

I'm building a Cathedral



**The Manual
For Leadership & Business Development**

Bruce Eley

I'm building a Cathedral
The Manual for Leadership & Business Development
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Preface – Having the Vision

I'm building a Cathedral is a Manual that sets out the values, principles and activities for Leadership and Business Development. The idea is to encourage individuals to realise their personal goals and company vision.

The front cover shows the site of one of the longest-running building projects of the past two centuries, that of the Sagrada Familia, or Gaudi Cathedral. Antoni Gaudi was one of the most important architects of the Art Nouveau period. Gaudi first presented his design for the cathedral in November 1883 and the building work began under his direction in 1884. On 7th June 1926, aged 74, he was hit by a tram on Gran Via de les Corts Catalanes. He died three days later in hospital.

Gaudi envisaged that the Sagrada Familia would be the finest structure in the Christian world and more than eighty years after his death the project attracts more than two million paying visitors each year. Many of those visiting return over and over again to observe progress on this remarkable icon of the Art Nouveau movement.

Our fable begins on a 21st-century spring day in Barcelona. La Rambla was just coming to life and a new construction manager was starting her first day on the Sagrada Familia building project. As she made her way along Carrer de Mallorca, first the cranes and then the ornamental spires of the cathedral came into view. As she approached the entrance to the cathedral, she decided to stop and chat with the stonemasons. She asked the first man what he was doing. "I'm cutting stone" was the reply. She asked another, "I'm earning money" said the second. The third man was different. He stood up straight, lifted his head upwards with a big beaming smile and said, "I'm building a cathedral".

The following Manual provides the building blocks for developing business.

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Introduction

Welcome to I'm building a Cathedral, The Manual for Leadership and Business Development. The Manual is designed to give a practical guide to the skills, attitude, and activities for developing and leading successful business development. The information and suggestions are given without a great deal of explanation. The points made are based on research, well known publications and well documented experiences. Detailed explanations on why the specified techniques work can be found in many sales, psychology and negotiation books, some of which are referenced within The Manual.

Everyone has their own strengths and weaknesses. Knowing what they are may be a different matter. Use the sections from the Manual to recognise what you can reinforce and what can be developed. It is at least as important to improve what you do well, as well as improving what you need to develop.

A business will be successful if the business supplies great products or services. This may sound obvious, however if a business concentrates on making money then it is not concentrating on being great in it's field (very few businesses are actually in the business of making money, not even Banks!).

If the company makes computers then it should concentrate on making the best value computers in the market it is in. In addition, if your job is to develop business then you should be the best at developing business for the product you have. If your job is as a leader then you should be the best leader you can be. This manual is written with practical advice on how to help you be the best at leading and developing business.

Whatever your style, strengths or weaknesses there is a solution to successfully leading and developing business. The key is to understand your own leadership and business development style, improve your skills, and use them for your own, and your company's, advantage.

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The Business Development Process

This section looks at the steps, in order, of the business development process. It is important to have the fundamentals in place to progress through the business development cycle effectively. To stay ahead of customer needs and competitors you need to be;

1. Accommodating - more willing
2. Enthusiastic - more interested
3. Engaging - more co-operative.

Most of all be flexible and ready to change. The path you plan is seldom the path that actually happens. It is impossible to pre-empt every human reaction to your activities, competitor activities, market changes, CEO decisions, personal influences etc.

Fundamentals

1. You sell 'benefits'
Think Feature, Advantage, Benefit.
Make sure you only promote the benefit(s) the customer wants.
2. Unique Selling Points
Customers need to understand why they should invest in you and your company. These may vary for each situation, even so it must be identified early and developed.
3. 'Elevator Description'
This is the time available when going one floor in a lift to describe your product or services. A single sentence or short paragraph saying what you have to offer, how it benefits customers and how it does it.

4. Define Time Scales
At the beginning of the sales process define time scales. If it is lengthy then fill it in with reviews, office tours, training, pencil in next meeting dates etc. Do not try and shorten it unless you have very good reasons.
5. Get To The Top
Try to involve the most senior relevant staff in the organisation that you can reach.
6. Show expertise...first
Before asking them for information show that you are experts that are experienced, knowledgeable and can be trusted.

Job Title

A job title gives an excellent opportunity to be provocative and show some creativity. For instance relate the title to what your product or service gives to the customer - eg. 'Product' Business Manager; Systems Reliability Consultant; Quality Improvement Executive.....

Lead Generation

1. Read the press.
2. Cold Calling is the least cost effective method of lead generation.
3. (e)Mailshots should be received by customers on a Monday.
 - a. Mention in the mailshot that you will follow up with a call.
 - b. Mailshots/Seminars should be followed up with a phone call 3 – 7 days after receipt.
4. After the sale ask for referrals. This is the most important activity you can do.
5. Also ask your champion in any company for referrals. Help them by identifying who you want a referral to.
6. Make certain that your prospect knows that a friend or acquaintance has recommended you.
7. For Exhibitions/Conferences/Networking events prepare comfortable opening 'open' questions.
8. Prospects are often more comfortable browsing a web site and filling in details.
9. Be creative with competitions, offers, free versions

Preparation

1. Qualify prospects such that more time is spent on quality rather than quantity, this balance will vary depending on the type of business.
2. Research;
 - a. Customer.
 - b. Products (Customer).
 - c. Relationship (History).
3. Before you setup a meeting, send a softening letter/email to build trust and set the stage for a meeting request. Be creative in your softening letter/email. Capture the prospects attention.
4. Remember that the sale you are trying to make in the initial stage of trust building is a meeting. Never try to sell your products or services in your softening letter/email or better still on the telephone. Just sell the meeting.
5. List objectives for the meeting and prepare alternatives.
6. Identify factors that favour your company and product / service.
7. Prepare references, including; similar companies, written references, press releases.
8. Identify personal and business interests of your audience if possible.

Telephone

1. When addressing Secretaries / Support staff, during the initial contact, use statements not questions. Find out their name. Secretaries / Support staff can be a great help in finding out the best time to call or arranging appointments etc
2. Prepare;
 - a. Objectives.

- b. Scripts and questions that will give a positive answer.
 - c. Remove unnecessary distractions.
3. Questions;
 - a. What are you using at present?
 - b. What application do you have in mind?
 - c. What other options are you considering?
 - d. When will you be starting this work or investigating it?
 - e. What action has been taken so far?
 4. Listen well by using minimal encouragers such as; Yes, Fine, I understand, Sure, No, I see, right.
 5. Offer an incentive for the meeting. Eg. help, lunch, benefit to a similar customer.
 6. Re-qualify if an objection is raised. (See section on Objections)
 7. If the prospect is busy then book an appointment several weeks ahead, rather than calling back for the appointment.
 8. If the prospect wants you to send details ask if you can discuss their particular situation and what you have done for similar customers in a short call or meeting.
 9. Keep notes of relevant telephone discussions

Relationship

The strength of your relationship with prospects and customers determines the probability of doing business with them. It is difficult to build a strong relationship if you are not local. It may be possible to build a 'good enough' relationship internationally, although it would be beneficial to use a local agent if you cannot cover the region directly.

People buy from people they trust. Trust can be influenced by;

1. The amount and quality of information that they receive from you.
2. The amount you trust them.
3. The amount you fulfil their trust in you.
4. Allowing the customer to become part of the selling process.
5. Delivering on time even on simple activities.
6. Showing you have their best interests in mind.
7. Showing your respect for them.

Meeting

Meetings are the best opportunity to develop a relationship. They should always be prepared for. If more than one of you is attending it is important that you prepare together.

1. Be on time so that;
 - a. You have the time to relax and get into a friendly state of mind, so you do not appear harried and stressed.
 - b. It is a sign of respect for your prospective customers.
 - c. You have time to learn more about the company and your prospect (This information may be just what you need to build rapport)
2. Opening discussions can be about their company, stories in the press, other offices or themselves.
3. If you are kept waiting tell the receptionist that you are concerned as you were expected at a certain time, that you have other appointments, that you can reorganise it.
4. Meetings must have objectives to realise a sense of achievement. Clearly identified reasons for the meeting should be established before the meeting takes place. This gives an opportunity to understand each persons state, position and to establish rapport before the meeting.
 - a. Establish whether your products will solve their business requirements
 - b. How should you approach the prospect?
 - c. What are the unique selling points of your product for this prospect?
 - d. How can you reduce the number of support calls?
 - e. Use and discuss past experiences for them and for you.
 - f. Prepare references, case studies or quotes to help set future expectations.

5. Objectives may have to be modified or changed during the meeting. Explain how you can meet the objectives. This is the criteria for a successful meeting. Consider;
 - a. Presenting relevant solutions and match against business requirements.
 - b. Method of approach. Time frame. Who to approach....
 - c. List points that differentiate you from the competition.
 - d. Support targets.
 - e. Identify major issues.
6. Be aware of incongruence's. If they do not seem fully committed then ask if they have other ideas.
7. Explore answers to questions and diversions.
8. Summarize as you proceed.
9. Use the relevancy challenge. Is the information being proposed relevant? To keep this polite challenge the information not the person. "That may be so however the information we need is to agree" "That detail should be for another meeting and possibly used for an input to this meeting next week."
10. It may be that this meeting has to be adjourned as all the information is not available until other activities or meeting have taken place.
11. Establish -

M	- money
A	- authority
N	- need.....Why?
T	- time scale.....Why?
A	- action
12. Summarize the next step. Assign dates and person responsible.
13. Ensure all key decision makers are involved and identify which factors affect which decision makers.

Post Meeting

1. Establish -

S	- strengths
W	- weaknesses
O	- opportunities
T	- threats
2. Always keep a record of what was discussed and what happened during the meeting
3. After a visit send a letter/email of confirmation.
4. Make a plan that leads to the desired outcome that is best for the customer.

Meeting Report

Following the meeting a report should be produced with a format similar to the following. This provides a record as well as highlighting several areas for consideration regarding the progress of the sale.

1. Date and location
2. Attendees from all parties, their position and contact details
3. Meeting Objectives
4. Meeting minutes (can include personal observations and feelings)
5. Conclusion
6. Action items

Proposal

1. Quotation - What is on offer, features, discounts, what do they get free, special reductions?
2. Proposal - Use their local language when possible, use similar words that they use and graphics.
3. Format - Describe the present situation, the solution and its implications.
 - a. Prove how you can meet objectives.
 - b. Summarise any additional benefits.
 - c. Justify the cost eg. gains, losses, cost per week, savings.
 - d. List guarantees and after sales service.
 - e. List references

4. Go through the proposal with the customer, be prepared to negotiate.

Closing

1. When you ask a closing question wait patiently for the answer.
 - a. "If you felt you could (benefit), (benefit), and (benefit), would you (action desired)?"
 - b. "Apart from (that) are there any other concerns?"
 - c. "Have you heard/seen enough to ... start a trial ... or, for me to send a proposal... or, to introduce us to the 'next level'..."
2. Confirm the close;
 - a. "Lets just go over what we have agreed"
 - b. "Who should we contact to arrange...."
 - c. "It would be best to schedule installation before...."
 - d. "To meet your time scales, we really need to.... by"

Post Sales

1. What can you do to ensure;
 - a. the customer feels they have selected the right product/service to meet their needs?
 - b. the customer feels that you have their best interests at heart?
2. Ensure the customer is happy and prepared between order and installation.
3. Developing customers is the key to a stable and progressive company. Continue to look for opportunities of additional ways to help the customer; more product sale, training, development and services. Provide regular updates.

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Setting Goals

"Our goal is to make the best devices in the world, not to be the biggest." – Steve Jobs

It is essential to have something to aim for in order to make progress. These goals should be set in a **Specific, Measurable, Achievable, Results orientated, Time-framed (S.M.A.R.T)** fashion to be successful.

An example of a **S.M.A.R.T.** goal might look something like the following;

What?

Arrange a trial of my product with company x within the next month

Why?

So that:

They can fully understand the benefits and value.

We can confirm that it meets their requirements.

To demonstrate our commitment.

How?

Persuade them in a meeting

Present our experience with similar companies and how it has helped them.

Build a good relationship.

Note that to achieve goals, gaining Commitment from people is more effective than motivating them.

1. Identify; high level objectives, intermediate goals and basic actions.
2. High level objectives are often loose and unquantifiable. At the same time we know what to do. Eg if we are 'building a Cathedral' everyone understands the objective; if it is to 'build shareholder value' very few understand whether what they are doing is achieving this.

3. The path to the objective is not always the obvious one and is not always a direct one. In fact the bigger the objective the less likely it is to be direct as the many influences can easily change.
4. Having many short term goals that are adjusted as you progress is much more efficient than a single inflexible goal.
5. Use goals that have worked in the past.
6. Review your objectives and goals regularly.
7. Get Commitment, preferably in writing.

Company Objective

When considering an Objective for your company remember that the most profitable companies are not the most profit oriented. "Shareholder value is the dumbest idea in the world" – Jack Welch.

Decide what business you are developing then define the objective.

This section includes adaptations from the book;

Obliquity John Kay

ISBN 1846682894

This book explains that if you aim directly at a complex personal or business target it is difficult to attain. However if you focus on process or expertise in a particular area or something you enjoy then the target will be achieved surreptitiously. Includes business examples. Differentiates between 'Objectives' and 'Goals'

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Presentations

1. Research
 - a. Define your objectives.
 - b. Analyse the audience.
 - c. Meet with as many of the audience as possible beforehand.
 - d. Outline the presentation structure.
 - e. Look at the arguments then propose your solution or opinion.
 - f. Prepare answers to anticipated questions.
 - g. What will most likely influence the audience.
 - h. Learn from the competition.
2. Structure
 - a. Opening - Get attention (controversial statement, anecdote, fascinating statistic, quotation, rhetorical question), Why should people listen?, Inform them about the presentation eg. time, handouts, questions, Introduce the topic and purpose.
 - b. Body - Make sure everything said has a purpose, offer evidence, statistics, illustrations and analogies. Do not present detail.
 - c. Summary - Review the main points, put them in context regarding the purpose of the presentation.
 - d. Close - End with a strong sentence or two, make your call for action, end with a positive punch line.
3. Equipment
 - a. Do not use too many slides (9-12 is optimal).
 - b. Visual aids should be simple and clear.
 - c. Use a limited range of colours, adopt a convention and be consistent.
 - d. Flip charts are very good for interactive presentations.
 - e. Never write too much.
 - f. Work from your notes not the slide.
 - g. Keep it interesting by varying the way the slide is used.
 - h. Be prepared with a back up plan if the equipment fails.
4. The Script

- a. Tell them what you are going to tell them, tell them and tell them what you have told them.
 - b. Use How, Why, What, When, Where, Who.
 - c. Start by preparing the close or final message. This must echo your objective.
 - d. Develop the opening to secure attention and interest. Start with something interesting, pose a question or paint a picture. Tell a story.
 - e. Develop the main points / purpose.
 - f. Develop your summary.
5. Speaking
- a. Speak clearly and not too quickly.
 - b. Do not read a script.
 - c. Practice timing.
 - d. Start by speaking to the furthest member of the audience.
 - e. Use pauses for emphasis.
 - f. Vary the pitch and tone of your voice.
 - g. Try to generally use a low pitch.
 - h. Emphasise important words.
 - i. Do not overuse I, me, my. Try and use we, us, our, you.
 - j. Do not use hopefully, maybe, I think, perhaps, possibly etc as they show doubt.
 - k. Use descriptive adjectives, such as outstanding, fabulous, phenomenal etc.
6. Physiology
- a. Use an open handed open armed stance.
 - b. Look at individuals and cover everyone.
 - c. Do not look at the screen too often.
 - d. Avoid showing nervousness like scratching, hands in pockets, nervous laughing, fiddling with things.
 - e. Decide whether you should be intimate, informal or formal.
 - f. Appear relaxed.
 - g. Use gestures.
 - h. Stand unless you are presenting to a few.
 - i. Get close to the audience if you can.
7. Preparation
- a. Rehearse with colleagues if possible.
 - b. The presentation setting should be clear and tidy.
8. General Points
- a. Make it memorable.
 - b. Arrange Mid week morning presentations as they are more effective.
 - c. Demonstrate potential.
 - d. Highlight the commercial benefits.
 - e. How can you best put your message across.
 - f. Be logical and factual.
 - g. If what you propose has a limitation, present it in the first half of your sentence and then present the benefits that will trade that off.
 - h. The average attention span of an audience is 20 minutes. If your presentation is longer you need to break up the material to refresh the audience.
 - i. Present common ground.
 - j. Relate to something having a shared interest.
 - k. "One picture is worth a thousand words"
9. During The Presentation
- a. Confirm questions are answered satisfactorily.
 - b. Use poignant phrases.
 - c. Use rhetorical questions. (Note that anytime anyone is asked a question, they answer it, not necessarily out loud.)
 - d. If you request suggestions, do not comment on them just write them down, use encouragement though.
 - e. Be assertive.
 - f. Encourage questions.
 - g. Where could you use humour?
 - h. Change something if the group is restless or bored.
 - i. Make yourself the subject of any humour.

- j. Try not to use jargon.
 - k. Be prepared to speed up, slow down, cut out items or add items.
 - l. Before starting give the audience something to focus on.
 - m. Show enthusiasm.
 - n. To gain control and attention, ask a question, then choose who should answer.
10. Audience Requirements
- a. The audience needs to know ' What's in it for me! ' .
 - b. What are their self interests?
 - c. How technical should it be?
 - d. What do they expect and want from you?
11. Handling The Audience
- a. Quarrelsome type - stay quiet, get the audience to respond verbally or by a show of hands.
 - b. Positive type - Use a lot.
 - c. Know all - Let the audience deal with them.
 - d. Talkative - Interrupt tactfully.
 - e. Shy - Ask easy questions.
 - f. Uninterested - Ask for examples of their interests.
12. Handling Questions
- a. Give positive comments to good questions and answers from the audience.
 - b. Do not know the answer but will find out, confirm understanding.
 - c. Refer to someone else or the audience if it is worth discussing.
 - d. Ask the questioner to clarify or get their view by expanding or 'tell me more'.
13. Post Presentation
- a. Try and get views or comments.
 - b. Generally an audience will not recall more than five key points regardless of the length of the presentation.
14. If nerves are still getting the better of you then 'imagine everyone is naked'!

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Influencing and Persuading

"The greatest ability in business is to get along with others and to influence their actions." – John Hancock.

This section looks at how you can influence and persuade people. Do not try to manipulate, as this will lead to issues later. In order to influence and persuade, you have to understand the other person/people. It is also preferable, although not essential, that you build a trusting, friendly relationship. When you have built an understanding the other party needs motivating towards your proposition, as long as it is in their best interests.

Fundamentals

1. Remember and use people's names.
2. A discussion should be a genuine attempt to explore a subject rather than a battle of egos.
3. What would you want if you were them?
4. Understand the other person's situation.
5. Consider what they are hearing and seeing. How does the other person feel.
6. Consider the other persons values. If you had those values would you have the same view. The most likely way to get them to see your point of view is to find exceptional circumstances that would allow them to 'temporarily' take your view.
7. Having a different experience does not mean yours is the right one.
8. Before proposing your value proposition, gather information about the people you are communicating with and their business requirement. Offering a benefit that has not been asked

for is the easiest way to get an 'objection'. In addition if the person is the type to focus on problems then you will get more objections the more useless benefits you propose.

Building an Understanding

Match;

1. Voice tone and tempo.
2. Breathing.
3. Movement Rhythms eg. when they tap their pen you rub your hand.
4. System ie. Auditory (I hear you), Kinesthetic (I feel good about that), Visual (I see what you mean).
5. Mirroring (subtle copying of position or movements).

Language of different systems;

Visual – picture, clear, focus, perspective, see, bright, outlook, spectacle, glimpse, preview, short, sighted, discern, distinguish, illustrate, delineate, paint, clarify, graphic, show, reveal, depict, screen.

Auditory – tune. Note, accent, ring, shout, tone, sing, sound, hear, clear, say, scream, click, static, rattle, ask, chord, amplify, harmonize, muffle, voice, compose, alarm.

Kinesthetic – touch, handle, throw, shock, stir, strike, impress, move, hit, impact, tap, rub, crash, smash, sharpen, tangible, irritate, tickle, sore, grab, carry, flat.

People have a 'home directory' of language. When you talk to others you are more easily understood if you use their 'home directory'. This also has the benefit of feeling that they have a better 'connection' with you. Thus they are more likely to be persuaded to your point of view. You may even go to the point of using the incorrect English words/grammar. Most people use their own 'home directory' when speaking to others and they do not always match. The same goes for body language.

Reciprocity

Reciprocity means to give a person something back when you have received a favour.

By focusing on the other person, you are indirectly saying to that person, "You are the most important person in this office at this time." This will add to their need to reciprocate, maybe a small amount, however many such ideas of making people feel special will add up. Besides extending a compliment and asking questions, here are two more techniques you can use to help your contact feel you are focusing attention on them;

1. If they moves toward you as you move forward, you know that the person is interested in what you are discussing. If they back away as you move toward them, you know that you must build more rapport.
2. Some people don't like to talk about their personal lives or interests. They are more concerned about getting results, being efficient, and not wasting time. You can still build rapport and trust with a "results-oriented individual" - simply focus on what is important to them. Act efficient, businesslike, and professional. To get this kind of person talking, ask issue or business related questions. Do not try to "chitchat" or make idle conversation.

Finding something in common with a prospect is nice, but the chances of doing so are low in today's diverse society. The potential for understanding more about your prospect is enhanced by going to a café, restaurant, golf etc together. If you are buying the coffee then the need to reciprocate is enhanced. Other small gestures can include;

1. A small gift, either personal or business oriented such as pens, mouse mats, usb
2. A news article or web information either personal or business oriented
3. A book
4. Chocolates

Coerce

People can be persuaded if;

1. they think you can reward them. (This method is expensive and has diminishing returns)
2. they think you can penalise them.
3. you have bonded with them.
4. the situation limits their options.
5. they think you have more expertise than them.
6. you act consistently.

Personalities

People have different personality tendencies, most have a balanced mixture, often with some bias. You can work on their bias;

1. To persuade a 'Matcher' highlight improvements over previous/existing products.
2. To persuade a 'Mismatcher' highlight differences over previous/existing products.
3. 'Possibility'. Looks for future benefits.
4. 'Necessity'. Looks for needs.
5. How things affect others.
6. How things affect themselves.
7. 'Desire for pleasure'. Respond better to incentives eg. if you do that, you or your company will gain this.
8. 'Avoidance of pain'. Respond better to disincentives eg. if you do not do that, you or your company will have these problems.
9. 'Assertive', be direct and factual.
10. 'Unassertive', coerce.
11. 'Open minded'. Show and tell.
12. 'Closed minded'. See and do.

Charisma

1. Treat everyone you meet as the most important person you will meet that day.
2. When shaking hands, look directly into their eyes and project a positive attitude.
3. Give sincere compliments.
4. Catch people doing things right.
5. Look good.
6. Smile for longer than they do.
7. Be empathetic.
8. Respond to people's emotions, not to what they say.
9. Retain a wonder for the world and the unique talents of people.

Humour

1. Exaggeration and/or understatement.
2. A pun, using a word out of context or a very similar sounding word.
3. Put down – this should be putting yourself down.
4. Surprise.
5. Witticism.

Influencing Choice

1. People are more likely to take things that are easier to reach.
2. Provide an easy target and people will aim for it.
3. People are more likely to stick with defaults eg Employer contributes 50% for up to 6% of pay contributed, change to employer contributes 30% for up to 10% of pay contributed.
4. Inertia (repetition) affects decisions.
5. Presentation influences choice.
6. Comparison influences choice.

7. Appeal to the 'automatic response' if you want; uncontrolled, effortless, fast, associative, unconscious, skilled response. Eg. Voting usually uses 'automatic response' – keeping things clear makes it easy to win votes.
8. Appeal to the 'reflective response' if you want; controlled, effortful, deductive, slow, self aware, rule following response.
9. Automatic responses take precedence over Reflective responses eg doors with large handles get pulled, even if they have 'Push' written on them..
10. To make guesses people use their existing knowledge as a reference. If you provide the knowledge you influence the guess eg order of questions.
11. Within reason – the more you ask for the more you get.
12. Availability of the latest information influences decisions eg risks seem more serious if an event associated with the risk happened recently eg earthquake insurance policies are taken up rapidly after an earthquake.
13. Judgement is affected by recent events or ease of recall.
14. Personal experience affects perception.
15. Similarity affects decisions.
16. Most people believe they are above average.
17. People are, on average, 2 x loss adverse compared to gain.
18. Loss aversion helps people stick with what they have.
19. Statistics can be framed to influence choice eg Heart operation, 10 in 100 die, 90 in 100 live.
20. Perception influences behaviour eg Traffic slowing measures use lines on the road getting closer together or narrower.
21. If you want someone to keep something then make it easy to get and hard to return.
22. People are influenced by the actions and statements of others. People like to conform. If you create the group then others will follow eg Marketing nudge 'A growing number of people are switching from...'
23. You can increase the probability of someone doing something by asking them if they 'intend' to or 'should' do it eg 'Do you intend to buy a new car in the next 6 months' increases the probability of buying a new car; 'Do you intend to consume fatty foods in the next week' reduces the fatty food consumed. This nudge can be improved by asking 'when' and 'how' and making it easy.
24. Cues for influencing behaviour can be visual, sound, smell eg fly in urinals at Amsterdam Airport.
25. Plan for people making errors when creating choice architecture eg tube tickets can be used upside down.
26. Instant feedback helps with choice, keep it simple eg 😊 good energy use, ☹️ poor energy use.
27. People like positive surprises and serendipity.
28. High price reduces demand.
29. Ongoing costs are often over weighted, upfront or pay later costs are often under weighted.
30. It is easier for people to accept restrictions or give more if they take place in the future eg increase savings amount in line with ...inflation/salary increase.
31. Incentives depend on; who uses; who chooses; who pays; who profits.
32. Incentives can include; medal, certificate, logo... for those joining a group eg organ donor.
33. Education is not an incentive. A vehicle to nudge is required eg questionnaire asking; 'Should you buy ...higher quality/healthy/cheapest'.
34. Disclosure helps people self regulate eg creating a public list of non-compliance, or compliance, or good performance.
35. Labelling influences behaviour or choice eg designer labels on clothes.

Congruence

To remain congruent you must really want your outcome. This is a very important part of integrity. You must therefore have empathy with the other person's position. If you are not congruent you may be verbally saying one thing and physically saying something else.

Are they also being congruent? If not you may notice;

1. Longer silences - cautious limited answers, coughing.
2. Using words meaning the opposite - frankly, honestly, truthfully, openly, as you know.
3. Contradicting statements.
4. Change from being very positive to doubtful.

5. Oblique references - "We would not do that"
6. Not answering questions - answering the question with a question, giving little detail, not remembering the facts, saying "I'm not sure but I think"
7. Incongruent body language

If you detect incongruence's then ask a question 'Is that what you need/require?', 'Is there something else we need to do?', 'I get the idea this is not straight forward, can you tell us more about the project?.'

This section includes adaptations from the books;

Influencing With Integrity Genie Z. Laborde ISBN 189983601-2

Influencing and persuading. A book corroborating and detailing how and why skills for influencing and persuading people work. With several easy to remember acronyms. An in-depth book with a slightly difficult to follow artistic style with weird drawings! Took several reads, however very useful and will take a long time to master all the techniques.

Secrets of Power Persuasion Roger Dawson ISBN 0-7352-0286-9

Persuasion and self development techniques to help you influence, motivate and negotiate with people. As above, this book provides some details and examples of the skills and techniques in action. It mainly concentrates on the reason the techniques work. Key points are at the end of each section. Again, concise, arrogant in places, well presented book with practical techniques.

Nudge Richard Thaler & Cass Sunstein ISBN 0-14-029666-2

The rest of the title on this book is misleading. This is about 'choice architecture with integrity'. Setting up a situation that makes choice easier knowing human psychology. Putting food in a cafeteria first and at eye level will be chosen more than any other – do you put healthy food here or the most profitable. To get more people in the UK to join the organ donor list – add a section to every driver license application 'I would like to join the organ donor list – Yes or No', notice no default to yes.

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Body Language

Body Language: Gestures, postures and facial expressions by which a person manifests various physical, mental or emotional states and communicates nonverbally with others.

Physiology: The study of how physical attributes affect how you feel.

Knowledge of body language can be used in two ways; to observe and to influence.

1. Observing body language can give you a good idea of how someone feels and what they are thinking.
2. Influencing body language by changing your own body language or changing others (by mirroring, or causing them to make a change/movement) allows you to change their state of mind and therefore their feeling and ultimately what they are thinking.

Body language is not precise, it is not about one gesture alone but a cluster of gestures.

1. Hands;
 - a. Handshake - Palm up is Submissive - Palm down is Dominant.
 - b. Hands clenched is high stress.
 - c. Hands behind, gripping hand is confidence.
 - d. Hands behind, gripping wrists is frustration.
 - e. Thumbs up and visible is positive and confident whereas thumbs hidden is low confidence.
 - f. Closed hand, finger up shows interest.
 - g. Steepling of hands, finger tip to finger tip is high confidence.
 - h. Showing open hands - acceptance.
 - i. Confident hands face down, non confident hands face up.

- j. Hands on hips is dominance or issues, however if the thumbs are at the front pointing down it is inquisitive.
 - k. Finger tips panted on a surface is confidence.
 - l. Hiding hands gives a negative impression.
 - m. Pointing or snapping fingers is aggressive.
 - n. Shaky hands can be due to stress or joy (or drugs), look for accompanying gestures.
 - o. A change in hand behaviour is a good sign of a change in thinking.
2. Eyes;
- a. Eye rub - if speaking, is not telling the truth.
- if you are speaking, does not believe you.
 - b. Eye blocking is a strong sign of disbelief.
 - c. Squinting is distress or objection (can be very brief)
 - d. Wide eyes, dilated pupils is surprise or happiness.
 - e. Blink rate increases when people are nervous.
 - f. Sideways look is usually distrust.
3. Arms;
- a. Across with down face is negative.
 - b. Across with fists is hostile.
 - c. Across with grip is defensive.
 - d. Partial cross, one arm is lack of confidence.
 - e. Unfolded is positive.
 - f. Shoulders hunched and head slightly down is lack of confidence.
 - g. Small shoulder shrug is a lack of commitment whereas a high shrug is confidence.
 - h. Low arms, elbows in is low confidence whereas high arms, elbows out is high confidence.
4. Legs;
- a. Crossed is comfort (note: uncrossing when someone enters the room is uncomfortable with that person).
 - b. Crossed and locked is insecurity.
 - c. Rubbing palms on thighs is discomfort
 - d. Happy feet is confidence or positive
 - e. One foot pointing away is desire to leave in that direction.
 - f. Clapping the knees is wanting to leave.
5. Head and neck;
- a. Straight is neutral.
 - b. Head tilted or up is comfort, interest or positive.
 - c. Head down shows disapproval or negative.
 - d. Hands behind head shows superiority
 - e. Neck touching is low confidence or stress..
 - f. Collar pull is falsehood or anger.
 - g. Chin on open hand shows polite boredom.
 - h. Thumb supports chin (finger rubs eye) is negative.
 - i. Chin stroking shows making a decision (look for next gesture).
 - j. Ear rub is not liking what they hear, dubious.
 - k. Covering the front lower neck is insecurity
 - l. Rubbing the forehead is a good indicator of discomfort or struggling to understand.
 - m. Chin down, nose down is low confidence whereas chin up, nose up is high confidence.
6. Face
- a. Tense jaw, forehead is stressed.
 - b. Mouth guard - if speaking, is not telling the truth.
- if your speaking, does not believe you.
 - c. Nose touch - if speaking, is not telling the truth.
- if your speaking, does not believe you.
 - d. Relaxation of the forehead, mouth, lips is happiness.
 - e. A real smile is when the corners of the mouth move towards the eyes.
 - f. A fake smile is when the corners of the mouth move towards the ears.
 - g. Disappearing lips or upside down U is stress.
 - h. Pursing or puckering lips shows an alternative view is being considered.
7. Gaze;
- a. Eyes - forehead - eyes is business like.

- b. Eyes - lips - eyes is social.
 - c. Eyes - chest - eyes is intimate.
 - d. Down left (men), Up over (women) shows they are not telling the truth or does not believe you.
8. Other Gestures;
- a. Lint picking shows disapproval.
 - b. Mirroring shows is of like mind.
 - c. Leaning forward is readiness, comfort or agreement.
 - d. Leaning away is disagreement or uncomfortable.
 - e. Twitching or body shuffling shows tension.
 - f. Being over relaxed by spreading yourself out is a territorial display inappropriate for business.
 - g. Giving a brief touch between the shoulder and elbow gives a positive feeling.

Try to uncover the cause of any discomfort or stress and try to help.

Dress for Success

This common phrase means that if you dress smart then you will feel good, your body language will be exuding success and positivity and therefore you will think positively.

First impressions count. When you meet a prospective customer you want them to believe you/your company is 'in good shape'. It is important not to alienate or intimidate and a good rule is to dress 'one level' above the people you are meeting. In addition you should take into account building rapport and be conscious of their attire and level of formality etc.

Clothing should be congruent with the message you want to give.

This section includes adaptations from the book;

What Every Body is Saying

Joe Navarro

ISBN 0-06-143829-4

Body language explained in pictures and detailed text. A good reference book and fun to practice reading people on tv, in restaurants, shops and at work. I've used it outside work at airport check in desks when the assistant told me there was no room on the next flight ... there was and I got on!

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Negotiation

To achieve a mutually agreeable solution you must do your utmost to understand the person/people you are negotiating with. At the same time it is essential that you do not deviate from your employers goals and do your utmost to exceed them. Consider "What can I give them that will not take away from my position, but may be of value to them?". Your aim is not necessarily to be a tough negotiator, it is to be an effective one.

Fundamentals

1. Ask for more than you expect to get, depending on the amount of value the customer perceives.
2. Never accept the first offer.
3. Have courage to probe for more information.
4. Never accept an invitation to attack.
5. Be consistent.
6. Create demand and desire.
7. Act in both parties best interests.
8. Show patience.

9. Flinch at proposals.
10. Have courage to ask for more.
11. Be a good listener.
12. Tolerate ambiguity.
13. Leave the other person feeling they have done well.

Value, Quality and Price

The value of the product to the customer is the price the customer is willing to pay. This value can differ by customer, by market and by region. One region may only be able to pay a small amount for high value.

McDonalds understand this and the price of a Big Mac varies from country to country. In fact The Big Mac Index is published by The Economist as an informal way of measuring the purchasing power parity between currencies and is based on the price of a McDonalds Big Mac hamburger
http://en.wikipedia.org/wiki/Big_Mac_Index

Price lists are useful for standardising markets and customer types with the price and value that can be expected. However, it is difficult to maintain this standardization on a global scale. To find a price that can be applied globally you may need to look at innovative ways of pricing that caters for all markets.

Beware - Quality is no longer the main market driver. It is price. The reason for this is that, in most cases, quality has reached an acceptable level for the customers and this level of quality can be attained through low price equipment and tools. This is what customers convince themselves is the best value. It is very difficult to convince them otherwise. In any case best quality does not necessarily mean best value.

If you decide to continue to market, develop and sell quality then you will become a niche player rather than a main player. To be a major player the majority of effort should be in marketing, developing and selling best value solutions and products to reach, and not exceed, through innovation acceptable quality levels.

Credibility

1. Never assume; they believe you, they cannot afford it or they understand you.
2. Tell them only as much as they will believe.
3. Tell the truth.
4. Point out your disadvantages.
5. Use precise numbers.
6. Downplay benefits to you, however do let them know the benefits to you.
7. Dress the part of a successful person from a successful company
8. Address issues.
9. Be professional in your actions
10. Respond in a timely manner and comprehensively
11. Use testimonials and endorsements from people/companies they know.
12. Avoid sales speak -"Leading technology", "Profitable", "Superb", "Effective"
13. Supply credible professionally presented information -"A survey showed that ...% of ...", "A company similar to yours found that this system cut processing by", "We believe at present that ours is the only product available in the UK that does as well as this".

Pressure Points

1. Scarcity. Implying scarcity persuades people to act quicker and increases value.
2. Time.
 - a. The faster you can persuade the other person to decide, the more likely you can get what you want.

- b. You will gain more concessions when the other side is under time pressure.
 - c. Do not reveal your own deadline.
 - d. Acceptance time is the time taken for the customer to accept what initially looks unacceptable. This requires patience.
3. Information.
 - a. Asses each others alternatives.
 - b. You should know what the customer will propose.
 - c. Gather as much information as you can about the customer. Do not be afraid to admit you do not know something and ask questions.
 - d. Use range finding to get answers.
 - e. Ask questions away from the office. The office environment constrains people.
 - f. Gather the information from people other than those you are to negotiate with.
 4. Being Prepared to Walk Away.
 - a. This can be used after you have built desire for your offering.
 - b. The objective is to get what you want by conveying that you are prepared to walk away, not to actually walk away.
 - c. Walk away power comes from having alternatives.
 - d. Does the customer have anything to lose?
 5. Ultimatums. If you are making an ultimatum do not bluff. To counter an ultimatum;
 - a. Do not let them pass you their problem, eg. It's not in the budget; I can't authorise that; We need it tomorrow.... Test for validity. eg. have now pay more later; split it up and authorise each part; pay more for early delivery....
 - b. Say that you are not sure if it is possible, however you will do your best.
 - c. Play for time. Use delaying tactics.
 - d. Gather all the information you can and say you are doing your best, letting the ultimatum pass and agreeing something else.
 - e. Do back down if you need to or should

Techniques

1. 'If you are in a position to do x then I may be in a position to do y'.
2. Tell a secret. Make a confession. Ask a favour.
3. Tie your offer to something pleasurable. Good lunch, Golf, Skiing.
4. Bonding commitments. This is the method of getting someone to commit to a position however small. This should be built on by making additional requests layer by layer.
5. Create a positive feeling with your audience first.
6. Diffuse conflict by making a case for non conflict and that you are after the same thing.
7. Do not agree when you are asked not to take it personally.
8. Restate objections to see if they are confirmed or backed away from.
9. When people offend you, use "I'm not offended, I understand.....however or because..."
10. Always give the other person options, never back them into a corner. Help them with the options.
11. When someone is caught out (lying) use "I'm not suggesting..."
12. When people threaten to do something rash, be very calm and say "Why would you want to do that?"
13. Use good guy, bad guy. The bad guy being 'higher authority'.

Questioning

When people you are dealing with use certain words, their meaning is often assumed. Be prepared to use these questions at the appropriate time when these words are used;

1. Nouns such as; productivity, negotiate – Ask 'What specifically?'
2. Verbs such as; prepare, conceive – Ask 'How specifically?'
3. Should, shouldn't, must, mustn't – Ask 'What would happen if?'
4. All – All?

Softeners should be used when being direct is too aggressive;

1. "I'm curious about..."

2. "I'm wondering what..."
3. "How about..."

Commitment

1. Get commitment or support from others in the organisation. Negotiation starts long before getting to the table. Ask questions of others in the organisation.
2. Getting commitment, especially with others present gives you real power.
3. Helping companies in difficulty will win you a real ally.
4. Expect and ask for your commitment to be reciprocated
5. Always try to find out what money is available and where it is coming from.
6. Learn to say no with a smile. Have courage to be persistent.
7. Price increases should be informed face to face and in plenty of time.
8. Commitment in writing is significantly more powerful than verbal.

Objections

Objections are simply some kind of reflection of the prospects perception of your proposal and its implications. It really means that they have not been provided the information they want!

1. Be understanding – respond with "Yes, I can see that", "I understand", "That's an interesting point", "I see what you mean", "Yes, I am sure it can seem like that"
2. Try and pre-empt objections - identify common ones and discuss solutions with colleagues.
3. Present your solution at the right time - if your solution is presented too soon, objections will be raised. Wait until the situation is clarified and the desired benefits agreed.
4. Answer objections carefully – you have an opportunity to make the customer look good 'This is good question we often get ...', if you are not careful you may annoy the customer by proving them wrong - you may not understand what is behind the apparent objection - the prospect may not be fully satisfied.
5. If possible try and get the prospect to put themselves right by steering them to the correct information, or by simply staying silent and allowing them to answer it themselves.
6. The Suppose Test - "Suppose (the objection) did not exist, how would you feel then?". If the objection is genuine then the prospect would say "Well obviously, if it could do that would be ideal. You then have a real objection to solve.
7. If the objection is a put off, the prospect will respond with a further objection "Well even if it could do that, there is still a problem with"
8. Never try the suppose test more than twice. If you have a 'put off' try and establish the real hidden objection.
9. Generally -
 - a. Listen - It can be tempting to shut off if you have heard the same objection for the nth time, but it is the first time for the customer. The prospect may modify the objection, reveal a hidden objection, or even talk themselves out of the objection.
 - b. Listen actively and do not interrupt, keep your eyes on the prospect, nod, make agreement noises, take notes, good body language.
 - c. Question - Express empathy, start questions "Yes, I understand", "Yes, I can see that", "I see"
10. Try re-phrasing the question -

P: "It's too complicated"

S: "I see you are concerned to know how quickly your staff can begin to use it properly. Is that it?"
Always check back that the question is acceptable.
11. Try clarifying - "Why is that important to you?"
12. General response - "By comparison to what?"
13. Get specifics - "In what way?"
 - a. If the prospect says 'We' then ask, "Apart from yourself, who else might be involved or concerned?"
 - b. Importance - "How important is that to you?"
 - c. Match the mood - Do not speak faster or be more ponderous, avoid shooting back "Yes, but...."

14. Resolve and Involve - You must involve the customer in the resolution. You must provide benefits and proof.
15. If the objection is valid, admit it and out weigh it with benefits.
16. Be specific to the prospect - "In your particular case...." or "For your particular application...."
17. Too expensive or too complicated- Find out what the other options are.
18. Price v Competition - "If the price were the same, which would you buy?", the answer would usually be "yours", next ask "Why do you prefer ours?". Help the customer with the answers, then put values on what they say.
19. Discuss and Prove - Quality, Support, Guarantees, Fear of breakdown, Peace of mind, User experience.
20. Delayed Decision - Calculate the cost or loss of doing it the way it is done at present.
21. Never knock the competition - Avoid using their name, ask "Which comes closest to matching us?". Use "I believe they are quite good at what they do however in your particular situation..."
22. Confirm - "Is that all right now?", "Are you happy about that?", "Does that resolve your concern?"
23. If you do disagree do so politely and gently.
24. In a disagreement try and find 'special circumstances' where you do agree.

Offers/Concessions

1. "What can I give them that will not take away from my position, but may be of value to them?"
2. Raise the value of your concession in terms of effort, skills, priority, value etc.
3. Deal in currency amounts not percentages. Be aware of how much is being offered.
4. There must always be a reciprocal concession from the other side and it must be immediate.
5. Never offer to split the difference encourage the other person to do it. You can split again or reluctantly accept.
6. Be prepared to share risk.
7. Do not create a pattern of concessions.
8. Conserve your concessions. Later is better than now. The longer they wait the more they will appreciate what they get.
9. Do not make equal size concessions, concessions should get smaller.
10. Do not make your last concessions a big one.
11. Withdrawing an offer is useful if the other person is grinding away at your position. Refer to a higher authority, offer a higher price and negotiate back to your last offer.

Processes

1. When giving a price state a selling point before and after.
2. Handle an impasse with 'set aside'.
3. Create momentum by resolving minor issues first.
4. Handle stalemates by changing the dynamics. eg. people, risk, financing, delivery.
5. Deadlocks must be prepared for and often requires a new negotiator. First try ' We have both invested a fair amount of time on this project, let's look over the points one more time before concluding our attempt at a solution'.

Solutions

Some people find solutions quickly, others take a little longer. Be patient. There are many techniques to solution finding. These include;

1. Brainstorming.
2. Brainwaves that come in the night.
3. Six Thinking Hats by Edward De Bono.
4. Bouncing ideas off friends/colleagues.

Be positive 'There is always a solution'

Unethical Tactics

1. The decoy. This is where the other side try to distract you from the real issue to reduce the cost or to gain power. Stay firm.
2. The red herring. This is where the other side make a phony demand and offer to withdraw it later as a concession. Only concede on real issues.
3. Try not to break down costs as buyers can then 'cherry pick'.
4. Demonstrate your knowledge of the competition by providing pluses and minuses.
5. Always consider the other side's alternatives before making any concessions.
6. The deliberate mistake. If you spot a mistake then address it, do not try to get unfair advantage as it will probably come back on you.

Knowledge Power v Credibility

Win-win negotiating depends on the willingness of each side to be empathetic to the other sides position. Displaying too much knowledge can be seen as arrogant. Displaying less knowledge than your counter part diffuses the competitive spirit. A couple of provisos are; not to lose credibility and not to lack expertise in your own field (in fact sharing expert information forms bonds).

Displaying less knowledge allows you to ask for help from the other side in explaining or confirming points, giving them a level of satisfaction. This also allows you to request time to; think things over; defer to a higher authority and/or technical expertise.

People also prefer to deal with individuals who are;

1. Efficient.
2. Flexible.
3. Creative.
4. Thoughtful.

You must display knowledge of; competitors, the market, the value of your proposition. The balance is crucial as knowledge is very powerful either retained or displayed when used appropriately eg. you may or may not wish to confirm with the customer that you know competitors do not have the feature they need.

Real Money

When selling relate the price to the smallest entity. eg. cost per mile, per person, per hour, monthly, use percentages. Make the numbers look as small as possible.

When conceding or buying always think in real terms, the actual \$ amount.

Legitimacy

1. Use a senior credible title on your business card.
2. Use your office for meetings.
3. Make credible legitimate claims about the position of your company or product in the market place.
4. Established procedure, tradition, meeting plans, sales process eg. standard contracts.
5. Get it in writing from a credible source.

Reward Power

You can influence people if they believe you can reward them. This can be; special features, financial, credibility, praise, small gift. What ever the reward is it must be possible and come to fruition otherwise your credibility is gone. Small rewards such as praise, celebratory dinner etc are useful and although not as influential as say a promotion, it is something you can deliver.

Recognise Reward Power when it is used on you. Customers often mention that larger projects are coming up. Do not be distracted by this.

Mindset

1. Do not be afraid to negotiate, no matter how far apart you seem at the beginning. Explore the possibilities.
2. High achievers are optimistic, have a longer planning horizon, want feedback, assume they are going to succeed and do more.
3. High achievers want a challenge with 50% + chance of success.
4. If a meeting is requested by the customer, say that you are busy on appointments or a course, then ask 'What have you got in mind', you can then change your mind.
5. The better you prepare the other party the more likely they are to accept.
6. It is unwise to discuss an issue unless you are prepared in advance.
7. People raise aspirations after success and lower aspirations after a setback.
8. Understand why they say 'no'. Maybe some one in the organisation is blocking the deal. Help the other party to negotiate with his own people.
9. There is no right price for the wrong product.
10. It is better to be a little indecisive. You will get help or concessions from the other party if you act indecisively.

Telephone

1. Try to be the caller.
2. Telephone negotiation can be dangerous. You cannot see body language.
3. There is more commitment face to face.
4. Find out the reason for the call and call back.
5. Do not talk too much, this will draw conversation from the other party, listen to tone etc...
6. Time constraint is felt on the phone eg. interruptions.
7. Re-iterate what was agreed.

Post Agreement

1. Beware of buyer's remorse. Pre-state any reasons they may want to rescind. Allay any potential concerns.
2. Congratulate the other side on making the agreement.
3. Give a little extra service or care.
4. Arrange a visit with a senior member of the company.
5. Discuss arrangements for delivery.

This section includes adaptations from the book;

Secrets of Power Negotiating Roger Dawson

ISBN 1-56414-498-4

Negotiation skills and techniques. This book provides some details and examples of the skills and techniques in action. It mainly concentrates on the reason the techniques work and how to overcome them if they are used on you. Usually with key points at the end of each section. Concise, arrogant in places, well presented book with practical techniques.

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Leadership and Team Development

Working well as a team will produce rewards much greater than if the team acted as individuals. Teams are made up of people with different skill levels. It is vitally important that everyone is included

in the team and made to feel part of the team and everything is done to keep the team together (re-skill, redeploy etc.). The team looks to someone for direction and this is the Team Leader, Sales Manager, Director, VP or CEO. The leader gives a level of stability and consistency essential to performing at everyone's best.

Two areas that can help a team be more effective are Leadership and Team Development.

Leadership

"Leadership is the art of getting someone else to do something you want done because they want to do it" – Dwight D Eisenhower

Leaders are expected to have;

1. The ability to motivate others.
2. Vision. "Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." – Jack Welch
3. Honesty and integrity.
4. Decisiveness.
5. Ability to handle crises.

As a leader you should;

1. Praise in person and in public. Correct in private.
2. Monitor results to see trends, positive activity, results of initiatives.
3. Anticipate; change, actions, attitudes, questions.
4. Provide clear detailed directions to a vividly expressed target.
5. Have a positive frame of mind and be solution focused.
6. Educate yourself in the latest thinking on leadership attributes.
7. Educate yourself in the latest thinking on Business Development/Sales techniques.
8. Not criticize upper management.
9. Manage agreements with people.
10. Use ART during confrontation;
 - a. Acknowledge and try to appreciate the issue
 - b. Restate your commitment to the person.
 - c. Track the agreement.
11. Ensure people keep their promises.
12. Keep your promises.
13. Have clear values.
14. Recognise the limits of your knowledge when making decisions.
15. Do what needs to be done (rather than what you feel like doing).
16. It is not your company that pays you, it is customers, treat them accordingly.
17. Focus on what you want to grow.
18. Be present when communicating with people. This means really focus solely on what they are saying to you.
19. Use deadlines to propel action.
20. Earn respect by sticking to principles.
21. Give people self confidence. "Giving people self-confidence is by far the most important thing that I can do. Because then they will act." – Jack Welch.

Team Development

"When you were made a leader you weren't given a crown, you were given the responsibility to bring out the best in others." – Jack Welch.

1. Get behind them, support them privately and publicly.
2. Hire the best people. (During interviews ask lots of questions so they do the most talking, so you can listen and understand their level of motivation)
3. Mentor individuals and team.

4. Do/be what you want your team to do/be.
5. Make it interesting.
6. Look for ways to reward (Reward may be a promotion. Promotion need not mean management eg Salesman > Senior Salesman > National Account Executive).
7. Skill development on and off site.
8. Set goals together. What will be felt, heard or seen when the goal is reached?
9. Have a clear plan on how to reach the goal.
10. Create a personal business plan including both business and personal goals.
11. Have some shared goals.
12. Encourage support of each other.
13. Openness should be encouraged.
14. Include team building activities regularly.
15. Teach people to teach themselves, hopefully to a higher standard than you.
16. Help people find their strengths.

This section includes adaptations from the books;

Fish Stephen C. Lundin, Harry Paul & John Christensen ISBN 0-340-81979-0

Team development. A story of a manager using techniques from a Fish Market to develop the team.

Providing concise summaries throughout the story. Enjoyable book.

How to Lead Jo Owen ISBN 0273759612

A guide to the areas seen as necessary to be a good leader. Well set out with clear direction on how a leader is expected to behave and the qualities that actually make a good leader.

Gung Ho! Ken Blanchard & Sheldon Bowles ISBN 0-00-653068-0

Motivating employees. A story about managing a factory based on animal behaviour. Providing concise summaries at the end of each section. Enjoyable story.

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Change

“Don't manage - lead change before you have to.” – Jack Welch

Market Change

1. Change happens all the time if you cannot see it then you have missed something.
2. Monitor the market so you know when to expect change.
3. Try something new, even if it does not work first time it is better than doing nothing.
4. Prepare for change early.
5. Be prepared to let go of old methods/beliefs.
6. Adapt to the change a small amount at a time.
7. Look for the positives and opportunities in any change.
8. Celebrate the change.

Managing Change

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.” – Jack Welch.

Change is a process. (It is important we take particular note that when motivating people to change we remember that motivation is 80% emotional and 20% rational. See Motivation section)

1. To bring change you have to appeal to the emotional and rational sides of people.
2. What looks like a people problem is often a situation problem.
3. Self control and self supervision is exhausting on the brain, so make it easy.

4. What looks like resistance is often a lack of clarity.
5. Provide very clear directions.
6. Provide a detailed unambiguous goal so everyone is in no doubt when it has been achieved.
7. The goal must be motivational.
8. Emotional goals are more effective than financial goals.
9. Use simple steps.
10. Encourage every step in the right direction, however small eg encouraging babies to walk
11. Find examples of where the change has already happened. Learn and direct people how to do the same or better. Think 'What's broken and how do we fix it', then 'What's working and how do we replicate it'
12. Celebrate positive changes, however small.
13. Give recognition for positive changes with immediate simple rewards/encouragement.
14. Big problems often only require a small change.
15. Most people are much better at finding what is bad rather than what is good in anything.
16. Be Solution Focused rather than problem focused.
17. Spend much more time developing, improving and growing success rather than fixing problems.
18. Giving people too many options can make decisions more difficult.
19. The goal of change must be clear.
20. Emotional appeal is through seeing, feeling, hearing, smelling.
21. People progress faster if they are already part way there. Eg Starbucks loyalty card gives the customer a stamp to start.
22. Shrink the change.
23. Appeal to people's identity to a group/team eg belonging to a church, engineering group, company.
24. People want to fit into peer groups.
25. Behaviour is contagious.
26. To change behaviour to something people should be doing, preset a time and place to do it.
27. Make simple checklists eg MANTA in sales meetings
28. Cultural change is a major undertaking. It is important to let reformers have a private place to discuss the opportunities and benefits of changes and to develop an identity. This may lead to two groups in the organisation, although not desirable it is necessary.
29. Prepare to handle resistance.
30. The process of change needs persistence and patience as inertia shifts from resistance to acceptance to support.

This section includes adaptations from the book;

Who Moved My Cheese? Spencer Johnson ISBN 0-399-14446-3

Change management. A story of two mice and two little people who live in a maze. Providing concise summaries throughout the story. Good story with morals.

Switch Chip & Dan Heath ISBN 1847940323

Focussing on solutions instead of obstacles especially when it comes to change. To influence change it is made clear that emotion is the dominant driver. The book uses the analogy of an elephant (emotional) and its rider (rational). Well written, easy read with many studies quoted to demonstrate how to make change happen effectively.

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Motivation

Motivation is 80% emotional and 20% rational.

Maslow

1. Physiological eg. Hunger, thirst.
2. Safety eg. Protection from accidents or ill health.
3. Belongingness eg. Acceptance by those close to you.

4. Esteem and Status eg. Reputation.
5. Self Actualisation eg. Self fulfilment.
6. Cognitive eg. the need to know.
7. Aesthetic eg. the need for beauty and consistency.

Herzberg

Causes of dissatisfaction (although not motivators) are; Hygiene Factors eg. Conditions, security, salary and Interpersonal Relationships.

Motivation is through achievement, recognition, responsibility, interest value.

Vroom

1. Expectancy eg. Relationship between effort and performance (how much does a person believe that increased effort will lead to higher performance).
2. Instrumentality eg. Relationship between performance and reward (how much does a person believe that higher performance will lead to promotion).
3. Valence eg. Value placed on rewards (promotion may have a higher value to some than others).

Considering the above, here are some pointers on how to motivate business people;

1. Motivation comes from within. To motivate others you need to teach them how to motivate themselves.
2. Be generous with praise. Be the cause of positive feelings and positive results.
3. Keep giving feedback.
4. Allow people to work together as a team.
5. Allow people to give input.
6. Make your ideas theirs "Do you think it's a good idea if we do it this way?"
7. If correcting try an indirect approach to get people to improve, learn from their mistakes, and fix them. "Have any ideas on what could have been done differently?" Then you're having a conversation and talking through solutions, not pointing a finger.
8. Make everyone a leader. Highlight your top performers' strengths and let them know that because of their excellence, you want them to be the example for others.
9. Build individuals and the teams self esteem. Tell them you are proud of them.
10. Team motivation requires references to 'we' rather than 'I'.
11. Create a team vision.
12. Take an employee to lunch every so often ad hoc. Remind them that you notice and appreciate their work.
13. Give recognition and small rewards. Run contests or internal games and keep track of the results on a whiteboard that everyone can see. Tangible awards that don't break the bank can work too. Try things like dinner, trophies, vouchers, simple awards (such as 'Most helpful employee') and plaques.
14. Have company/team parties. Organize birthday parties. Hold a happy hour.
15. Encourage change.
16. Be enthusiastic.
17. Take ownership of issues as well as the good things, do not blame others or be a victim.
18. Think of ways to make a relationship better. Keep learning how to help others.
19. Do not take business too seriously.
20. Always be an optimist.
21. You get what you reward. Positive reinforcement of desired behaviour works faster and more permanently than criticizing poor behaviour.
22. Share the rewards—and the pain. When your company does well, celebrate. This is the best time to let everyone know that you're thankful for their hard work. Go out of your way to show how far you will go when people help your company/team succeed. If there are disappointments, share those too. If you expect high performance, your team deserves to know where the company stands. Be honest and transparent.
23. People who care about their company will create better products, stay longer and give more than people who are paid based on performance.

This section includes adaptations from the books;

100 Ways to Motivate Others Steve Chandler

ISBN 1-56414-771-1

A clear concise reference to the most effective way of building a team and results. This book is over 80% usable, beneficial and practical. A few techniques are repeated in a different guise however it is good to have them reinforced.

Gung Ho! Ken Blanchard & Sheldon Bowles ISBN 0-00-653068-0

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Communication

The most important business activity is to build a trusting relationship with your customer and colleagues. Good communication is essential for building a relationship with customers and colleagues. The definition of good communication can vary slightly depending on who you are communicating with. For instance some people communicate better over email than by phone, therefore do not keep phoning them if you want something!

Whether face to face, phone or email;

1. Demonstrate that you genuinely want to help them.
2. Maintain a similar level of formality (never less).
3. Be positive.
4. Be polite and considerate.
5. Be professional and prepared.
6. Use similar words in similar context.

Face to face

Most people and cultures put a huge amount of credence on face to face meetings. It is by far the best way of communicating and building a relationship.

'Let's go and see what they have to say'.

A great deal of information can be gained from; the hand shake, environment, the way people look/dress, confidence, stature with peers and body language. When communicating face to face, in addition to the above;

1. Read the section from this manual on Body Language.
2. Take them a small gift.
3. Take advantage of social time – café, restaurant, golf, office tour, meet the boss.

It is much easier to find solutions when you meet face to face.

By Phone

Talking with someone on the phone is real time interaction however, a large percentage of interpreting what people are saying and thinking is missing. Still, it is the next best way of building a relationship. Using the phone allows you to be more conscious of the language, tone, speed of conversation. In addition to the above;

1. Try to be the caller to ensure you are prepared.
2. Listen actively, encourage them to talk.
3. Listen carefully for incongruence's.
4. Match tone and speed.

By Email

Unless it is not convenient to meet, or call, or that information is required such as a meeting agenda then use email. This is the third best option for building a relationship and understanding, however it is useful as a reason for a call or meeting.

1. Use a similar format as the customer eg If they use smileys you can use smileys. If they spread out the email then you spread it out.
2. Be aware that some people only read the first few lines or first action only.
3. Some people use email like chat including single word emails. Use this only if your customer uses this type of email communication.
4. Often it is a preferred method of communicating. That does not make it the best.
5. As emails are often cold take the opportunity to appreciate, inspire, praise, make someone happy.

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Final Note

1. You must always consider the other persons point of view. Genuinely seek points of agreement.
2. Be flexible.
3. Ask intelligently.
4. Use positive vocabulary.
5. You must always try and find something positive or interesting in any situation or conversation.
6. Using 'What if?' can open up new lines of thought.
7. Be a great listener. Ask questions. Try and learn something.
8. If someone is negative try and help.
9. Spend most of your time on positive people.
10. Encourage people as much as possible for the slightest positive action.
11. Everyone is free to express their emotions. In fact emotions are most often the key decision maker. However when emotions enter logical statements beware.
12. The attitude to colleagues and customers has to be positively focused. It is motivational to you and to them. The sense of achievement by all when solutions are discovered together is profound.
13. Explore subjects together rather than in an argument.
14. When faced with a daunting task, do something. Choose a small component that seems potentially relevant.
15. Look for simple solutions especially for complex situations.
16. Be prepared to change your opinion.
17. You should continue to educate yourself in the art of Business Development, Sales, Leadership. This is not a static subject and advances in the understanding of behaviour is always developing as well as techniques to help improve your chances of building a successful relationship and business.
18. Focus on being great at your job and truly loyal to your company and the rewards will come.
19. Happiness is achieved by being involved with something good, not by pursuing happiness. The same goes for business.
20. Through knowledge and experience we gain instinct and intuition.
21. Have fun.

This section includes adaptations from the book;

How to Have a Beautiful Mind

Edward de Bono

ISBN 0-091894603

In my opinion one of the most important books of our generation. It focuses on really how to understand people, trying hard to understand their point of view and helping them explain their own argument even if it is against your views. Not jumping to negative conclusions but positive ones instead.

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Appendix 1: Competitive Information

Competitor Company

Our Product	Competitors Product
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Our Approach	Competitors Approach
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Competitors Strengths	Competitors Weaknesses
-----------------------	------------------------

Reasons for Winning / Loosing

Appendix 2: SWOT Analysis

Company Department

Strengths	Perceived by -
-----------	----------------

Weaknesses	Perceived by -
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Opportunities

Threats

Plan of Action

Appendix 3: Account Plan

Account Name:
 Opportunity:
 Distributor/Agent:
 Country:
 Account owner:
 Executive Sponsor:

Opportunity Overview

Current Status			
Date of first interaction		Current status %	
Product		Potential Value	
Next Action			
Date		Owner	

Executive Overview	
Opportunity description Business drivers Compelling event	
Purchase timeframe	
Budget Holder Champion Influencer Decision Maker	
Existing Solution	
Known competition	
Proposed Solution	

Company Overview

Company Contact Information Details	
Head Office Address	
Phone	
Website	
Annual Turnover	
No of Subscribers	
Financial Year	
Business	

--	--

Key Contact Information

Key Contacts				
Name	Title	Phone	e-mail	Role

H/W & S/W

Current Technical Infrastructure	
Hardware environment	
IT Systems	
Operating Systems	
Overview of Proposed Solution	
Hardware environment	
IT Systems	
Operating Systems	
Development	
Infrastructure changes	

Sales Process

Decision Process			
Agreement	Expected	Received	Completed
NDA			
Pilot Agreement			
RFI			
RFQ			
LOI			
Agreement/Contract			

Key Opportunity Tracker		
Milestone	Description	Date
Lead 0%	Customer contact made	

Lead 5%	Meeting or Conference call taken place	
Lead 10%	Requirements and timeframe identified	
Lead 20%	Meeting/presentation to sponsor (at your offices if possible), next actions agreed	
Prospect 30%	Project identified with estimated cost and timeframe	
Prospect 40%	Business goals/ROI identified and agreed	
Prospect 50%	Evaluation/Pilot (paid?) with agreed goals & timeframe	
Prospect 60%	Budget, timeframe, resources confirmed	
Prospect 70%	Proposal/Quote sent, agreed with all interested parties, timeframe and invoice date agreed	
Prospect 80%	Procurement process agreed & progressed	
Prospect 90%	Contract sent, agreed and signed	
Customer 95%	Order received, start date & resources allocated	
Customer 100%	Invoice sent	

Account Data Location		
Document	Location	Path/URL
Contacts		
E-mail exchange		
Quotations		
Technical Data		

Action Plan			
Action	Date	Owner	Completed

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Appendix 4: The 1% Factor

The purpose of a business is to get and keep a customer – preferably many customers.

To achieve this, two things are essential :

- 1. The customer must feel that the supplier has their best interests at heart.
- 2. The customer must feel that they have selected the right product/service to meet their needs.

Customer care is about the quality of service given. It is about delighting the customer by continuously meeting and improving upon the agreed requirements.

The 1% Factor is about improving the quality of service you can give to your customers.

Think of 5 ways you as an individual, can improve your actions at work, which affect the quality of service you give to your customers. Remember your internal as well as external customers!

List your choices below.

- 1.
- 2.
- 3.
- 4.
- 5.

If each one represents 1% improvement in the quality of service and caring for customers, you will have made a 5% improvement in your performance.

Carry out this task on a regular basis and you are on your way to major improvements.

Don't try and improve things by 100% at once. Find 100 small things to improve each by 1%.

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Appendix 5: Free

Gone are the days that you cannot get 'something for nothing'. Everywhere you can get something for nothing or hugely discounted. You can now get good quality products for Free let alone low cost. These products are often useful and very functional. Quality is what purportedly makes the difference. However in this Free economy it is clear that the quality of Free or low cost products is now of such quality that 'it is good enough for the job it is intended for'. The quality of Free or low cost products is improving rapidly as companies embrace this strategy to sell other solutions that make them a successful profitable company.

The main currency today is recognition and reputation.

OracleXE, Google Docs, Mobile phones, Kindle Fire, Linux, Music ... The reason to give something for free or hugely discounted is because there is a strong closely related market for your other products. It is a great way to promote the company, your capabilities and reputation.

- Free OracleXE from Oracle leads to sales of other Oracle versions.
- Free Google Docs leads to sales of Google Ads and market statistics
- Free mobile phones and SMS lead to minutes and data sales
- Discounted Kindle Fire leads to sales via Amazon online
- Free Linux leads to sales of customised versions
- Free Music leads to sales of concert tickets

For any product, especially if it is digital, it is important to explore the possibilities provided by offering a free version. What is provided must showcase your capabilities and encourage customers to pay for premium versions or add on services.

To understand more about offering Free products the recommended reading is;

Free Chris Anderson ISBN 190521149X

A great example of modern thinking. Modern generations see free as really free rather than older generations sceptical view 'there is no such thing as a free lunch'. This book considers the digital world and how free versions of music, software etc can make the most profitable businesses.

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Appendix 6: Social Networking

There are many different levels at which relationships can be built. It is important to recognise this. Many organisations don't and miss major opportunities. For instance large corporate marketing departments often only campaign at 'C' level even if they have a technical product.

With Social networking the opportunity to engage at every level is more available than ever before. For example you could consider using; Facebook to casually share (in a professional way) technical information/discussions; Twitter for 'C' level messages; LinkedIn for Technical Groups and Commercial contact.

It is important to realise the opportunity of influencing the masses and not always focus on the 'C' level. Internal references/pressure can be a very powerful way to influence corporate decisions.

What you know is of great importance for credibility, however who you know is key as if you cannot share your knowledge then you cannot develop business.

You can know people well and this can lead to good long term relationships. Today's society means that more often we have what is termed 'weak ties'. People belonging to a 'group' are most likely to form 'weak ties'. These can be;

1. Local clubs
2. Industry bodies
3. University alumni
4. Twitter followers
5. LinkedIn contacts and groups
6. Facebook friends
7. Institutes

Social habits are strongly influenced by 'weak ties'. One of the strongest social habits is friendship. Tie this together with our inbuilt 'Automatic Social Behaviour' then you can create very influential networks.

Therefore, if you want to influence people then bring them together in a 'group' or be an active part of a 'group'. This will form 'weak ties' and through social habits (the desire to be friendly and peer pressure) the group will support each other and move together in a direction that can be influenced.

In addition you can present stereotypical situations and watch people follow them!

This section includes adaptations from the books;

Social Media Marketing for Dummies – Jan Zimmerman, Doug Sahlin - ISBN 978-0-470-58468-2

Useful, clear instructions for setting up social media initiatives to support business activities.

Discusses how to catch a wide audience and how that leads to business as well as the possible vehicles that can be used.

The Power of Habit – Charles Duhigg - ISBN 978-0-434-02036-2

Nice flow, easy reading book with historic stories to corroborate how habits affect our lives. Some of the stories are a little tenuous. Overall a handful of very good key points can be extracted for practical use.

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Appendix 7: References & Recommended Reading

Gung Ho! - Ken Blanchard & Sheldon Bowles - ISBN 0-00-653068-0

Motivating employees. A story about managing a factory based on animal behaviour. Providing concise summaries at the end of each section. Enjoyable story.

The One Minute Manager - Ken Blanchard & Spencer Johnson - ISBN 0-00-710792-7

Management techniques. A story about a man looking for an effective manager. Providing concise summaries throughout the story. Very neat useful short book.

100 Ways to Motivate Others - Steve Chandler - ISBN 1-56414-771-1

A clear concise reference to the most effective way of building a team and results. This book is over 80% usable, beneficial and practical. A few techniques are repeated in a different guise however it is good to have them reinforced.

Who Moved My Cheese? - Spencer Johnson - ISBN 0-399-14446-3

Change management. A story of two mice and two little people who live in a maze. Providing concise summaries throughout the story. Good story with morals.

Fish - Stephen C. Lundin, Harry Paul & John Christensen - ISBN 0-340-81979-0

Team development. A story of a manager using techniques from a Fish Market to develop the team. Providing concise summaries throughout the story. Enjoyable book.

Influencing With Integrity - Genie Z. Laborde - ISBN 189983601-2

Influencing and persuading. A book corroborating and detailing how and why skills for influencing and persuading people work. With several easy to remember acronyms. An in-depth book with a slightly difficult to follow artistic style with weird drawings! Took several reads, however very useful and will take a long time to master all the techniques.

Secrets of Power Negotiating - Roger Dawson - ISBN 1-56414-498-4

Negotiation skills and techniques. This book provides some details and examples of the skills and techniques in action. It mainly concentrates on the reason the techniques work and how to overcome them if they are used on you. Usually with key points at the end of each section. Concise, arrogant in places, well presented book with practical techniques.

Secrets of Power Persuasion - Roger Dawson - ISBN 0-7352-0286-9

Persuasion and self development techniques to help you influence, motivate and negotiate with people. As above, this book provides some details and examples of the skills and techniques in action. It mainly concentrates on the reason the techniques work. Key points are at the end of each section. Again, concise, arrogant in places, well presented book with practical techniques.

The Ultimate Book of Business Breakthroughs - Tom Cannon - ISBN 1-84112-028-6

A book about how business decisions made 20 companies huge, how they started and became what they are. Companies covered include Disney, Sony, Ford, Nike, Boeing... A chapter on each gives a good insight on how decisions affected the companies direction.

Six Thinking Hats - Edward de Bono - ISBN 0-14-029666-2

This is about how to get the most from meetings. Getting people to focus on particular thinking methods in order to, have a structure and, enable informed decisions. A thought provoking and practical book that can easily be implemented where required.

What Every Body is Saying - Joe Navarro - ISBN 0-06-143829-4

Body language explained in pictures and detailed text. A good reference book and fun to practice reading people on tv, in restaurants, shops and at work. I've used it outside work at airport check in desks when the assistant told me there was no room on the next flight ... there was and I got on!

How to Have a Beautiful Mind - Edward de Bono - ISBN 0-091894603

In my opinion one of the most important books of our generation. It focuses on really how to understand people, trying hard to understand their point of view and helping them explain their own argument even if it is against your views. Not jumping to negative conclusions but positive ones instead.

How to Lead - Jo Owen - ISBN 0273759612

A guide to the areas seen as necessary to be a good leader. Well set out with clear direction on how a leader is expected to behave and the qualities that actually make a good leader.

Nudge - Richard Thaler & Cass Sunstein - ISBN 0-14-029666-2

The rest of the title on this book is misleading. This is about 'choice architecture with integrity'. Setting up a situation that makes choice easier knowing human psychology. Putting food in a cafeteria first and at eye level will be chosen more than any other dishes – do you put healthy food here or the most profitable? To get more people in the UK to join the organ donor list – add a section to every driver license application 'I would like to join the organ donor list – Yes or No', notice no default to yes.

Free - Chris Anderson - ISBN 190521149X

A great example of modern thinking. Modern generations see free as really free rather than older generations sceptical view 'there is no such thing as a free lunch'. This book considers the digital world and how free versions of music, software etc can make the most profitable businesses.

Obliquity - John Kay - ISBN 1846682894

This book explains that if you aim directly at a complex personal or business target it is difficult to attain. However if you focus on process or expertise in a particular area or something you enjoy then the target will be achieved surreptitiously. Includes business examples. Differentiates between 'Objectives' and 'Goals'

Switch - Chip & Dan Heath - ISBN 1847940323

Focussing on solutions instead of obstacles especially when it comes to change. To influence change it is made clear that emotion is the dominant driver. The book uses the analogy of an elephant (emotional) and its rider (rational). Well written, easy read with many studies quoted to demonstrate how to make change happen effectively.

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