, however, present some of the tools and techniques that NLP offers into the world of sales. However if you are new to NLP I have included a Wikipedia article in the back of the book.

I believe the basic principles of salesmanship are:

1. Gain the prospect’s attention
2. Arouse his interest
3. Convince him that it is intelligent for him to buy your goods or services
4. Arouse his desire to buy
5. Close the sale

Many people may think, ‘surely that’s all I need to know’, but those people may well be pleasantly surprised as they read deeper into this book.

Recently, there has been a small amount of controversy regarding the use of NLP in sales, with some questions raised about the morality of doing so. In my view, if you can be confident that you are selling something in the best interests of the customer, then the use of NLP is not only fine, but it should be actively encouraged.

Remember: nothing happens anywhere in the world until a sale takes place. And it is the salespeople that co-ordinate the transactions that everyone else can eventually live off.

When I take one of my many courses, one thing that a lot of salespeople dislike hearing is the simple fact that it’s impossible to hit the jackpot if you don’t put any coins in the machine! Or to put it another way, the more customers you call and the more customers you visit, the more money you will make.

So read on, and enjoy it. For the experienced salesperson, you may find that some of the techniques we talk about are things you are doing already – but I hope that this book will define those techniques into more understanding for you. Similarly, those new to the business may find some extremely helpful new ways of doing things. The short answer is: I know that these work, because I have employed them myself, and they have helped me achieve the success that I was aiming for.

About the author:

Robert Mark B Jakobsen is one of Denmark's foremost authorities on sales training. He is CEO of Business Result A/S (www.businessresult.dk) and co-author of the Danish Basic Book of Selling (Grundbog I salg). Contact please call +45 22 32 19 52

Robert facilitates sales training courses all over the globe from as little as $5000 (US), and speaks expertly on topics such as motivation, work satisfaction, sales and persuasion.

As a hobby, Robert has also performed magic professionally for 12 years. Some say that this love and knowledge of the magical arts has transformed his sales career – but there is not magic involved here, as you will learn as you continue to read!!

One more brief note before we delve into the meaning and history of NLP – for the purposes of flow throughout the book we have assumed the masculine to define both the client and the salesperson. This, as I mentioned, is simply for the purposes of general flow, and in all circumstances refers to both sexes.

Chapter 1: What is NLP?

NLP, or Neuro-linguistic programming, is a life-changing force. It has changed many lives over years, and it could change yours too.

Dreams have been realized, goals have been achieved, career and life crises averted, companies changed and expanded. In all walks of life on this planet today, people are using neurolinguistic programming to help themselves.

To make it a little easier to understand, it helps to break it down into its component parts:

- **'NEURO' – ANYTHING TO DO WITH THE BRAIN**
- **'LINGUISTIC' – COMMUNICATIONS – BOTH VERBAL AND NON-VERBAL**
- **'PROGRAMMING' - THE WAY YOU PROCESS ALL THE COMMUNICATIVE INPUTS INTO YOUR BRAIN AND CREATE YOUR BEHAVIOUR.**

Although this still sounds terribly complicated, it's not really. Take the example below as an example of NLP.

> *First, hold your hands behind your back. Now, without bringing your hands forward, nod your head towards your right shoulder. Repeat the action, but nodding to your left.*
>
> *How did you know which shoulder was which?*

This is a very simple example of NLP. You have ‘programmed’ yourself to know which is your left and which is your right. The information was inputted by you, and stored by your brain.

Another good way of defining NLP is to think of your brain as a computer. The hard drive is your memory, the screen is your eyes. When you input information onto the screen, and then send it to the hard drive, you are sending information to your memory.

What do you do if you are working on your computer, but need to open a new file that is stored on it? That’s right, you send a command to the hard drive to recall the data needed. The command you send is very much what NLP is all about.

The human brain is an incredible thing. It gives you the ability to know how to act in certain situations, and interpret all the data that your senses tell you.

The brain works in ways we have only recently begun to understand. It is widely acknowledged, for example, that we have one brain but two minds – the conscious and the sub-conscious. Your memory works in conjunction with those two facets.

Example: Think what you had for lunch this morning.

Doesn’t take too much thinking about, right?

Now remember what you had for lunch yesterday.

Again, shouldn’t be too difficult.

Now go back another day, and remember what you had for breakfast then. And another day.

The further back you go, it becomes more difficult doesn't it? But why is this? Surely something that happened only a few days ago should be easy to remember?

The reason it gets progressively more difficult is because, like the mind itself, you have two different types of memory – short-term and long-term.

You might have heard the commonly known belief that we can only remember seven things at once. The misnomer attached to this goes something like: "because we can only remember seven things at once, then if we learn something new, then one of the seven pops out of our heads."

This theory was put forward by a psychologist named Miller back in the 1950's. What he actually found was the human memory can in reality remember up to 80 things at once, but we use seven specific flags or elements in order to remember the rest.

Example: "The Amazing Memory Man" in the fairground – he can remember the order of an entire pack of playing cards. What he is actually doing is sending the order of the playing cards to his long-term memory, and remembering a select few of the cards in order to retrieve the others.

These flags are examples of NLP.

We remember certain components of situations or conversations that allow us to retrieve the rest. All we are doing is programming our brains and our reactions a certain way. NLP is not just about memory, however. Once that program is in place, we can use it in all sorts of situations. What NLP does, is to evaluate which programs are working best for you, and which programs are actually holding you back. Not only that, but with NLP you can create new programs that will maximize your potential.

As you can see, NLP is really all about you. You are in control of your own programming. Using the computer analogy a little further, it's a bit like working in an office where everyone has their own computer. If one day you are called upon to work on someone else's computer, then you might find it difficult to navigate their programs and files. Your computer, on the other hand, is maximized so that everything you need is where you want it, and where it can be easily retrieved by you.

If you feel that your computer is not quite like this, then NLP will show you the way to make sure that the commands you are entering mean you get precisely the results you want.

NLP was created back in the early 1970's by Dr Richard Bandler and Dr John Grinder in California. Dr Bandler was a mathematician, and Dr Grinder a professor of linguistics. By studying psychologists, they became fascinated by the way that the patients reacted to certain verbal stimuli from the psychologist.

When the psychologist asked certain searching questions, the subject reacted in a different way. The professors wondered why this was, and what part of their psyche was prompting these reactions? And how could the communication from the psychologist affect these responses?

From this, NLP was born.

Today, it is used in many walks of professional life, as well as privately. The benefits of understanding NLP and therefore being able to use it effectively are pretty much limitless.

We will talk about how NLP can be used in sales in many different ways in later chapters, but for the time being, try these little examples as a taster:

Think of the three most successful salespeople you know. They could be colleagues, a boss, or even rivals.

Now think of the reasons why they are successful. Are they particularly good at closing the deal? Maybe they have particular rapport building skills. Or maybe you think they are just incredibly lucky.

What if you could take all of those particular skills and apply them to yourself? If you think they are just lucky, ask yourself again, are they really? Is it luck, or are they able to communicate with their clients in such a way as their job simply becomes easier?

Today you have an important meeting with a client. You have dealt with this client before, and find him to be quite obnoxious. Previous dealings have meant that you have had to work extra hard to make the sale, and his reactions have been arrogant, picky and even rude.

You are really not looking forward to the meeting, as you know that he will be the same this time – the meeting fills you with dread.

What if, this time, you were able to understand his reactions exactly, and know why he was behaving in this way? Not only that, but what if this time you were able to not only placate him, but actually make the meeting pleasant and ultimately successful?

Chapter 2: Ice to Eskimo's: the art of selling.

That's right, you read it correctly, selling is an art. It may not be considered by many as in the same league as Mozart or Van Gogh, and the comparison may seem a little contrite, but consider the many components that go into a sale. For example:

- **Identifying the needs of the client**
- **Arranging the first meeting: preparation and study**
- **Making sure you create the perfect first impression**

How many times have you changed direction half way through a sale? How many times has something come up that you weren't prepared for, or perhaps it just wasn't going exactly as you wanted it.

With this in mind, now ask yourself the following:

How did I know it was going wrong? How did I identify that a change in direction was necessary?

What did I do?

This is why NLP is integral to a good sales technique. It makes you constantly ask questions of yourself and strive to improve yourself.

Selling Ice to Eskimo's

As every good salesperson knows, walking into a business meeting for the first time with zero knowledge of the company you are hoping to deal with or the person you are meeting is never a good idea. When you walk into that sales meeting, you are selling two things:

A PRODUCT/SERVICE
YOURSELF

In order to sell one, you must first be able to sell the other.

In order to sell the product/service you need to know exactly what the customer wants. The old adage “he could sell ice to Eskimos” is very rarely true! If the client has an abundance of ice, trying to sell him more ice is more than likely just wasting both your time and the clients!

However, if you take a moment to think about this, you could find some great opportunities here. Even in this rather early phase, you have identified the client’s needs, probably without actually recognizing it. If the client has an abundance of ice then he might need storage for that ice, or he might even need a heating system! Identifying the needs of the customer is absolutely vital. Often, the customer will not tell you what his needs are, so you need to be able to find them out for yourself.

This is where the homework comes in, along with the preparation that goes into making a successful sale.

You have already identified the client: the Eskimo’s. You have already identified their main product: ice. Now you need to identify what they do with it.

Once you have done this, now comes the research. You need to find out as much about the company as you can. Consider the internet as your best friend! Check out the stock exchange for any relevant articles. Look at the share price – has it recently fallen or risen? Who are their distributors? Who are their target demographics?

When you know more about the company, you can look at the list of potential needs you made about the company, and cross out any that have already been met or that you are not in a position to better. Once you have done this you are more likely to find the gaps in the company's needs. You might even find something they need that they haven't even thought of!

You have identified the needs of the client, and you are now in a position to sell them something that they cannot do without. This puts you firmly in the driving seat. You have a goal, and you are in the position of control.

Replace the word 'Eskimo's' with the last company that you dealt with.

Replace the word 'ice' with the product that they produce.

Now make a list of all the things that product could be used for: include any applications you can think of.

Now highlight any potential needs they might have that have parity with the product/service you are selling.

Arranging the Meeting

You already know a great deal about the company you are dealing with from your research, and this will give you the advantage for the initial sale meeting.

With the company's background in mind, it's time to sort out your agenda for the meeting. To begin with, think about what you are trying to achieve. Ask yourself the following questions:

- **What is my primary goal?**
- **What do I know about the company?**
- **What is it that makes my product/service superior?**
- **Why does the client need this product or service?**

When you have the answers to these questions, you have the basic structure for your meeting. One other question, however, is rarely thought of prior to that initial meeting, often with devastating consequences:

What do I do if it starts to go wrong?

- *You are meeting with the Eskimo Ice Company for the first time*
- *You are going to be selling them new refrigeration units for the first time, as your research has shown you that they have such a massive abundance of ice.*
- *During the meeting, however, they indicate to you that their ice-making business has recently decided to go in a whole new direction.*

Ask yourself: what would I do in this situation?

Often, a sales pitch can rapidly deteriorate in these kinds of circumstances. You have built your entire presentation on one aspect and one goal, and when that goal is no longer beneficial to both parties, there is little chance of a sale.

A really good salesperson, however, would have anticipated this.

Even if the needs of the company have recently changed in a way that you were unaware of, you can still make that all important sale. Before you go into the meeting, complete the exercise above where you set out your goals several times, each time with a different goal.

This way, you have a number of different goals that can be achieved. Even if goal number one does not look like it has much chance of getting off the ground, you have other directions that you can take your I will expand on closing the sale in more detail in later chapters, but for now, consider the most effective ways of achieving the goals you have set for yourself. What, at this point do you think is the best way to close out this particular sale?

- You have identified the company's needs
- You have adjusted your goals to account for this
- You have struck up a successful relationship
- Now what?

First Impressions

Everyone knows that in all walks of life, you never get a second chance to make a first impression. When it comes to sales, this is never more appropriate.

Back in an earlier chapter, I spoke about how each of us have one brain but two minds: the conscious and the unconscious. First impressions are usually stored in the subconscious. We are more often than not completely unaware of the opinions we form about a person on a conscious level. Every single one of us, however, form these opinions, and they can be hard to shift.

I am always reminded on these occasions of an old man who lived on the village where I grew up. He was renowned for being quite mad: he would often be seen shambling along the streets, unshaven and mumbling to himself.

Everyone's first impressions upon meeting him were of a tramp, a mad old man. One day, his son came to visit, and it was discovered that he was in fact a war hero – he had met royalty and had been awarded several medals for bravery. The image of the old madman, however, prevailed. Even when people knew the truth, they could not see it as their first impression was difficult to shake off.

- *Without altering your appearance right now, walk to the bathroom and regard yourself in the mirror.*
- *What do you see?*
- *Now put yourself in the shoes of someone meeting you for the first time.*
- *What would your first impression be?*

There are a number of golden rules that apply when it comes to making that all-important first impression:

- Your mood will affect how you act. If you are tired, stressed, hung-over or just grouchy; no matter how hard you try to mask it, you can never hide it completely.
- Smiling is the most infectious thing in the world. A big cheesy grin can actually do more harm than good, but a soft genuine smile for everyone you meet can create a very good first impression.

- Just as it is possible to under dress for an important meeting, it is just as possible to overdress. The clothes that you wear should be appropriate for the business you're visiting. If you are visiting a car mechanics workshop, for example, a sharp suit and pressed tie is more likely to create a negative first impression than a good one. Similarly, a financial institution is far less likely to be impressed with an open shirt and rolled up sleeves!!
- Enthusiasm! You are enthusiastic for your product and the clients' business. Why hide it? If you can demonstrate belief in what you are selling, the customer will have a much easier time believing in it too.

I will talk more about body language and adapting it to make the sale in later chapters, but for now consider the following:

When it comes to communication, we communicate in three ways: tonally, verbally and with our body language. The breakdown of these goes something like this:

- **55% body language**
- **38% tone of voice**
- **7% actual words**

This may sound a little strange, but research has shown time and time again that these numbers are accurate.To demonstrate, imagine the following situation:

- You are in a bar enjoying a drink
- A man walks towards you in an aggressive manner. His face is drawn into a sneer, and his fists are clenched
- As he approaches you, he starts to make obscene gestures towards you with his hands
- When he gets close, he speaks to you: "hello friend, would you like a drink?"

In this situation, how much notice do you think you would have taken to the words he actually said? How much notice would you have taken of his body language?

Obviously, this is a very extreme example, and unlikely to occur during a business meeting! But try and apply it to a more gentile situation. Think back to your last sales meeting. Think about the body language of the client – was he closed, open, disgruntled, happy? How did you know he was feeling these things? Because of what he said, or because of his body language?

Now ask yourself the following question:

- **Did I notice his body language on a conscious level during the meeting, or on an unconscious level?**

And now the million dollar question:

- **If I had noticed on a conscious level, what would I have done about it? And what can I do differently next time?**

Chapter 3: NLP and setting your goals

We all have goals. They are an integral part of our mental structure. Quite often, we don't see them as such, at least not consciously, but they are there, all the same. Even the less overtly ambitious of us have things that we want, that we desire - a new car or a bigger house, for example.

Goals play such a massively important role in our lives that they often go unnoticed. How often have you woken up on the weekend and thought to yourself: "it's the weekend, I am going to do nothing but relax"? This is also goal-setting, although at the time you probably didn't see it as such!

This is often why you get so disappointed when your spouse tells you that you have to paint the kitchen this weekend, so your plans of a nice relaxing afternoon on the sofa and a few drinks down the pub later are dashed. You feel frustrated, as the goals that you have set for yourself have been altered and made difficult to achieve by outside influences that you have little or no control over.

In the world of business, this happens all time. In the world of sales, this happens practically every day.

The trick is to be able not only to spot when these influences may have a detrimental effect on your goals, but also to be able to deflect them or even incorporate them into your original plans.

In the last chapter we spoke a little about goal setting. Remember the questions:

- **What is my primary goal?**
- **What do I know about this company?**
- **What is it that makes my product/service superior?**
- **Why does the client need this product or service?**
- **"Will this behaviour move me towards my goal, or am I settling?"**

In the vast majority of circumstances, your primary goal will seem relatively simple and straightforward: ‘my primary goal is to make a sale’.

But stop and think about this for a second. Consider the following questions:

- **How much of my product/service am I looking to sell?**
- **How long should this take me?**
- **How realistic is this goal?**
- **What happens if I don’t achieve it? How am I going to feel if I don’t get what I want?**

When it comes to goal setting of any kind, the famous maxim, ‘SMART’ comes very much into play. Experienced salespeople may have heard of this before, but it’s worth revisiting, as with NLP it can play a major part in making sure your goals are set in the correct way for success. SMART is an acronym that stands for: Specific, Measurable, Achievable, Realistic, Time-controlled.

It can be applied to any goal that you may have I mind, be it for today, this week, this month or even this year. Think of a particular goal that you have, and apply it to the following:

- ***Specific* – Is my goal specific enough?**
- ***Measurable*** *– Can my success be measured at the end of it? Can I find out how am I doing towards my goal at any given point?*
- ***Achievable*** *– can it be done? What do I need to make sure it can?*
- ***Realistic*** *– is it realistic to think that I can achieve this?*
- ***Time-controlled*** *– when will I know I have arrived?*

By doing this you will define your targets, and also be able to see how well you are moving towards your goal. Once you have applied your goal into this maxim, you may find that you have to change a few things about how you thought you were going to achieve it.

Is my goal measurable?
Positive*: This week I want to increase my turnover by 10%*
Negative*: this week I would like to make more money.*

Is my goal realistic?
Positive*: Of the 10 visits I make today, I want to make 5 sales.*
Negative*: I will make a sale at every visit today.*

Is my goal specific?
Positive: *I want to sell 20 units today.*
Negative: *I want to sell some units.*

Is my goal time controlled?
Positive*: this deal will be finalised by the end of today.*
Negative*: this deal wil be finalised.*

Is my goal achievable?
Positive*: This week I will visit 10 clients.*
Negative*: Today I will visit 10 clients.*

How many of these negative statements apply to what you had in mind?

Many of us do this unconsciously. We set ourselves goals, but quite often they are self-defeating. Without clarifying exactly what it is we are trying to achieve, then we are simply setting ourselves up for failure before we've even begun.

This is a fundamental part of sales. It is not an easy vocation – you have to work at it. And setting yourself realistic goals that are specific and can be achieved will give you a massive boost of confidence.

Think about the SMART module and how it applies to you. Think not just about the goal which you had in mind earlier, but about what you want to achieve over the longer term – are your goals viable? If not, what changes do you need to make to make them so?

It may take a little time to do this. None of us has a crystal ball, and none of us know where we are going to be in a year's time. But we can certainly know where we would LIKE to be in a year's time! By setting ourselves these goals we are far more likely to achieve what we want.

If you have done this, you now have a fairly good idea of what your goals are.

Ask yourself how it feels, and how confident do you feel about your goals now?

This is a brilliant example of what NLP is all about. By rehearsing the future so vividly, you have a direct influence on getting what you want. With this in mind, consider the following tips:

- **State what you want to happen, not what you don't want to happen. Why be negative?**
- **How are you going to feel when you achieve this goal?**
- **How are you going to check your progress? What will the signs be along the way that show how much progress you are making?**
- **If your goal involves other people – make sure it is specific to you, not them. Remember – you are in control of your own destiny – nobody else's!**
- **What resources do you need in order to achieve your goal? Are these resources readily available? If not, what alternatives can you use?**

Now that you have a goal in mind, and you have made it specific, measurable, achievable, realistic and time-controlled, let's take it to the next level. NLP teaches us that rehearsal of your goals makes them easier to achieve. And when you think about this, it makes perfect sense. If you have already anticipated a situation, then you are ready to deal with it.

Going back for a second to an analogy I used in an earlier chapter, think of your mind as a computer. Remember the difference between short-term and long-term memory?

Your long-term memory stores up endless info about situation, experiences and everything that has ever happened to you. You can use this to your distinct advantage when it comes to setting your goals.

You can use it as a movie theatre - play the movies in your head. But remember that you are the director – you can make whatever changes you want to make sure that you get the best possible outcome.

Think of a sales meeting where you were unsuccessful in achieving what you wanted.

What went wrong? When was the definitive moment where you thought that you were not going to succeed?

If you can't think of that particular moment, use your memory as the movie theater. Run through the meeting again.

Now ask yourself, what could you have done in order to prevent that from happening?

Each situation is different. There is no magic formula for dealing with sales meetings. If there was, we would be millionaires, and this book would cost ten times as much! The truth is that the variables are far too big to calculate, mainly because each person is different and each person reacts to different stimuli in different ways. You cannot control other people.

But what you *can* do is influence the people around you with your tone and your body language. What you *can* do is draw on your experiences and make the changes that you can effect.

This part of the process is absolutely vital when it comes to defining your goals. You may well find, once you have rehearsed the situation in your movie theatre, that your original goal is not as realistic as you once thought, and you may have to change one or two aspects of it in order to account for all the variables.

NLP teaches us that in order to achieve what we desire, then we must be constantly learning and developing our designs. Applying this to sales is natural. In order to make the sale we must be constantly learning and developing our technique and thus be able to adapt it into almost any situation

Think of the goal you applied to the SMART module earlier.

Now imagine the scene taking place that will define whether that goal is successful or not.

Ask yourself: What is my best-case scenario?

What is my worst case scenario?

How can I prevent this from happening?

Consider all the things that I have spoken about so far, and play that situation through in your head.

You have done your research, you have a very specific goal in mind, and you have anticipated all the potential pitfalls and barriers that could be placed in your way. Already you are in a much stronger position than you were before, and you have a much better way of knowing that you are successful.

4. NLP and the Customer

In the last chapter I spoke at length about setting your goals for the sales meeting and how much more confident you feel when these goals are clearly delineated and designed inside your mind before any actual meeting takes place.

Try to keep all of this in mind as we discuss another variable in any sales meeting: the customer! In all of the exercises we covered involved with setting your goals, did you ever ask yourself the following question?

"What are the goals of my customer in this meeting?"

If you have gone through the lengthy process of setting your own goals and desires, then it would be foolhardy to assume that the customer has not done exactly the same thing!!

Therefore, it seems very pertinent to ask yourself the following:

"**Do my customer's goals directly conflict with my own?"**

At first glance, the obvious answer is "yes, of course they do!" You want to make a sale; your customer wants to get the best possible deal he can. Simple laws of economics tells you that he will not want to pay more than he can afford, and if he can get the price down, then he will!

Looking at things from the client's point of views is paramount to a successful sales career.

Take the following simplified example, and put yourself in the shoes of the client. Try and imagine what he will be thinking prior to your meeting.

Today you are meeting a client in the food industry who is interested in your product: a new type of fast-cooking roasting oven.

You have set your goal today to sell two units to the client at a price of £1300 each.

The client has set his goals for the meeting: I am interested in buying one of the ovens at a price of around £1000.

As you can see, there is a clash of goals, and it is one that could potentially jeopardize the sale. But because you have anticipated this clash, you are prepared for it. This will give you a distinct advantage when it comes to the meeting, as you are ready for it. You may have to compromise on your goals slightly: what is the lowest I can set myself in order for me to achieve the sale? How am I going to negotiate with the client if I think I can raise his price?

Finding out the goals of your client can be done in many ways, and should be an integral part of your homework and preparation before any sales meeting. Consider the following:

- **What is the current state of the company's finances? Are they going to be able to afford my product/service at the price I am asking, or are they more likely to ask for a lower valuation?**

- **What do I know about the client? Have I dealt with him or his company before? If so, what was the outcome?**
- **What other similar situations have I been in that I could draw on to help me achieve my goals?**

People are amazing creatures. We can do pretty much anything we want. Our brains are completely unique, with a processing power that even the biggest and best supercomputers in the world can only dream about! This is why, for example, the prospect of a life-like robot or android remains in the realms of fiction – there are so many computations and variables involved in even the simplest of tasks. You might think that it is the easiest thing in the world to make a cup of tea, but in order to program a robot to complete this task would take close to a billion lines of code.

It is this ability to make so many computations and process so many variables so quickly that make us unique. And each of us is different. This is why, when you are at a sales meeting, you cannot possibly know exactly what will happen.

You can't control other people. But you *can* control yourself, and you *can* influence the way other people think.

In a previous chapter, I spoke of the way we communicate, and the ways we perceive this communication:

Body language = 55%
Tone of voice = 38%
Actual spoken words: 7%

This means that what you say in any sales meeting is only a very small part of the battle. The best way of getting your point of view across is with your body language and in the tone of your voice.

The original research to which everyone refers in this case was undertaken in 1971 by Albert Mehrabian (currently Professor Emeritus of Psychology, UCLA).

Mehrabian reached two conclusions:

1 - There are basically three elements in any face-to-face communication:

- Words
- Tone of voice
- Body language

2 - These three elements account differently for the meaning of the message:

- Words account for 7%

- Tone of voice accounts for 38% and

- Body language accounts for 55% of the message.

It seems that many people who quote Mehrabian's research seem unaware that this second conclusion was NOT a general observation relevant to all communications.

Mehrabian reached this second conclusion in the context of experiments dealing with communications of feelings and attitudes (i.e., like-dislike). Thus the often quoted disproportionate influence of tone of voice and body language is only really true when someone says they like/dislike something/someone but their tone of voice or body language implies the opposite.

Your body language reflects what you are currently thinking. It is often unconscious – more often than not we don’t realise the signals that we are giving off. Similarly, we don’t often consciously acknowledge the signals in others, but the unconscious side of our brain does notice, and often dictates how we react without us even thinking about it. Poker players spend years learning the body language of their opponents as it can be a valuable indicator of the way they are playing.

The comparison between a poker player and a salesperson is an obvious one:

Poker: The player watches his opponents for any “tells” that give him an indication of how the opponent will play. It can be something as small and simple as a smile or a raise of the eyebrow.

Sales: The salesperson watches the body language of his client to give him an indication of how his sales pitch is going across. Is the client defensive, agitated, closed or open?

On his website Mehrabian specifically states: "Please note that this and other equations regarding relative importance of verbal and nonverbal messages were derived from experiments dealing with communications of feelings and attitudes (i.e., like-dislike). Unless a communicator is talking about their feelings or attitudes, these equations are not applicable."

Some classic indicators to watch out for include:

Arms folded: the client is closed, and probably not listening to what you are saying. He might have made up his mind already.

Distracted behaviour: for example playing with a pen or fiddling with his tie. The client is unsure about you and could just be waiting for his turn to speak.

Leaning forward: the client is listening carefully to what you are saying.

Lack of eye-contact: The client is guarded, keeping his own counsel. He could also be very insecure about the meeting.

Legs crossed, foot moving: the client is bored.

Hand to cheek: the client is thinking intently.

Rubbing hands: the client is eagerly anticipating something.

Pinching bridge of nose: the client has evaluated or is evaluating your pitch negatively.

Tapping fingers: the client is impatient

Steep led fingers: the client wishes to exert his authority.

Stroking chin: the client is trying to come to a decision.

Biting nails: the client is insecure and nervous about something.

Most experiences salespeople will have come across these examples in sales meetings regularly. Think back to your last meeting- were there any examples of the client's body language in that meeting? What was the outcome?

NLP teaches us that we constantly learn from our experiences; we evaluate them and ask ourselves what we could do next time in order to improve both ourselves and also our influence on those around us.

Read through the list of examples above again, only this time ask yourself the following questions:

Where have I seen that before?

What would my reaction be when I encounter that next time?

You might want to consider the following reactions:

Arms folded across the chest: If the client is being defensive, you might want to change tack a little. The client has decided that he does not really want to listen to you. Think about exactly what you are saying. Are you still on point? Is there something specific that you said that could have made the client defensive? A good idea may be to let the client talk. Ask him what he thinks, let him give his opinion. He may feel more open if he feels his thoughts and ideas are playing a larger part in the discussion.

Distracted behaviour: If the client is waiting for his turn to speak, then let him! Research shows that people who are distracted in this way are not listening to you at all – it is much more likely that they are rehearsing what they want to say in their heads. Let them do it!!

Leaning forward: If the client appears to be listening intently, then this is a good indicator that you are on the right track. You might want to continue exactly as you are, or you might want to drop in some key points about your product or service whilst you have his attention. Alternatively, you might want to think about bringing your pitch to a motivational climax.

Lack of eye-contact: if the client is showing insecurity, then try and make him feel more secure. Compliments about his company might be a good idea. Prove that you have respect and admiration for his work to make him feel more comfortable around you and more comfortable with the meeting.

Legs crossed, foot movements: If the client is bored, you need to change tack a little. Think of something exciting about what you are selling. You need to pique his interest, so it might be a good idea at this point to unveil any unique selling points your product or service may have. Alternatively, laying out the benefits for his company may bring him back into the play.

Rubbing hands: if the client appears to be actively anticipating something, find out what it is!

Pinching bridge of nose: This negative gesture is quite revealing. The client's current evaluation of you is not altogether favourable. Time to change your focus – what other selling points does your product have?

Tapping fingers: If the client is impatient, it probably means you are talking too much! Let them have a say, ask some open ended questions that will help you to gather more information on what they are currently thinking.

Steepled fingers: If the client wants to assert his authority, then by all means let them! Bear in mind, however, that you are still in control. He is only able to exert that authority because you have allowed him to!

Stroking chin: if you can see that the client is trying to come to a decision, you can push home your advantage. This is a good opportunity to reinforce your unique selling points, plus reiterate any previous statements that you noticed the client was interested in.

Biting nails: If the client is nervous, try and put him at ease. It is possible that you could be being a little intimidating. Think about whether you are trying to oversell your product.

These are just a few examples of the types of body language we see all around us every day. As we stated before, we cannot control other people, but we can influence the way they think and the way they act. If you can spot the signs in the body language, then you are in a much stronger position to be able to do this.

Another factor of body language that can be utilised to your advantage is the measurement and evaluation of eye movements. In NLP we can use eye movements to tell us exactly what the client is thinking. The list of eye movements and their corresponding meanings are endless, and the close scrutiny of someone's eyes in a sales meeting is generally unrealistic. If you are staring constantly and intently into your client's eyes they might well interpret that in a way which you had not intended!!

However, these are the simplistic eye movements that you *can* notice, and what they mean:

Eyes up = visual

Eyes side = Auditory

Eyes down = Kinaesthetic

This means, quite simply, that if the client's eyes are more inclined to go upwards, then he is more respondent to visual stimuli. You might want to think about representing your pitch in a more visual way. For the more aural inclined person, they are favouring their ears – what they are listening to.

Kinaesthetic simply means feelings – Proprioception from Latin proprius, meaning "one's own" and perception) is the sense of the relative position of neighbouring parts of the body. Unlike the six exteroceptive senses (sight, taste, smell, touch, hearing, and balance) by which we perceive the outside world, and interoceptive senses, by which we perceive the pain and the stretching of internal organs, proprioception is a third distinct sensory modality that provides feedback solely on the status of the body internally. It is the sense that indicates whether the body is moving with required effort, as well as where the various parts of the body are located in relation to each other.

Consider the list above one more time. Now apply it to yourself. Are there any examples that you can think of how the people around you reacted to *your* body language?

Now that you have a better understanding of body language and the way it affects not only your sales pitch and technique but also the customer, you can start to consider other ways of influencing those around you.

Because the actual words that we speak form only a very small part of our general communication, it doesn't mean we should dismiss them altogether. Words can be immensely powerful, and used alongside the correct tone of voice they can be integral to your sales pitch.

The body language of the client can be a great indicator of how things are progressing, but to get an even clearer idea, you should be looking to get the client to divulge information themselves.

I have a friend who works as a recruitment agent for executive managers. He told me once that many otherwise brilliant managers often failed in their job interviews because they negated to ask one particular question that could have told them everything they needed to know:

"How do you feel?"

Many people fail to ask this because they are scared of the answer. And yet, if you do ask it you would have a much better idea on a) how to proceed and b) the current mindset of the person you are interacting with.

How many times in a sales meeting have you asked the following questions?

How does that make you feel?

How would you feel if I did this?

These are great examples of open questions that can't be answered by a simple yes or no. They invite the client to speak freely about his current situation. Other open-ended questions you might want to consider are:

How would you like to proceed?

What do you consider to be the best way of doing this?

What are your company's future plans?

By asking this type of questions, you are actively searching and gathering information. The benefits of doing this are multitude:

- You are armed with a lot more information to help you achieve your goals
- The client feels empowered – he feels that his opinion matters.
- You maintain a high level of control

As always, you should be thinking of previous situations where you asked these questions. What was the reaction? What do you expect the reaction to be next time?

Empowering the client is a massively effective tool that always holds you in good stead. If you can put the client at ease you are ensuring that long-term relationships can thrive

It is always important to remember, however, that you are always in control.

You can spot the way the client is thinking through his body language. You can find out exactly what his thoughts are by asking him open-ended questions.

Now, as always when we learn something new, or even when we have our skills reinforced, we need to be asking ourselves the same question as previously:

How confident do I feel about all that I have learnt so far?

5. Preparation and sales

In the last chapter we examined the potential clash between your goals and the goals of the customer. Remember the example

I spoke of how you would be prepared for that potential clash because you have anticipated it happening already.

> *Today you are meeting a client in the food industry who is interested in your produc*t: a new type of fast-cooking roasting oven.
>
> *You have set your goal today to sell two units to the client at a price of £1300 each.*
>
> *The client has set his goals for the meeting: I am interested in buying one of the ovens at a price of around £1000.*

There are many ways that you can do this. A great way of making sure that you come out of the meeting with a sense of success is to have more than one simplified goal before you go into the meeting. You have set your primary goal at selling 2 units at a price of £1300.

- **What is your secondary goal?**
- **What is the lowest point at which you would come out of the meeting with what you would consider a result?**

Your client's goals are likely to be very different from his needs.

Your goals are likely to be very similar to your needs.

A very important step in this process is thinking about the needs of the customer. You know quite a bit about the company from your research, so it should be quite simple to anticipate what their needs are. This is often where the psychology of the goals clash comes into play:

If the company 'needs' your product or service, then you are far more likely to make the sale. Consider your best-case scenario (i.e. your primary goals) and your worst case scenario (WCS). Anything you can achieve which comes between these two extremes should be considered a result. The nearer it gets to your best case scenario (BCS), then all the better. If you can achieve your BCS, then this should definitely be considered a bonus! An ideal table should look something like this:

Best-case scenario
Result
Worst-case scenario

By setting your BCS relatively high, you will always push yourself to achieve. By setting your BCS quite low, you are losing a lot of the challenge that successful salespeople thrive on. Also, you are more likely to take a deal that you would otherwise have backed away from.

However, you should proceed with a note of caution. If you set your BCS too high, then you are danger of not only alienating your client by falling into the devilish trap of the over-sell, but you are also obscuring a lot of the middle ground where you could get a result. If your BCS is set too high, then your WCS is also going to be high – you may even push it into the results section. This, obviously, makes the chances of success even less.

Now you are wel on your way to having a great preparation for your impending meeting.

- **You havedentified your goals, both primary and secondary.**
- **You have done detailed research into the company you are going to be dealing with.**
- **You have anticipated the goals and the needs of your client.**
- **You are able to influence the people around you through your body language and open questions.**
- **You are able to identify their feeling from their body language and act on it.**

Your confidence going into the meeting will be sky high!! Remember when I spoke about how body language is mostly unconscious? This is never more apt when it comes to confidence!

If you are nervous, have any self-doubt at all, or even if you are not 100% convinced by your product or service this will be transmitted by you, whether you want to or not.

It is true that you can go too far – a cocky or arrogant salesperson can do more damage during a meeting than one who is nervous of insecure. Remember, in any sales environment, you are selling two things:

- **Yourself**
- **Your product/service**

Many people use many different ways to make them feel more confident. Each of us is different in many ways, and feeling good about ourselves comes in equally numerous packages.

Some people I know spend 10 minutes of each morning 'pumping themselves up' in the bathroom mirror! Some people I have met even revert to extreme measures like hypnosis in order to boost their self-confidence.

With NLP, however, this sort of radical treatment is wholly unnecessary. NLP is very simple, and incredibly powerful. Unlike other confidence-boosting treatments, there is no painful analysis of past struggles or 'coming to terms' with emotional restraints.

If you are not confident in yourself then the client will pick up on this and have difficulty believing in your

If you are not confident in your product, then your client will not be able to believe in you.

Try the following exercise:

Firstly, think of a time when you felt confident, felt good about yourself. It can be any situation at all; for example when you made a very successful deal or maybe something from your personal life: like winning a sports trophy.

Ask yourself exactly how you felt at that time.

Remember this feeling of confidence, and hold it in your mind. Now place the first finger of your right hand against your thumb.

Play the incident you are thinking of over and over in your mind – remember the movie theatre in your mind? – And every time you replay it, press your finger and thumb together.

What you are doing here is 'programming' your brain to remember certain emotions. Now, the next time you go into a sales meeting and do not feel wholly confident, simply press your finger and thumb together to conjure up the appropriate emotional response.

After you have done this a few times, it will become automatic. Many people find themselves pressing their finger and thumb together quite unconsciously, just to give themselves that extra boost of self-belief.

The finger and thumb movement is just one example of a simple movement that you can associate with confidence, but really it can be almost anything: toe-curling is another example, as is scratching the palm of your hand; any small body movements that will remind you of that feeling of confidence.

In an earlier chapter I spoke of how the mind is very much like a computer – files can be stored and retrieved later when needed. This is exactly what we are doing here. The file marked 'confidence' now has a new command in order to open it.

When you have these techniques off pat, you can use them at any point during a sales meeting, but they are even more powerful than ever at the initial meeting point.

I have spoken at quite a bit of length about the first impression you make. You want the first impression to be positive – by portraying someone who is confident about their product and self assured you are immediately in the driving seat.

By this stage, you have all the tools you need in order to make a successful sale. You should feel good, and feel confident in the skills you have learnt so far. After a bit of practice, these skills will become very much like second nature to you.

Think of everything you have learnt so far in this book – as an aide to memory, try and write down your new skills.

Take this list, and think back to previous experiences. How would your new-found skills have helped in any of these situations? If a similar situation were to arise again, what would you do differently?

One successful sales meeting, however, does not make a career. The skills you have learnt so far will hold you in good stead, and now it’s time to expand them past that one meeting into the longer term.

6. The Long-term Relationship

When you have applied all the skills you have learnt so far and you have nailed that initial sales meeting, it's time to start thinking about the longer-term relationship that you would like to have with the client.

The best salespeople don't go looking for new clients – the clients come to them. Imagine if you could get up every morning, look at your diary and se that every appointment you had that day had been booked by the clients themselves!

Repeat business is integral to any salesperson, and is why that initial meeting needs to be so heavily emphasized.

When you first make contact with a new company, it can often be difficult to know exactly who to contact. You may have a list of names and job descriptions, and you may well have identified exactly who you would like to speak to about your product.

However, the truth of the matter is that (especially in larger corporations) getting through to the right person can be a bit tricky. How many times have you contacted a company only to find yourself further down the pyramid than you wanted to be?

Now ask yourself this:**How did I feel about that?**

If the answer is "disappointed" or "frustrated" or any similar synonym, then you really need to think again. Remember the communication table:

Body language = 55%
Tone of voice = 38%
Actual words = 7%

And remember how your body language can be unconsciously picked up on by the other person. If you felt disappointed or frustrated it is highly likely that you have transmitted these feelings to whoever you were dealing with. If you wanted to speak to the director and found yourself speaking to a secretary some way down the line, then how you spoke to that person could have had a knock-on effect.

For example:

You feel disappointed talking to the secretary.

She actually feels quite proud of her job, and therefore her first impressions of you are quite negative.

She then passes your message onto her superior. Her body language and tone of voice whilst delivering this message is quite negative, as she feels slighted by you.

Her boss picks up on this negative body language, and without even having met you, already has formed a negative first impression.

And so on and so on. By the time the director (who you wanted to speak to in the first place) gets to hear of you, the picture painted is not a particularly good one. Not only are you terribly unlikely to make a sale, but any repeat business you would have liked is also flying out through the window.

On the other hand, this can be reversed. If the secretary finds you amiable, pleasant and even complimentary, then the opposite starts to take place. When the Director eventually hears about you in this instance, the positivism has been similarly amplified, and you're off to a good start.

If the initial thought of you is negative, then changing the mind of the whole company can be a real uphill struggle.

"Changing people's opinions of you is like steering the Queen Elizabeth 2. You turn the wheel like crazy, and about 30 minutes later the boat turns very slightly to the right"

Stephen Fry

In order to build up a long term relationship with a client, rapport must be struck between yourself and them. In any sales negotiation, rapport is a vital ingredient. There are a multitude of ways that you can build up rapport with both an individual and a company.

What exactly does rapport mean to you?

The dictionary definition is "*a close and harmonious relationship in which there is common understanding*". The origin of the word 'rapport' is French, from 'rapporteur' – which means, appropriately enough, to 'bring back'. This is exactly what we are trying to achieve by building up a rapport – to bring the client back for more trade.

The quickest way to get rapport it to find something to have in common, remember when you are on holyday in a faraway country and meet someone from the same country as yourself.

Automatically you have something to talk about, where in the country your are from and the you will go down as far as possible to find commonality's the further you are able to chunk down the stronger the rapport.

So to gain the quickest rapport find something you and the prospect have in common that includes everything from hobbies, sports, cars, children, etc.

In order to establish a good rapport with someone you need to understand where they are coming from and you need to be able to modify your own speech and behavioural patterns in order to make them feel like the relationship with you will be beneficial to themselves also.

Rapport:

Reaching
Appropriate
People to
Purchase and
Order
Repeat
Trade

Remember: you cannot control people, but you *can* influence them.

Think about what you have learnt already – you know quite a lot about the company, you know about the person you are dealing with, and you have already postulated about what you consider his goals to be.

If your goal is generate continued business with this person (not just a one-off sale) then you need to establish that good working relationship.

Are there any of your current clients that you can think of right away that you consider yourself to have a rapport with?

Why?

What was it that generated that rapport?

When you are meeting with someone for the first time, you obviously have no rapport with them. In order to get that rapport going, there are a number of ways in which you can modify your speech and behaviour. You know all about the body language side of things – and remember how important it is to keep yourself open at all times.

When you are talking to someone you just met

What do you do?

What are your primary feelings?

What is your body language telling them?

When it comes to establishing a rapport with someone, there are many ways to do this, and many of them take time, but it really doesn't need to be as complicated as that. There are a number of shortcuts that can help you find that way of opening communications and making negotiations easier.

The first is, of course, finding the common ground. This could be something as simple as discovering you are both keen golfers, or even that you have the same hometown. Look for visual clues that will give you the opportunity to open this avenue of rapport up. A close friend of mine (who is an excellent salesman) once went into a client's office and spotted a photograph on the client's desk. The photograph was of the client (who was the company director) holding a large fish that he had caught on holiday. Immediately, my friend began talking about fishing (a keen hobby of his).

My friend revealed that in that initial meeting they hardly spoke about sales at all, both men were extremely keen to divulge various fishing stories to each other! But my friend also revealed that since then he had done thousands of Euros worth of business with that company, mainly down to the high level of rapport he had managed to strike up with the client during that initial meeting – even though all they did was talk about fishing!

Another way of building up a rapport if you are struggling to find a subject of common ground is pacing. We often do it automatically – it's another of the unconscious actions that we perform without ever thinking of it. Pacing is simply copying the other person's movements or tone of voice: it can be done verbally or non-verbally. The purpose of this is to make the person we are speaking to feel more at ease and relaxed in our company.

A lot of people, you may find yourself included, do this quite naturally – but it is worth remembering as it can be a fantastic tool when you are dealing with people that you are looking to build a more long-term relationship with.

Think of the last business meeting that you had.

Think of the relationship you currently have with the other people involved in that meeting.

What relationship would you like to have with the other people involved in that meeting?

Bear this in mind when you consider the following. Would any of these methods of pacing help in any of those relationships?

Whole body pacing: mirroring the other person's stance or body position

Partial body pacing: Mirror consistent behavioural shrugs, gestures or head nods.

Half body pacing: match movements in the upper half of the person's body

Breath: match depth and speed.

Voice and linguistics

Some of the most obvious demonstrations of this can often be seen at heads of state meetings and summits, particularly when the delegates meet the press!! It's quite common for one or the other to “mirror” the movements of the other. Now that you’re aware of it, I’ll bet you notice it for yourself next time!

What about you – have you ever done any of the above, unconsciously or consciously? If so, what was the outcome?

Can you think of any other situations where someone was mirroring your movements or body position? If so, once again, what was the outcome?

These are all examples of non-verbal pacing, but by far the most effective method of pacing or mirroring someone is to use your voice. We know what a massive impact body language can have in a multitude of situations, and it is very important to keep that in mind when we discuss the verbalizations during a sales meeting.

Even thought the actual words that you use are less of a communicative device than the tone of voice or body language, they can still be incredibly powerful when used in the correct way.

Every salesperson, from the most experienced to those brand new to the industry, will have a list of words that they find is the most powerful; a list that they use when delivering their pitch for maximum effect. Once again, it may well be that this list of words is in fact unconscious.

Try and think of them, and write them down.

Now compare your list with mine:

Adverb/adjective pattern:

Naturally

Easily

Unlimited

Awareness pattern:

Aware

Realize

Experience

Temporal pattern:

Before

After

During

Cause and effect pattern:

And

Causes

Because

Spatial pattern:

Among

Expand

Beyond

We have grouped them together in the different sections simply to make it easier to demonstrate the effects of these words.

For now, compare your list with mine. If your words are similar, ask yourself how will you utilize them in your sales career?

If your list is vastly different, ask yourself how effective your list actually is, and for what reason?

Adverb/Adjective pattern:

Naturally, Easily, Unlimited. This could also be called the presupposition pattern, because that is exactly what these words do! By using these words correctly, you will force the listener to accept everything that follows as true in order for the sentence to make any sense. For example:

"Have you discovered how easily you can refer this product to your friends?"

"Have you naturally created a need for your product?"

"Have you asked yourself about the unlimited potential this product has?"

Make your own:

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As you can see, the impact that these words can have can be enormous. As a starting point, they are immeasurable, because immediately you can see and understand how powerful they are when used in the right context. These are just 3 examples, but there are many more that can be used in this way. Check out your list again and highlight any of the words that you stated originally that can be used in this way.

Awareness pattern:

Aware, Realize, Experience. The use of words such as these is to make the client 'aware' of anything else in the sentence that you are trying to bring to his attention. Think of the phrase "are you aware of" as replacing "will you…" – much more powerful, much less supposing! And also, much more powerfully charged.

"Are you aware of the benefits of this product?"

"Are you beginning to realize how much money you could save here?"

"Are you starting to experience the satisfaction that comes with owning this product?

Make your own:

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Temporal pattern:

Before, During, After. Called the temporal pattern because, obviously, it relates to time. These words can be powerful simply because they do apply that sense of time onto the proceedings. Not only that, but they also narrow the time-frame down, so that what comes after in the sentence has been clarified before you get to it.

"Before you knew about this product, how did you manage?"

"During my demonstration, what were you thinking?"

"After I've finished this demonstration, what would you like to discuss?"

Make your own:

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Spatial pattern:

Among, Expand, Beyond. These words are also known as the freedom pattern, because that is exactly what they give you: freedom. Whereas the temporal pattern words are deliberately restrictive, these words can be used to grow your sales pitch in any direction you like:

"Is there any one product amongst the many you've seen that really stands out?"

""Would you like me to expand on that?"

"Have you thought of any benefits beyond what I've already mentioned?"

Make your own:

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The Butterfly of Freedom
"Why do you fly outside the box?"
"I fly outside the box because I can"
"But we KNOW the box. We are SAFE inside the box"
"That, my friend, is why I leave it. For you may be SAFE….
…..But I AM FREE!"

Cause and effect pattern:

And, Causes, Because. This is often the most powerful category – remember that you can't control people, but you CAN influence them. Using cause and effect is a fabulous way of doing just that. By utilizing these words correctly you can quite literally create your own reality – in this reality you can cause anything to happen that you want!

"**Can you see the benefits here and here and here?"**

"Can you see how the product causes increased profitability?"

"This product is needed by your company because it is the only sure-fire way to increased income."

Make your own:

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The examples I have used are all questions, apart from the last. In truth, they all could have been statements – using the words in statement form can be just as powerful. In the form of questions however, they illicit a response from the client. Although not all of them are open questions (i.e. some of them can be answered with a simple yes or no) every one of them requires an emotional response from your client.

Now return once again to the original list of words that you made, and see if they can be used in the same way. As ever, consider situations that you have been in previously that would have benefited from using any of these keywords.

All of the keywords I have quoted are very positively charged words, that when used correctly (with the correct tone of voice and accompanied by complimenting body language) can have a massive impact.

Whilst the words I have shown you here are my own personal favourites, you may find that other similarly positively charged words have the same effect for you. There are, however, just as many negatively charged words that can have Justas big an impact, but in the opposite direction. Are any of the following words on your original list?

CAN'T

Final and devastating. If it can't be done, why are you there?

MIGHT

A very wishy-washy type of word, that completely and utterly fails to give a definitive answer. Often, if the outcome is not 100% desirable, then might usually means no. How many times have you said to yourself "I might go to the gym today"? How many times did you actually go?

BUT

'But' is a devastator. In other words, it can seriously damage your sales pitch, often to the state of no repair. By using the word 'but' you are simply negating anything you said before it. "I want to help but…" simply means "I don't want to help."

TRY

Another devastator, although not quite as bad as 'but'. When we use the word 'try' we are simply setting ourselves up for a failure. "If you try to do this…." presupposes a distinct lack of success before you even start. A common use we have seen over the years that is particularly harmful to any sales pitch is when the salesperson says "try to see it

WOULD HAVE COULD HAVE SHOULD HAVE

Again, more negativity that points in the direction of failure. As these phrases are all past tense, you have created a failure in the past that does not give hope for success in the future.

As usual, take your previous experiences, go to the movie theatre in your head, and think of any times that you might have used these words in any environment. Consider not just the final outcome, but also the effects on those around you.

A good way of making sure that you cut out all negatively charged words out from your vocabulary for good is substitution. Make a list of all the negative words you can think of, and then simply replace them with words from your positive list!

So far we have discussed a number of new techniques, and a number of different ways of approaching your sales career, through the medium of NLP. Hopefully, you have picked up a few new things, and learnt a few new techniques. At the very least, if you have gotten this far, you should be questioning your current values in order to make them better and sharper in the future.

It's important to bear all the new skills you have learnt in mind as we delve a little deeper into the grey matter, and talk in more detail about memory.

7. NLP and Memory

In any good sales technique there are a huge amount of things that you need to remember. You need to remember the facts about your product, prices, information about the company you are dealing with, the list is endless.

You also need to be ready for the questions – how often have you been caught out by a client asking a question you did not know the answer to? Or more specifically, that you could not *remember* the answer to?

There are more myths about memory than there are facts. How many times have you heard (or said) one or all of the following:

"I don't have a good memory."

"That's too much for me to remember."

"My memory is fading as I get older."

Which one of the above is a fact?

The answer is: none of them. They are all common misconceptions about memory: that it can't be changed; that you only have a small amount of it; that it is related to age and declines as we get older.

Memory is all about processes, not volume or content.

Over the years there have been many studies into the way our memory banks work. They are called memory 'banks' for a reason – they store up information until we need it. But how much information can it store? Remember the "magic number seven" theory we discussed earlier?

This theory is just one of many as to how much information the human brain can store, but the general consensus at the moment is that the human brain capacity for ‘remembering’ information may well be boundless – all we need to do is to be able to retrieve that information.

Remember the analogy I used earlier regarding the human brain as being like a computer? Your memory is the files stored on that computer. And, just like a computer, they stay in there forever and can be accessed at any time as long as you know the correct commands. Once you have the commands at your disposal, they can be used to retrieve other information that you have associated with it.

This level of association memory can be a great way of remembering strings of numbers or figures, which is often a very valuable skill in a sales presentation. At the very least, you need to be able to quote figures accurately and confidently when prompted.

This type of memory boosting through association works for other things other than numbers. It also works for beliefs, values and emotions. It can be an incredibly powerful thing when it comes to a sales pitch to be able to conjure up that much vaunted high level of positivity whenever you need it.

A prime example of this is a very good friend of mine who works as a business trainer for a large corporation. He used to be absolutely brilliant at remembering all the names of all the delegates attending his seminars, and also where they were sat in the room. As time went by, the corporation grew significantly larger, and so did both the numbers of delegates and his workload.

He said to me that in recent years he had grown steadily worse at remembering the names of his delegates, and increasingly disillusioned at his increasing workload. Both things he put down to the fact that he was getting older.

In actual fact, my friend's mental acuity and gift for remembering names had not diminished in the slightest, but his passion for his work had. He was associating his feelings of frustration with his job with his memory loss. He thought to himself that he couldn't remember the names, but in actuality he *didn't want to remember the names.* Years before, he had felt a great deal of pride in being able to remember the list of names, but he had felt completely different then.

This highlights that the association between memory and feelings or emotions can be incredibly powerful, and if harnessed correctly can be a fantastic tool to have in your arsenal.

If you have to remember something, ask yourself how you feel about it.

This method of association can be a great force in sales – you are already passionate about your product and your goals – summoning this passion when you want to remember facts about it can really work.

The stronger your feelings, the more vivid the memory.

Do you remember your first day at school?

Do you remember the second day?

Most people can remember their first day at school because of the strong emotions attached to it. Hardly anyone remembers their second day because by that time the emotions had been completely different and had seemed normal.

If you do actually remember your second day at school, ask yourself why. What happened that provoked such a strong emotional response that prompted you to encode the information and remember it this way?

On your computer, sometimes files are hidden, un-operable or simply lost – filed away somewhere and forgotten. Your memory is exactly like that. Sometimes the information just doesn't seem to want to be found, even though you know it's in there somewhere.

Quite often when this happens, it is not the information that is lost, but rather the trigger or the command needed in order to access that information. Next time that this happens to you, whether it's in a business meeting or anywhere else, consider the following:

Think not of the information itself, but the circumstances in which you first came across that information.

Where were you sitting/standing?

Who else was there?

What could you hear?

What could you see?

As the context builds up in your memory, you will find the information easier to come by. Remember the movie theatre in your head? This is the next level – here we are reconstructing that movie piece by piece.

If you still cannot remember the information, then it may be because your mind is trying to forget, or not allowing you access.

Are you forgetting because it made you feel uncomfortable, uneasy or unhappy about something?

The ways in which we remember things are many and very complicated. As you can see, strong feelings and emotions are powerful tools to be used when remembering, but in order to make these tools even sharper, you need to examine yourself in a little more detail. Specifically: how do *YOU* remember things?

Each of us is different – we all think in different ways, act in different ways, and we all *remember* in different ways.

What makes you remember a person's name when you first meet?

In order to encode information into your memory effectively, you need to know which of your senses you rely on the most. Are you strongly reliant on

Visual,

Auditory, or

Kinaesthetic?

Visual

Is your memory heavily reliant on what you see? If so, there are a number of things you can do in order to recall this image when needed. People with strong visual memories often find the emotional association we discussed earlier much more effective.

When meeting someone for the first time, for example, try to remember a badge or a necklace close to their face. Remembering the colour of their tie or collar is also a good way to create a trigger a recollection of their features. I know a salesman who has a terrible memory for names but an excellent one for faces – when he meets someone for the first time he actually pictures their names printed across their forehead!

Auditory

Conversely, a lot of people have better propensity for remembering sounds heard rather than visual images. This could apply to you if you find remembering names easier than remembering faces. Remember the sound of the person's name and make sure you store it internally alongside the image of the person's face.

Oral

Although less common in the industrialized world, some people still find that actually speaking the words out loud is a great aide to memory.

It may seem quite an amazing feat to us to remember a two-thousand line epic poem word for word, for example, yet in ancient Greece this was the norm. In some parts of Africa and India where literacy and computerization is low, it still is. In our culture we have moved away from this with the easy communications that we have readily available, yet some people still find it easier to speak aloud the information that they are trying to commit to memory.

Kinaesthetic

Kinaesthetic means remembering movements, rather than words or images. In the world of sales this type of memory coding is rarely called for, and may indeed sound like nonsense to you, but if you were in a more manual trade (such as carpentry or building) it would make more sense.

A good example is to talk to a snowboarder, and ask him to verbally describe how he navigates his way down the mountain. He probably wouldn't know where to start. Ask him to give a physical demonstration, however, and he would have no problems at all.

Some people who have difficulty remembering sequences of numbers also rely heavily on kinaesthetic retrieval. For example, if you have a number-lock safe at home or at work, you may have a slight difficulty in reciting the combination right now, but no problems whatsoever were you faced with a keypad. Your hands would remember the movements. Text messages on a mobile phone are another prime example in everyday life. Where is the letter g on a mobile phone? Now take out your phone and write the word 'good'. You knew here the g was without looking, and yet you may have had difficulty verbalizing where it was.

It is important to identify which of these senses encodes the best way for you, but it is also important to identify which of these representational systems works the best way in any given situation.

Have you ever tried to learn to tap-dance from a book? What about trying to learn shorthand by listening to someone talk about it?

Even if you are heavily dependent on one particular sensory input for your memory, with practice other senses can be just as strong. The more systems and ways you have of encoding the information you want to remember, the better your memory will be.

What do find easiest to remember? Why?

When you forget something, what happens? Do you get distracted?

Think about ***how*** *you remember things – do you take pictures of information and store them? Do you tell yourself stories?*

What kind of things do you consider yourself to have a 'poor' memory for?

A very successful business man I know used to have severe difficulty in remembering key points in his presentations. No matter how much he practiced, he always had problems with remembering the next part of the key sales pitch that he had to make.

Until one day he thought of his presentation like a journey – he would link certain landmarks along the journey to key points in his presentation. As long as it was a journey he knew well, he was able to remember very easily what landmark went with what part of his presentation. Then, when the time came to deliver, he pictured himself travelling along this familiar journey, and became an outstanding orator.

The journey he used was the trip from his house to his mother's – a journey he made two or three times a week, but it works for almost any journey you make that is familiar. I also know of people who have adapted this technique to a walk around their own home, and you can't get any more familiar than that!

Think of some of the keywords you have for particular memories or states of mind.

Think of something you remember easily (such as your PIN number). What are the anchors you use to recall it?

Now: how can you apply those skills that you already possess to what you want to remember?

The brain is a muscle. Just like all the other muscles in the human body, it can improve drastically with practice. If you went to the gym for 2 hours every day for a fortnight you would expect some improvement in your muscle base, right? Same goes for your memory – practice for a short time every day can produce some pretty impressive results.

8. Four w's and an h.

Yes, that's right – wwwwh! Of course, what we are referring to here is the famous old maxim: **who, what, where, when and how.**

What we actually mean is that these are key elements to any sales pitch, presentation or long-term relationship. Whatever stage you are at in your sales negotiations, there are paramount questions that you should be asking yourself, more or less constantly.

Not only do these questions help you focus completely on the task at hand, but many people find them incredibly useful tools when it comes to setting your goals or evaluating the goals of your client.

As I am sure you understand by now, what NLP is mainly all about is asking questions. By constantly questioning ourselves and our surroundings we are constantly striving to improve. By questioning ourselves we discover new and exciting ways of doing things. Obviously, sometimes we get it wrong, but that is also part of the process: if we don't know how to do it badly, then how will we ever know how to do it right?

The wwwwh set of questions is simply a way of categorizing and simplifying this self-tutoring process.

In every circumstance, the answers to these questions will be different, so it’s important to review them not just at the beginning of your presentation, but right through all the stages of a sale.

Am I in the right frame of mind? If not, how am I going to get there?

What information do I need in order to proceed effectively?

Do I know my product 100%?

What problems or needs does my product/service address?

What is the next level for me personally?

Who am I dealing with and what do I know about this person?

Why should my client take the time to listen to me?

When do I want this sale to be finalized?

What problems can I foresee happening today?

What questions will the client have for me today?

How will I feel if I don't succeed?

What are my goals for today/this week/this month?

Where do my current goals lie realistically?

Do I know my product 100% from my client's point of view?

What does my body language say right now?

What outcomes do I want from this meeting? What outcomes can I expect from this meeting?

These, of course, are a very small example of the type and style of questions that you should be asking yourself. The real list is endless. You could write pertinent questions down all day every day for the next four years and not exhaust the well. That, really, is the beauty of NLP – the strive for self-improvement is never-ending

What other examples can you think of that you could be asking yourself?

The answers to any of the above questions (and any of the questions asked throughout this book) along with countless more will change on a daily basis. If you are in the process of a sale, then the answers may even change on an hourly basis, or even every minute.

Obviously, running through a repertoire of questions in your head every few minutes during a difficult sales negotiation is a bit of a tall undertaking. The best exponents of NLP, however, *don't need to*. Those salespeople who have used NLP successfully for a number of years will know the answers instinctively, without ever having to ask the questions.

In the chapter on improving your memory, we talked about how the brain is a muscle, and the more you work on it, the stronger and more powerful it becomes. NLP is just like that. The more questions you ask yourself, the more normal it becomes. Soon, you will be asking yourself these types of questions completely naturally. They become part of the subconscious – you will ask them, answer them and act on them without thinking at all!

The type and the style of the question you will be asking depends entirely on which stage of the sale you are currently at:

Contact Phase

Information Phase

Argument Phase

Resolution/Closing Phase

Contact Phase

Whether it is over the telephone, a face-to-face meet, or even a third-party introduction, this stage is the key to your future relationship with this client.

Remember all the focus discussions from earlier on first impressions, and ask yourself how your current feelings are affecting your body language and the perception you are transmitting to others.

Information Phase

Put simply, this is where you gather all of the information that you can. Think of it like an armoury, and you are equipping yourself for battle. You want to take as many weapons as you can, right? Information is power, and the more information you have at your disposal, the more powerful you can be.

In previous chapters we spoke of how important it is to do proper homework and preparation before any sales meeting. When you are armed with this information, it is important to remember that there is still a lot of information that you need, and there will be a lot of things that you still don't know.

That is why the information phase is so vital – it's where you gather even more information. Upgrade your weaponry!! The trick here is to realize that because there are so many things you don't know, you need to be asking open, non-specific questions that will encourage your client to divulge as much information as possible.

For example, you know that the sky is blue. You automatically assume that your client sees it the same way. But what if he sees it as yellow, or orange?

Obviously, this is a ridiculous line of argument, and asking your client what colour the sky is is probably not going to get you off on the right foot, but the principle is sound: by assuming your client holds the same views as you do you could be manufacturing some serious misunderstandings further down the line.

You need to be asking relevant, open questions to make sure that you have a full arsenal, and also to ensure that both you and your client are on the same page.

Argument Phase

Now you can put all the information you have gleaned so far into use!

However, the questions do not stop. NLP teaches us to be constantly evaluating ourselves, and this is never more vital than in the argument phase. Now you have to ask the biggest question of all:

How? How will I put everything I have learnt so far into making sure I achieve my primary goal/s?

By this time you will have learned a great deal about the company and the person you are dealing with, and the trick is to be able to identify which pieces of information are going to be the most valuable. More importantly, which pieces of information are going to yield the most gain for yourself?

The most important bits we refer to as ‘hooks’. These are your key elements that will have the most impact on your client.

What hooks did you use in your last sales meeting?

Where you are aware that you were using them?

What hooks could you have used in your last sales meeting?

<u>Resolution Phase</u>

Many salespeople see this stage as the most difficult, but it really doesn’t need to be. If you have been able to ask the right questions and follow the correct formula to this point, the finalization of any sale should be relatively straightforward.

The main reason why many salespeople find this stage so difficult is because this is where the most problems arise. The client might change his mind, or throw an unexpected curveball into the mix.

However, from the beginning of proceedings, you now will have been completely prepared for this. You will have played the scenario over and over in the movie theatre in your head, so there should be no real surprises. Also, you have been carefully monitoring your client’s use of words and body language throughout, so you are still armed with everything you need to make the sale go through.

Even at this late stage, you should still be evaluating your progress and asking yourself the same probing questions.

Remember: we can think ten times faster than we can talk. This is a skill we all have: use it.

The questions you will be asking both yourself and your client will obviously differ with each stage you move into, but they should always be present.

Contact Phase

WHO	Who would I like to speak to today?
WHAT	What exactly am I going to tell him?
WHERE	Where would I like this conversation to take me?
WHEN	Is there a time frame for this contact phase?
HOW	If I cannot speak to the person that I want, how can I ensure my message gets to him?

Information Phase

WHO	Who is in charge of the finances for this company?
WHAT	What is the company's background in dealing with products/services such as mine?
WHERE	Where did this company come from? How did they grow?
WHEN	When did this company start? When were they in a position to buy from me?
HOW	How am I going to make sure I make this sale?

Argument Phase

WHO	Who exactly am I dealing with?
WHAT	What is my client's body language saying to me?
WHERE	Where can I take my argument next?
WHEN	When do I want a finalization on this deal?
HOW	How can I convince my client of the benefits of my product/service?

Resolution Phase

WHO	Who is currently in charge of these negotiations? Me or the client?
WHAT	What will be a good result for me?
WHERE	Where will this result take me?
WHEN	When do I need this to be finished?
HOW	How will I ensure that I get the best result here?

Once again, of course, these are but a very small example of the type of questions that you should be asking. However, do you see how the style changes from one stage to the next?

Have you ever asked yourself any of the above at any stage of a sales meeting? If you had, what do you perceive the outcome as being?

What often helps us see things a little clearer at every stage is what is called 'reframing'. This can help you identify what the correct question to ask is. Reframing, is, put simply, changing the meaning of an experience or an event by placing another frame around it. Think of it like moving a picture from one frame to another – the picture stays the same but looks completely different.

This can be done by changing around the sentence, or sometimes even by a single word. It enables you to see something in a whole new light.

“He failed his exam” VS “he didn’t pass this time”

“This is a problem” VS “this is an opportunity”

“I don’t smoke” VS “I’ve recently quit smoking”

Think of the questions in the wwwwh model above. Could they be reframed in any way?

Many successful salespeople spend years training themselves to be able to use reframing effectively. Try to think of how you perceive events, and then approach it from a completely different angle. For example, do you see a bad cold as an impediment or a great chance for a rest?

Watch the evening news. How did they portray that item? How could you reframe it? If you did, how would it be different?

Closing the Sale

This is often the most daunting part of any sales presentation, and I have known otherwise fantastic salespeople to make a lot of mistakes in this section.

It can often be difficult to know exactly what the client is thinking at any one time. All of the techniques I have discussed so far (eye movement, body language, tone of voice) are great indicators, but before you can move onto the actual closure of the sale you need to know precisely where the mind of the client is presently.

You approach a member of the opposite sex in a bar.

You now have several possibilities.

You can ask her a yes or no question, which, if the answer is no, could close the conversation there and then.

An 'if' question, however, opens up avenues and possibilities that you might not even be aware of!

A great way to do this is to ask an 'if' question. An if question can really open things up should you reach an impasse in your negotiations.

For example:

"Would you like to dance" becomes "if we should dance what music should the DJ play?"

"Would you like a drink" becomes "if I were to buy you a drink, what would it be?"

This works in sales meetings too. An if question will not give you a definitive answer, but it will give you a great indication of where you currently stand.

“If I was to offer you this, what would you say?”

“If you where to buy this product when would you like it to be delivered”

“If I was to show you how this worked, what would you think?”

Earlier, I spoke about the different representational systems that explain how we see the world:

Visual

Auditory

Kinaesthetic

When it comes to closing the sale, it is vital that you do so throughout the whole spectrum of these representational systems. By doing this, you are once again placing the emphasis of the sale upon your client.

For example:

Visual close: “How does this deal look to you?”

Auditory close: “Do you like what you hear?”

Kinaesthetic close: “Are you ready to move on this?”

What you are doing here is simply covering all of the bases, and you are also convincing the client that he has done this deal himself. Both parties are empowered as the deal comes to a close: the client is empowered because he feels he has negotiated a sweet deal on his terms, and you are empowered because you know he only thinks this because you let him!

9. NLP in Problem Solving

Now that we know a bit more about the way NLP functions and the enormous benefits it can bring – not just in a sales environment, but in everyday life – it's time to take everything we have learnt so far and expand our skills a little.

In every sales meeting, just as in day-to-day life, problems arise.

Sometimes you can anticipate them and plan for them, other times you can't. It sounds obvious to say that experience helps in these situations: if you have been in these situations before then you may have an idea on how to deal with it. However, if the experience is new, and a problem arises during a delicate negotiation, then it could well be a disaster for your sale.

Experience, however, is <u>not</u> a necessary attribute in order to deal with problems or objections.

Before you read on, think back to the last time you were in a situation where one such problem arose for you. What did you do?

A lot of the time, problems arise that are not dealt with properly because the salesperson does not fully understand the objection. Take the examples below, for instance. These are all common objections that arise throughout any sales meeting:

It's too expensive for me
I've already got a supplier for that
I need some time to think about that
My partner would need to see it

I already have a supplier
What would your reaction be?
All of these objections can be thrown in at any stage of any sales negotiation. The trick to dealing with the objection in this case is to understand exactly what the objection is.

Take the statements above, and ask yourself – what do they actually mean?

In truth, they could have more than one meaning. The real objection is actually hidden – it could have pretty much any meaning at all. You can't really know what the objection is at the moment. What you need to do is to **define that objection**.

I have seen it so many times, when a salesperson loses the deal completely at this juncture: their body language immediately becomes closed (an unconscious reaction) or they give a stock answer that makes the client close up.

In order to deal with the objection, you must know what the objection is.

What skills have you learnt so far that could help you to do this?

In previous chapters we discussed open questions and the divulgence of knowledge. People are much more willing to give up information if they are asked the right questions. When dealing with any of the objections above, make sure your body language is open, and your questions are open as well. This way, you will soon learn exactly what the objections are.

If you're reading this and expecting me to give you the answers to these questions, then I'm afraid you're out of luck! By now, you should have learnt that what NLP is all about is learning the answers for yourself. Anyone can read a textbook and memorise it, but that doesn't necessarily mean that the answers and the techniques in that textbook will work for them.

How many training courses have you been on where the facilitator extolled the virtues of a system or a technique that worked wonders for them, and when you left you thought "that'll never work"? It happens all the time – it may well have worked for the facilitator, but that by no means signifies that it will work in the same way for you.

Throughout this book, we have given you lots of tips and techniques, but all of the answers have come from you. As we said right at the beginning, some of it you may read and think "no way", but others may be well adapted to your particular style.

It is because each of us is different, unique, and we all have ways of dealing with problems and we all have different techniques. What you should be asking yourself is:

What would I do in this situation?

Your clients are not daft. They can easily spot any scripted or rehearsed lines that you may spout when they raise an objection. If what you say is different to your normal speech patterns, then they will pick up on it immediately. That's why simply learning textbook answers to objections will not work.

For example, if your natural speech when you make a presentation is very conversational and informal, and then you ask a very formal question, then it stands out like a sore thumb. Imagine someone in the royal family working on a market stall – the contrast can be spotted immediately.

We cannot tell you what to do in these situations- that are something that must be decided by you – but we can help you to find your own system – a system and a natural style that works well for you.

If you have read any books on problem solving in sales (and there are many out there), then you have probably got a standard answer to any objection in your mind. It may be something that you have learned by rote, or it may even be something that you have adapted to the way that you think.

Ask yourself: how natural is my reaction to the objection?

How effective is it?

Do I get the results I want with it – i.e. does it help me to define the objection?

There is a very simple formula that I like to use when it comes to dealing with objections.

Listen

Repeat (when suitable)

Pause

Recognise

BUT

Sales argument

Taking the objection that it is "too expensive" as an example, it is easy to apply this formula to it. If the client declares that it is too expensive, simply repeat what he says in the form of a question: "expensive?"

What you are doing here is returning the objection straight back to the client – it's a 180 degree switch of emphasis. It's just like returning a good serve in tennis – your opponent is quite chuffed that he's produced what he thinks is a good serve, but you have batted the ball straight back into his court. The emphasis is not on you to justify the expense, but rather on him to clarify his objection.

Also, it demonstrates beyond any doubt that you are listening to him, and are also prepared to consider any objections he may have.

The next stage is the pause. Wait for the client to clarify his objections. This will work for you in a number of ways – you can demonstrate your listening skills, and it will also give you a chance to discover exactly what the objection is about. Is it too expensive in its current format? Is it too expensive right now?

When you have that information, you can deal with it. If you don't have that information from the client, then it can be a barrier neither of you can get over.

The next stage is recognise – recognise the objection. This means, quite simply, agree with the client. This may sound a little off pat, but you need to show your empathy with the client. Once again, you are demonstrating that you are prepared to listen and to work around the objection. You are also creating an even better rapport with the customer by acknowledging things from his point of view.

For example: “I can understand why you think it is expensive.”

In an earlier chapter, I spoke about how the word “but” can be detrimental to most sales negotiations, however, in this case it can actually be put to good use. The word “but” completely negates everything that is said before it, so here you can use it to your advantage: “I can see why you think it is expensive, but…”

The person listening to you will have to acknowledge that they have been heard, and you will be able to continue to sell.

A brilliant way of practising this is in the home, if there are any household tasks that you want to get out of. For example, if your spouse asks you to empty the dishwasher:

1. Listen to your spouse when he/she says “empty the dishwasher”.
2. Repeat: “Empty the dishwasher?”
3. Pause: “It’s your turn to empty the dishwasher!”
4. Recognise: “I know it’s my turn to empty the dishwasher, but I have to do something else right now.”

In this case, the word “but” has completely negated the original objection. Try this, and you may never have to empty the dishwasher (or do the laundry/clean the bathroom/vacuum the living room) ever again!

At the beginning of this book I talked about setting yourself goals and targets that were SMART: Specific, Measurable, Achievable, Realistic and Time-controlled. We asked the following questions:

What is my best-case scenario?

What is my worst case scenario?

How can I prevent this from happening?

Using all of the things that you have learnt so far, consider how much your answer to these questions has changed. Your goals may be very different from when you started reading this book. They may even be different from the time you finished the last chapter. The point is, they are <u>your</u> goals, you came up with them yourself, and whether you achieve them or not is entirely up to you.

What system did you employ in order to come up with those goals?

The same thing applies when dealing with objections – the system is yours.

Remember the movie theatre in your head? By now the movie should have gained a little bit more depth and be a little longer with all the information that you need to run through. Anticipating problems should be one of the acts of this movie.

The questions we raised above are just some examples of the common objections. Think of others, and bring them into your movie. Ask yourself how you would deal with them. If you have experienced them before, ask yourself what you did, and what you could do differently next time.

Consider the different stages of the sale, which we spoke about in the last chapter:

Contact phase

Information phase

Argument phase

Resolution phase

What problems may arise at each juncture?

Some examples may be:

> Contact phase: I'm sorry, we don't have time for you this week
>
> Information phase: information on this company is difficult to get hold of
>
> Argument phase: we don't need your product
>
> Resolution phase: we can't afford it

These are all very negative statements: how could you turn these negatives into positives?

Developing your own systems and your own style is integral to your career, and also to your general happiness. We all have these systems, although often we are unaware of them. In the next chapter, we talk a little more about the work/life balance, and how to develop your own style.

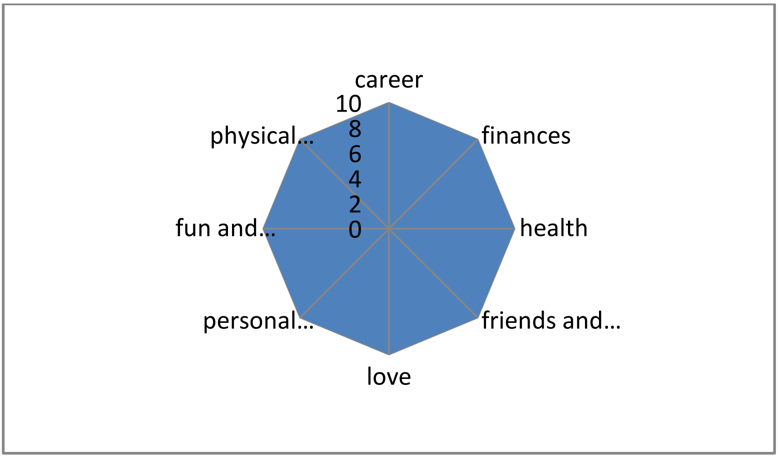
10. Sales and Psychology

In the vast majority of cases, salespeople love their job. Let's face it, if you didn't love it, you wouldn't be able to do it, right?

It can, however, be a little time consuming, and often it can interfere with other parts of your life that you didn't want it to. This may even be happening right now without you realizing it. All of the techniques and the tips we have spoken about so far can be applied to nearly all facets of your life. In most cases, they can be just as useful outside the sales meeting as inside it.

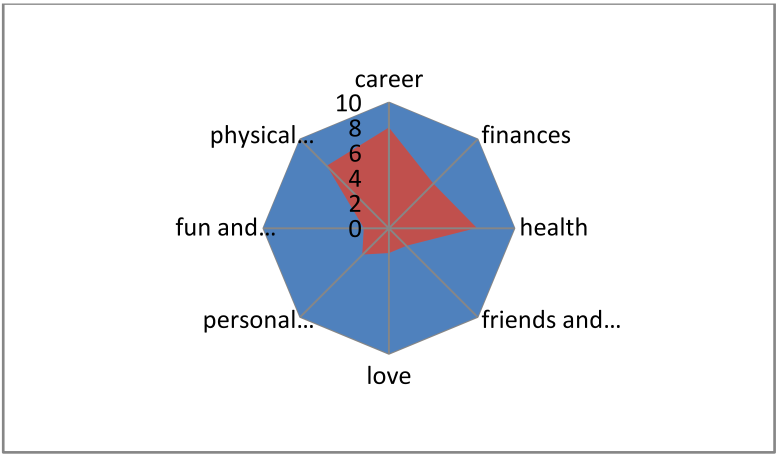
Because of the very nature of the job, a lot of salespeople find themselves neglecting other, just as important, parts of their lives in order to strive for even more success. The sad truth is that most of those who do this do not succeed. By concentrating on only part of their lives (i.e. their career) other parts become neglected. When this happens, that person becomes more and more miserable, and his search for happiness becomes never-ending, as he does not really know what he is working for.

A commonly used tool in NLP is called the wheel of life. Sounds a bit like a cheesy 80's game show, but it really does highlight the importance of a good life balance.



The centre of the circle represents 0, the outer circle represents the number 10. In a perfect world, the wheel would look something like this, with 10's all the way round. The reality, however, is probably something quite different. Fill in your own Wheel of Life – it's a great way of graphically representing what reality is for you at this precise moment in your life.

This is what one of our recent client's wheel looked like:



Although he was considered pretty successful by those around him, he did not feel at all happy in what he was doing. This actually came as quite a surprise to him. He was dimly aware that he wasn't as happy and contented as he thought he should have been, and he actually attributed this to his career. He thought that he needed to improve himself through his career in order to feel happier.

In actuality, it was this constant strive to better his career that was making him unhappy in the first place! What he was doing was pursuing his career doggedly and neglecting other things in his life that would have made him a lot happier.

The reason we are discussing this is not to make you think that a pursuit of a career is a bad thing! The reason that this needs to be highlighted is to make us more aware of how other parts of our lives affect our careers.

By concentrating all of our resources and all of our time and effort on one particular part of our lives, it becomes incredibly easy to neglect others. And when we neglect others, then the one part of our lives that we were concentrating on in the first place becomes pointless, as we cannot achieve what we want.

Take a look at your own wheel. What is the one area that you would like to improve?

What would be the impact on other areas if that one area was to improve?

Making the necessary changes to your life wheel is relatively easy. All you need to do is ask yourself some pretty straightforward questions. The tricky part is committing yourself to the answers.

First of all, ask yourself the question:

What do I want?

Once you have an answer, double-check it. Think back to the chapter on setting your goals and following them through, and the techniques you learned then. Now ask yourself the question again:

Is that what I really want?

Is the answer different? In a lot of cases, it is. This process of clarification is a very useful tool throughout NLP – the process of questioning even your own answers! If the answer to the first question was, for example, "I want to get promoted", then the answer to the second question could have been: "what I really want is to get out of this job".

As you can see two different answers to the same question. Ask yourself again:

What do I *really* want?

The answer to this question may well cause you to go back to the very beginning and re-evaluate your goals. Remember what you said were your primary goals way back at the beginning of the book? How much have they changed? If they have indeed changed a lot, then everything that happens henceforth will also change.

Often, these changes are not as drastic as they might seem. No-one is talking about a complete overhaul of your lifestyle here. Small changes in your general outlook can have a massive effect in the longer term.

What is the easiest step you can take right now, today, that will help you in the direction you identified on your life wheel?

Your work can fit into your lifestyle in any number of ways, and once again, it is you who decides just how that is. If your career is a high number, and yet your finances are low, maybe it's time to think again about how productive you are actually being. If your friends and family are low and yet your finances are high, you should be asking yourself how happy I actually am. There is no getting away from the fact that the career segment of anyone's life wheel is going to be a very important part.We spend the majority of our waking moments in work. If work is not particularly fulfilling, then other parts of our lifestyle are going to suffer, that is inevitable. According to the New York Times (March 2009), if the average lifespan is three score years and ten (70 years to you and me), then the approximate amount of time we spend on different facets of our lives is as follows:

	Years	Months
Sleeping	23	4
Work	19	8
Recreation	10	2
Eating and drinking	6	10
Travelling	6	0
Illness	4	0
Dressing	2	0
Total	70	

This means that we spend an average of 171,360 hours of our lives in work! That's an awful lot of sales meetings!!!!

The best salespeople take the time out to make sure that it is not just their careers that are a high number on the Wheel of Life. Indeed, if you look at some of the most successful salespeople you know, their career number is high in most cases *because* of the time and the effort they dedicate to making sure other parts of their lives are of the same quality and satisfaction.

Take a look at the number you gave yourself for your career again.

Whatever the number is, ask yourself how much effect that number has on the other numbers.

Now ask yourself what work really means to you. Are you happy with your job? If not, what do you need to change in order to make yourself happy with your job?

If you are unhappy with your job, then how much does THAT affect other parts of the wheel?

As you can see, it's vital to make sure that your job is rewarding, challenging and satisfying. A job in sales can be all of these things and much more – but it can also take over other parts of your life. When this happens, then the job can really start to become a drag, and the rewards diminish daily.

"Always make it home by six o'clock, even if you have a good excuse not to. If you do it for a good excuse, you'll soon start to do it for a bad one." –Terry Pratchett

The trick is not to feel too defeated if you are not getting the results you want. The client whose wheel we have illustrated above actually got quite depressed when he saw it. He was completely unaware of the impact his strive to further his career was having on the other parts of his life, and he felt naturally upset about it.

After a while, however, he realised that it was actually a good thing. Once he had realised that there was a distinct mismatch in the type of job he was doing and the rest of his life he was able to stop blaming the job and make the necessary adjustments in order to become a lot happier within himself.

People take a job in sales for all sorts of reasons, and they stay in their sales job for multiple reasons, some positive, some negative. The beauty of a career in sales is its diversity. There are so many arms and subsidiaries that if one bit doesn't fit, then there are countless more to choose from that do fit.

A job in sales is like a clothes shop. As we grow and develop, so do our tastes and our desires. The clothes that fitted snugly a few years ago may well have been outgrown now, or simply be out of fashion. Or you may just feel uncomfortable wearing them.

If so, take a look around. There are loads more styles and fashions all around you – and somewhere amongst them you will find what fits perfectly. It may have been unthinkable to be wearing that a few years ago, but now it would be perfect for you.

Ask yourself: am I getting the most out of my job?

If this job was perfect for me when I took it, what has changed since? Is it still perfect for me?

This type of self-analysis can be very insightful, and enormously powerful when used in the right way. Think of all the skills that you have learnt so far, and look upon them with a whole new light. Think of the questions that you asked yourself, and see yourself in the whole picture.

There is a lot more to NLP than we have covered here. Due to its very nature, it cannot really be catalogued anyway. What we have given you here is a brief summation of what we know works, and what we have found to be most effective in the workplace.

The next step is down to you.

The adaptation of all of these techniques, and whether they work or not, are now your responsibility. Every single one of us has it inside to be anything we want. NLP is a terrific tool to realise your dreams.
Think of all your experiences, and ask yourself what the world is offering you. Take advantage of these gifts. NLP shows us that we don’t have to wait for these immensely powerful experiences to happen to us: it shows us how to make them happen, how to cultivate them, and to learn from them. I have used them to great effect throughout my sales career, and I very much hope that you will enjoy doing so also.

***From** Wikipedia.com - an outstanding source for information.*

***Neuro-linguistic programming** (NLP) is defined in the Oxford English Dictionary as "a model of interpersonal communication chiefly concerned with the relationship between successful patterns of behavior and the subjective experiences (esp. patterns of thought) underlying them" and "a system of alternative therapy based on this which seeks to educate people in self-awareness and effective communication, and to change their patterns of mental and emotional behavior.*

The co-founders, Richard Bandler and linguist John Grinder claimed it would be instrumental in "finding ways to help people have better, fuller and richer lives". They coined the title to denote a supposed theoretical connection between neurological processes ('neuro'), language ('linguistic') and behavioral patterns that have been learned through experience ('programming') and that can be organised to achieve specific goals in life.

NLP was originally promoted by its founders, Bandler and Grinder, in the 1970s as an extraordinarily effective and rapid form of psychological therapycapable of addressing the full range of problems which psychologists are likely to encounter, such as phobias, depression, habit disorder, psychosomatic illnesses, learning disorders. It also espoused the potential for self-determination through overcoming learned limitations and emphasized well-being and healthy functioning. Later, it was promoted as a 'science of excellence', derived from the study or 'modeling' of how successful or outstanding people in different fields obtain their results. It was claimed that these skills can be *learned by anyone to improve their effectiveness both personally and professionally*

Because of the absence of any firm empirical evidence supporting its sometimes extravagant claims, NLP has enjoyed little or no support from the scientific community. It continues to make no impact on mainstream academic psychology, and only limited impact on mainstream psychotherapy and counseling. However, it has some influence among private psychotherapists, including hypnotherapists, to the extent that they claim to be trained in NLP and 'use NLP' in their work. It has also had an enormous influence in management training, life coaching, and the self-help industry

1970s

The first popular book on NLP, Frogs into Princes, first published in 1979, was based on transcripts of its co-founders, Bandler and Grinder, presenting at seminars live.

NLP originated when Richard Bandler, a student at University of California, Santa Cruz, was transcribing taped therapy sessions of the Gestalt therapist Fritz Perls as a project for the psychiatrist Robert Spitzer. Bandler believed he recognized particular word and sentence structures which facilitated the acceptance of Perls' positive suggestions. Bandler took this idea to one of his university lecturers, John Grinder, a linguist, and together they produced what they termed the Meta Model, a model of what they believed to be influential word structures and how they work. They also 'modeled' the therapeutic sessions of the family therapist Virginia Satir

They published an account of their work in The Structure of Magic in 1975, when Bandler was 25. The main theme of the book was that it was possible to analyse and codify the therapeutic methods of Satir and Perls. Exceptional therapy, even when it appears 'magical', has a discernible structure which anyone could learn. Some of the book was based on previous work by Grinder on transformational grammar, the Chomskyan generative syntax that was current at the time.

Some considered the importation of transformational grammar to psychotherapy to be Bandler and Grinder's main contribution to the field of psychotherapy. Bandler and Grinder also made use of ideas of Gregory Bateson, who was influenced by Alfred Korzybski, particularly his ideas about human modeling and that 'the map is not the territory

Impressed by Bandler and Grinder's work with Fritz Perls and Virgina Satir, the British anthropologist Gregory Bateson agreed to write the preface to Bandler and Grinder's Structure of Magic series. Bateson also introduced them to Milton Erickson who was selected as the third model for NLP. Erickson, an American psychiatrist and founding member of the American Society for Clinical Hypnosis, was well known for his unconventional approach to therapy; for his ability to "utilize" anything about a patient to help him or her change, including his or her beliefs, favorite words, cultural background, personal history, or even neurotic habits, and for treating the unconscious mind as creative, solution-generating, and often positive.

At that time, the Californian human potential movement was developing into an industry. Its founders claimed that in addition to being a therapeutic method, it was also a study of communication, and by the 1970s Grinder and Bandler were marketing it as a business tool, claiming that 'if any human being can do anything, so can you'. After 150 students paid $1,000 each for a ten-day workshop in Santa Cruz, Bandler and Grindler gave up academic writing to produce popular books from seminar transcripts, such as Frogs into Princes, which sold more than 270,000 copies. According to court documents, Bandler's NLP business made more than $800,000 in 1980.

1980s

In the early 1980s, NLP was hailed as an important advance in psychotherapy and counseling, and attracted some interest in counseling research and clinical psychology. In the mid 1980s, reviews in The Journal of Counseling Psychology and by the National Research Council (1988; NRC) committee found little or no empirical basis for the claims about preferred representational systems (PRS) or assumptions of NLP. Since then, NLP has been regarded with suspicion or outright hostility by the academic, psychiatric and medical professions.

In the 1980s, shortly after publishing Neuro-Linguistic Programming: Volume with Robert Dilts and Judith Delozier, Grinder and Bandler fell out. Amidst acrimony and intellectual property lawsuits, the NLP brand was adopted by other training organisations. Some time afterwards, John Grinder collaborated with various people to develop a form of NLP called the New Code of NLP which claimed to restore a whole mind-body systemic approach to NLP

Richard Bandler also published new processes based on submodalities and Ericksonian hypnosis.

1990s

In July 1996 after many years of legal controversy, Bandler filed a lawsuit against John Grinder and others, claiming retrospective sole ownership of NLP, and also the sole right to use the term under trademark. At the same time, Tony Clarkson (a UK practitioner) successfully asked the UK High Court to revoke Bandler's UK registered trademark of "NLP", in order to clarify legally that 'NLP' was a generic term rather than intellectual property.

Despite the NLP community's being splintered, most NLP material acknowledges the early work of co-founders Bandler and Grinder, and also the development group that surrounded them in the 1970s.

2000s

In 2001, the lawsuits were settled with Bandler and Grinder agreeing to be known as co-founders of NLP. Since 1978, a 20-day NLP practitioner certification program had been in existence for training therapists to apply NLP as an adjunct to their professional qualifications. As NLP evolved, and the applications began to be extended beyond therapy, new ways of training were developed and the course structures and design changed. Course lengths and style vary from institute to institute. In the 1990s, following attempts to put NLP on a regulated footing in the UK, other governments began certifying NLP courses and providers, such as in Australia for example, where Neuro-linguistic programming is accredited under the Australian

Qualifications Framework (AQF). However, NLP continues to be an open field of training with no 'official' best practice. With different authors, individual trainers and practitioners having developed their own methods, concepts and labels, often branding them as "NLP", the training standards and quality differ greatly. The multiplicity and general lack of controls has led to difficulty discerning the comparative level of competence, skill and attitude in different NLP trainings. According to Peter Schütz, the length of training in Europe varies from 2–3 days for the hobbyist to 35–40 days over at least nine months to achieve a professional level of competence.

In Europe, the European NLP therapy association has been promoting its training in line with European therapy standards.

In 2001, an off-shoot application of NLP, Neuro-linguistic psychotherapy (NLPt), was recognized by United Kingdom Council for Psychotherapy (UKCP) as an experimental constructivist form of psychotherapy.

Today

Today, NLP is a lucrative industry, and many variants of the practice are found in seminars, workshops, books and audio programs in the form of exercises and principles intended to influence behavioral and emotional change in self and others. There is great variation in the depth and breadth of training and standards of practitioners, and some disagreement exists between those in the field about which patterns are, or are not, "NLP".

Concepts and methods

Modeling of Fritz Perls, Virginia Satir, and Milton Erickson

NLP began with the studies of three "master psychotherapists", Fritz Perls, Virginia Satir, and Milton Erickson. Grinder and Bandler reviewed many hours of audio and video of the three therapists and spent months imitating how they worked with clients, in order to replicate or 'model' the communication patterns which supposedly made these individuals more successful than their peers. The studies were an attempt to identify why particular psychotherapists were so effective with their patients. Rather than take a purely theoretical approach, Bandler and Grinder sought to observe what the therapists were doing, categorize it, and 'model' it.

Bandler and Grinder aimed to learn and codify the "know-how" (as opposed to "know-what" [facts] or "know-why" [science]) that set these experts apart from their peers. The expert therapists knew what they were doing, but there were tacit aspects of this knowledge (i.e., subtleties which cannot be explained or codified and can only be transmitted via training or gained through personal experience). In the initial phase of the modeling process, Bandler and Grinder spent months observing, in person and via recordings, and imitating how their models worked with clients. The initial part ("unconscious uptake") of the modeling process involved putting aside prior knowledge or expectations:

While the style and approach of these psychotherapists were apparently different, Bandler and Grinder believed that all experts in human communication (including Perls, *Satir and Erickson) have patterns in common that could be learned by others:*

[...] when you watch and listen to Virginia Satir and Milton Erickson do therapy, they apparently could not be more different [...] People also report that the experiences of being with them are profoundly different. However, if you examine their behavior and the essential key patterns and sequences of what they do, they are similar. [...] The same was true of Fritz Perls [...] when he was operating in what I consider a powerful and effective way, he was using the same sequences of patterns that you will find in their work.

– Bandler and Grinder 1979,

They claimed that there were a few common traits expert communicators – whether top therapists, top executives or top salespeople – all seemed to share:

- *Everything they did in their work was in active pursuit of a clearly held goal or objective, rather than reacting to change.*
- *They were exceedingly flexible in approach and refused to be tied down to using their skills in any one fixed way of thinking or working.*
- *They had a strong awareness of the non-verbal feedback (unconscious communication and metaphor) they were getting, and responded to it usually in kind rather than by analyzing it .*
- *They enjoyed the challenges of difficult ("resistant") clients, seeing them as a chance to learn rather than an intractable "problem"*

- *They respected the client as someone doing the best they knew how (rather than judging them as "broken" or "working")*
- *They had certain common skills and things they were aware of and noticed, that were intuitively "wired in"*
- *They worked with precision, purpose and skill.*
- *They kept trying different approaches until they learned enough about the structure holding a problem in place to change it.*

As a result, they claimed that there were only three behavior patterns underlying successful communication in therapy, business and sales:

1. *To know what outcome you want, to be flexible in your behavior,*
2. *To generate different kinds of behavior to find out what response you get, and*
3. *To have enough sensory experience to notice when you get the responses that you want.*

The methods of observation and imitation Bandler and Grinder used to learn and codify the initial models of NLP came to be known as Modeling. Proponents maintain that NLP Modeling is not confined to therapy but can be applied to all human learning.] Another aspect of NLP modeling is understanding the patterns of one's own behaviors in order to 'model' the more successful parts of oneself.

Meta model

Main article: Meta model (NLP)

The meta model can be seen as a heuristic that responds to the words and phrases that reveal unconscious limitations and faulty thinking — the distortions, generalizations and deletions in language. Bandler and Grinder observed similar patterns in the communication of Fritz Perls and Virginia Satir (and gleaned from a set of transformational grammar language categories). The meta model seeks to recover unspoken information, and to challenge generalization the other distorted messages that involve restrictive thinking and beliefs. The intent is to help someone develop new choice in thinking and behavior. By listening to and carefully responding to the distortions (generalizations and deletions) in a client's sentences, the practitioner seeks to respond to the syntactic form of the sentence rather than the content itself.

For example, if someone said, "everyone must love me," the message is overly general as it does not specify any particular person or group of people. Examples of meta model responses include "which people, specifically?" or "all people?" and questions to define the criteria that would be acceptable for this person to know when he or she is experiencing the state of "love". The practitioner also understands that words such as "must" also indicates necessity or lack of choice on the part of the speaker. A meta-model response might be, "what would happen if they did/didn't?" Practitioners choose when to respond and when not to, using softeners and linkage phrases from the Milton model to maintain rapport.

Milton model

Main article: Milton model

In contrast to the Meta Model of NLP, which seeks to specify information, is the Milton Erickson-inspired Milton model described by Bandler and Grinder as "artfully vague". In it the communicator makes statements that seem specific but allow the listener to fill in their own meaning for what is being said. It makes use of pacing and leading, ambiguity, metaphor, embedded suggestion, and multiple-meaning sentence structures. It has been described as "a way of using language to induce and maintain trance in order to contact the hidden resources of our personality". The Milton model has three primary aspects: First, to assist in building and maintaining rapport with the client. Second, to overload and distract the conscious mind so that unconscious communication can be cultivated. Third, to allow for interpretation in the words offered to the client.

After spending months closely studying Erickson's language (verbal and non-verbal) and imitating the way that Erickson worked with clients, Bandler and Grinder published the Milton model in 1976/1977 under the title The Patterns of Milton H. Erickson Volumes I & II. In the preface, Erickson said, "Although this book [...] is far from being a complete description of my methodologies, as they so clearly state it is a much better explanation of how I work than I, myself, can give. I know what I do, but to explain how I do it is much too difficult for me."] Erickson was known for his use of unconventional approaches, including the use of stories, and for deeply entering the world of his clients. The Milton model is a way of *communicating based on the hypnotic language patterns of Milton Erickson.*

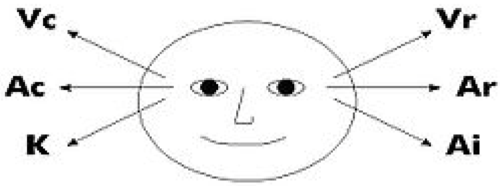
Representational systems and accessing cues

Main article: Representational systems (NLP)

*The basic assumption of NLP is that internal mental processes such as problem solving, memory, and language consist of **v**isual, **a**uditory, **k**inesthetic, (and possibly **o**lfactory and **g**ustatory) representations (often shortened to VAK or VAKOG) that are engaged when people think about problems, tasks, or activities, or engage in them. Internal sensory representations are constantly being formed and activated. Whether making conversation, talking about a problem, reading a book, kicking a ball, or riding a horse, internal representations have an impact on performance. NLP techniques generally aim to change behavior through modifying the internal representations, examining the way a person represents a problem, and building desirable representations of alternative outcomes or goals. In addition, Bandler and Grinder claimed that the representational system use could be tracked using eye movements, gestures, breathing, sensory predicates, and other cues in order to improve rapport and social influence.*

Some of these ideas of sensory representations and associated therapeutic ideas appear to have been imported from gestalt therapy shortly after its creation in the 1970s.

Accessing cues



An eye accessing cue chart proposed for a normally organized right-handed person.
Key: V^c : Visual construct, V^r : Visual recall, A^c : Auditory construct A^r : Auditory recall, K: Kinesthetic, A^i : Auditory internal dialogue

Bandler and Grinder claimed that matching and responding to the representational systems people use to think is generally beneficial for enhancing rapport and influence in communication. They proposed several models for this purpose including eye accessing cues and sensory predicates. The direction of eye accesses was considered an indicator of the type of internal mental process (see the eye accessing cue chart).

The sensory predicates, breathing posture and gestures were also considered important. In the sensory predicate model, if someone said:

- *"that rings true for me", rings predicates auditory processing.*
- *"that's clearer now", the sensory predicates clearer indicates some internal visual representation.*
- *"I can see a bright future for myself", the sensory predicates see and bright indicates some internal visual processing.*

- *"I can grasp a hold of the concept", the sensory predicates grasp and hold indicates primarily kinesthetic processing*

These verbal cues are often coupled with posture changes, eye movements, skin color, or breathing shifts. Essentially, it was claimed that the practitioner could ascertain the current sensory mode of thinking from external cues such as the direction of eye movements, posture, breathing, tone of voice, and the use of sensory-based predicates.

Preferred representational systems

The majority of research (as published in the Journal of Counseling Psychology in the early 1980s) focused on Bandler and Grinder's claim that a preferred representational system (PRS) exists and is effective in counseling-client influence. Put simply, they claimed that some people prefer visual, auditory, or kinesthetic processing. Further, a therapist (or communicator) could be more influential by matching the other's preferred system. Christopher Sharpley's review of counselling psychology literature on PRS found that it could not be reliably assessed, it was not certain that it even existed, and it could not be demonstrated to reliably assist counselors. Buckner (published after Sharpley) found some support for the notion that eye movements can indicate visual and auditory components of thought in that moment.

While some NLP training programs and books still feature PRS, many have modified or dropped it. Richard Bandler, for example, de-emphasized its importance in an interview with the Enhancing Human Performance subcommittee. John Grinder, in the New Code of NLP, emphasizes *individual calibration and sensory acuity, precluding such a rigidly specified model as the one described above. Responding directly to sensory experience requires an immediacy which respects the importance of context. Grinder also stated in an interview that a representational system diagnosis lasts about 30 seconds.*

Submodalities

Submodalities are the fine details of sensory representational systems or modalities. In the late 1970s, the use of visual imagery was common in goal setting, sports psychology, and meditation. Not only did Bandler and Grinder begin to explore imagery in all sensory modalities (Visual, Auditory, Kinesthetic, Gustatory, and Olfactory), they also were interested in the qualities/properties of internal representations, the ***"submodalities"****.*

Bandler and Grinder observed that for some people, by increasing the brightness, changing the color or location of an internal imagery, intensity of their state also increased. They observed similar patterns in different sensory modalities (e.g. Auditorial and Kinesthetic systems) in other people and changes depending on context.

This work with submodalities inspired a number of novel interventions within NLP, therapeutic, and personal development settings. For example, the swish pattern is proposed to reduce unwanted habits. It involves first deciding on a positive alternative. The desired alternative may be in the form of a representation of the self, *resourceful and happy. The internal representations that previously triggered unwanted behavior are identified and recoded in the form of something that is uninteresting to the participant, typically small and dark. The desirable outcome recoded in a form of something that is highly motivating, typically bright, colourful, and large. After the initial preparation, the participant is asked to bring to mind the representation of the unwanted behavior. As this is brought to mind the participant immediately makes it small and dark and brings forth an image of the desired alternative. The process is repeated and revised as required. To test it, the participant then put himself into the context where the old behavior used to be triggered. The process is considered successful if the participant remains resourceful when recalling the context where the unwanted behavior used to occur and automatically thinks of the desired alternative.*

Techniques

Rapport

NLP proposed a number of simple techniques involving matching, pacing and leading for establishing rapport with people.] There are a number of techniques explored in NLP that are supposed to be beneficial in building and maintaining rapport such as: matching and pacing non-verbal behavior (body posture, head position, gestures, voice tone, and so forth) and matching speech and body rhythms of others (breathing, pulse, and so forth).

Anchoring

Anchoring is the process by which a particular state or response is associated (anchored) with a unique anchor. An anchor is most often a gesture, voice tone or touch but could be any unique visual, auditory, kinesthetic, olfactory or gustatory stimulus. It is claimed that by recalling past resourceful states one can anchor those states to make them available in new situations. A psychotherapist might anchor positive states like calmness and relaxation, or confidence in the treatment of phobias and anxiety, such as in public speaking. Proponents state that anchors are capable of being formed and reinforced by repeated stimuli, and thus are analogous to classical conditioning.Anchoring appears to have been imported into NLP from family systems therapy as part of the 'model' of Virginia Satir.

Swish

Swish is a novel visualization technique for reducing unwanted habits. The process involves disrupting a pattern of thought that usually leads to an unwanted behavior such that it leads to a desired alternative. The process involves visualizing the trigger or 'cue image' that normally leads to the unwanted behavior pattern, such as a smoker's hand with a cigarette moving towards the face. The cue image is then switched a number of times with a visualization of a desired alternative, such as a self-image looking resourceful and fulfilled. The swish is tested by having the person think of the original cue image that used to lead to the undesired behavior, or by presenting the actual cue such as a cigarette to the client, while observing the responses. If the client stays resourceful then the *process is complete. The name swish comes from the sound made by the practitioner/trainer as the visualizations are switched. Swish also makes use of submodalities, for example, the internal image of the unwanted behavior is typically shrunk to a small and manageable size and the desired outcome (or self-image) is enhanced by making it brighter and larger than normal. The swish was first published by Richard Bandler.*

Reframing

Main article: Reframing (NLP)

In NLP, reframing is the process whereby an element of communication is presented so as to transform an individual's perception of the meanings or "frames" attributed to words, phrases and events. By changing the way the event is perceived "responses and behaviors will also change. Reframing with language allows you to see the world in a different way and this changes the meaning. Reframing is the basis of jokes, myths, legends, fairy tales and most creative ways of thinking." The concept was common to a number of therapies prior to NLP. For example, it appeared in the approaches of Virginia Satir, Fritz Perls and Milton Erickson and in strategic therapy of Paul Watzlawick. There are examples in children's literature. Pollyanna, for example, would play The Glad Game whenever she felt downhearted to remind herself of the things that she could do, and not worry about the things that she could not change.

Six step reframe

An example of reframing is found in the six-step reframe which involves distinguishing between an underlying intention and the consequent behaviors for the purpose of achieving the intention by different and more successful behaviors. It is based on the notion that there is a positive intention behind all behaviors, but that the behaviors themselves may be unwanted or counterproductive in other ways. NLP uses this staged process to identify the intention and create alternative choices to satisfy that intention.

Ecology and congruency

Ecology in NLP deals with the relationships between a client and his or her natural, social and created environments and how a proposed goal or change might retreat to his or her relationships and environment. It is a frame within which the desired outcome is checked against the consequences client's life and mind as systemic processes. It treats the client's relationship with self as a system and his or her relationship with others as subsystems that interact so when someone considers a change it is important therefore to take into account the consequences on the system as a whole. Like gestalt therapy a goal of NLP is to help the client choose goals and make changes that achieve a sense of personal congruency and integrity with personal and other aspects of the client's life.

Parts integration

Parts Integration creates a metaphor of different aspects (parts) of ourselves which are in conflict due to different goals, perceptions and beliefs. 'Parts integration' is the process of 'identifying' these parts and negotiating (or working) with each of these parts separately & together, with a goal of resolving internal conflict. Successful parts negotiation occurs by listening to and providing opportunities to meet the needs of each part and adequately addressing each part's interests so that they are each satisfied with the desired outcome. It often involves negotiating with the conflicting parts of a person to achieve resolution. Parts integration appears to be modeled on 'parts' from family therapy and has similarities to ego-state therapy in psychoanalysis in that it seeks to resolve conflicts that constitute a "family of self" within a single individual.