



# Your career, your company and your cash-at-bank rely on the new face of selling...

There's a new face in selling.

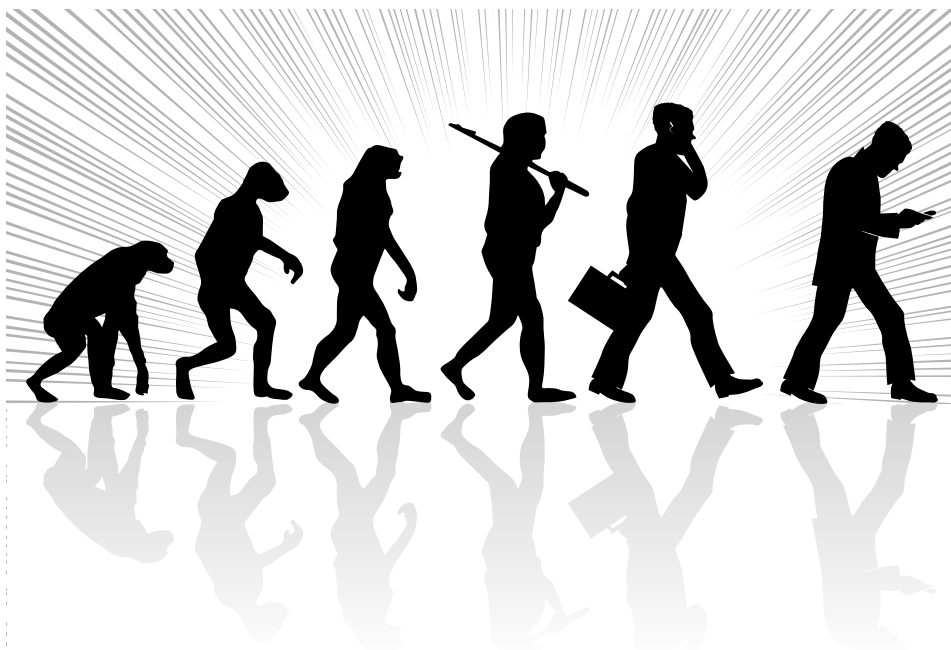
A new (common sense) view of sales now determines your success, the success of all your colleagues and the success of your business too.

No more is selling the exclusive remit of the 'sales person'. According to statistics, in the UK 10 of every 100 workers are **directly** involved in selling. Across the EU it's 13/100 and in the USA 9 of every 100.

However, a 'What Do You Do At Work?' research study of 9,057 non-sales employees shows that 24 minutes of every working hour is dedicated to **non-sales selling**. Teachers are selling the merit of homework, managers are selling the merit of getting work priorities done.

So, 10% of people are selling as a traditional sales job, the remaining 90% are largely involved in selling ideas, concepts and desires.

Plus, the research suggests that nearly everyone considers non-sales selling to be crucial to their success.



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## In a nutshell

Selling is an essential skill in every type of work from health and educational workers to every walk of business life. To succeed, it pays to master the skills of non-sales selling.

## The old world is dying...

The old view of slippery shark-like sales people making dodgy deals is long gone. The internet and social media now means any such 'sharp' dealings will be soon found out

## Here's a proven solution for you...

Accept that everyone in your business sells, and that when you all master selling ethically you'll be deemed trustworthy by more customers and build a better business bank balance as a result.

and news of it will spread like wildfire.

**Trust** is now the new currency of the sales person – whether you're employed to sell or just sell as part of your non-sales role.

## Who needs sales people?

Atlassian build large 'enterprise software' for the likes of Microsoft, Samsung and the United Nations. The software helps manage large projects, tracks progress and fosters collaboration among employees.

For Atlassian the new face of selling is not a sales person at all. Here's their CEO Mike Cannon-Brookes:

**"We have no sales people, because in a weird way, everyone is a salesperson."**

\$110m of sales without a sales person.

So, what do people in sales (or non-sales selling) do to avoid irrelevance and deliver value?



## The new world of selling

Before the internet, buyers needed sales people for information and help to solve the buyer's problem. But the internet now allows information equality. Sales people no longer wield the power of knowledge.

We can all now easily and quickly educate ourselves about the best computer or best hotel without the help of a sales person or travel agent. Your customers do the same for your products and services.

## What exactly is non-sales selling?

Persuasion. Influence. Encouraging learning and new behaviours.

Everyone is selling something every day. Parents sell their kids on going to bed. Spouses sell their partners on mowing the lawn or buying better wine at the shop. And aren't Facebook, Twitter and Instagram simply platforms for selling yourself?

And if we all think it's crucial in all our jobs, as the research suggests, then we will all benefit from improving our non-sales selling skills. Starting with the ABC of selling...

## The new ABC of selling

Daniel Pink in his research-based and yet easy-to-read book *'To Sell Is Human'* lays out a formula for success.

The tarnished, shark-like, 20th century view of sales people was typically linked with double-glazing or used cars. Back then the famous acronym 'ABC' stood for 'Always Be Closing'.

The new face of selling relies on a new 'ABC' – **Attunement, Buoyancy and Clarity.**

## Time to tune into the centre!

Pink summarises attunement:

*"...step outside [our] own experience and imagine the emotions, perceptions, and motivations of another".*

Thirty-five studies of more than 3,500 sales people showed that being an extrovert did not make you a better sales person – the

evidence suggests extroverts are not the winners at sales.

One USA university study tracked several hundred sales people's average results over several months:

- Extroverts sold \$125 per hour
- Introverts sold \$120 per hour
- A third group sold 25% more:
- Ambiverts sold \$155 per hour

Click the downloadable tools to see the full study and see the graph showing how ambiverts are the best at selling.

Ambivert?  
In his book, Pink calls these people the *"Goldilocks personalities"* – not too hot (extrovert) and not too cold (introvert).

***"Extroverts... can fail to strike the proper balance between asserting and holding back, which can be read as pushy and drive people away."***

***"Introverts have their own, often reverse, challenges. They can be too shy to initiate and too timid to close."***

The solution, from the research?

***"...to emulate those in the centre."***

Ambiverts are more successful because they are better at tuning into the feelings of others whilst retaining a logical perspective.

## Power dents your success...

To tune into the feelings of others, Pink's studies suggest you start your sales encounters with the assumption that you're in a lower position of power:

***"... [Lower power] will help you see the other side's perspective more accurately"***

## Be a subtle mimic...

As humans we are natural mimics – we mimic what people say and how people move. Being a mimic reassures. Like Pink says, being a mimic:

***"...serves as a social glue and a sign of trust."***

But you must be a natural and subtle mimic to be good at non-sales selling.

Check out the downloadable tools for this edition of Business Bitesize to try an exercise

that proves how the **loss of power** helps the sale and how **mimicking** your buyer can bring success (when done subtly).

## Your buoyancy rating?

You're pretty much guaranteed some teenage-like-eye-rolling when you start promoting the idea of a positive mental attitude (PMA)!

Your buoyancy rating (BR) is measured by the number of positive messages compared to the number of negative messages you express.

Pink quotes a study clearly showing the most successful buoyancy rating is between 3:1 and 11:1.

This is important because research shows that a positive tone is twice as likely to result in a successful agreement than a negative one – even when the terms are identical.

Use the way you talk to yourself in a way that means you express at least three times more positive messages than negative ones – but don't overdo it beyond 11:1 (says the research) because:

***"...unchecked levity leaves you flighty, ungrounded, and unreal."***

## Beware: Paul McKenna and Tony Robbins are wrong...

Simply telling yourself you can do it, as Paul and Tony suggest (both are world-renowned advocates of PMA) doesn't work, or so says the social science.

Bob the Builder on the other hand has more to offer when seeking buoyancy above 3:1:

***"Can we fix it? Yes, we can!"***

Positive self-talk works better when it's **'self-questioning'** rather than 'self-affirming'.

**Start asking yourself questions.** You then stimulate self-talk about the ways and means of achieving what you want – the science suggests this is far more productive than sugar-coated, over-inflated statements about your general awesomeness!

And when you start thinking and commenting on the results you achieve, what do you say? If you say anything like:

***"I never fail to mess up every conversation with my boss"***

...this language **undermines** your buoyancy ratio. Stop using the 3Ps – Permanence (never fail) – Pervasive (every conversation) – Personal (I).

Instead, it pays to alter your language when reviewing results and be 'temporary' not permanent (sometimes), use 'specific' for pervasive (this time) and seek ways to acknowledge the contribution of others to the failure (not just you). Remember:

***"Optimism, it turns out, isn't hollow sentiment. It's a catalyst that can stir persistence, steady us during challenges, and stoke the confidence that we can influence our surroundings."***

## TIME TO DISAGREE:

**“I can see how Google has made our buyers as well-informed as my team. So, what can we do to be viewed as valuable?”**

This is about providing **clarity** to your buyers...

*“...in the past, the best sales-people were adept at accessing information. Today they must be skilled at curating (filtering) it.”*

Filtering and distilling information – so your buyers can see the wood for the trees is crucial. **Filtering brings clarity.**

**Your value to your buyers is filtering information and providing them with clarity.**

Google and the internet means your prospective buyers no longer lack information. So, buyers asking information-gathering questions is less likely.

To be great at persuasion and influence, **your** job is to ask questions that will:

- uncover possibilities
- find unexpected problems
- give your buyers clarity on the problems that need their attention.

Focus on **finding** problems rather than solving existing problems. Filter the information your buyers need, and you'll be rewarded for providing a clear picture of what really matters to your buyers.

The head of sales for the Mentos sweets brand Ralph Chauvin suggests buyers are:

*“...looking for unbiased business partners... those who can brainstorm with retailers, who uncover new opportunities for them, and who realise that it doesn't matter if they close [the sale] right at that moment.”*

### Use the Business Bitesize Support Tools And Resources

to help you make the most of this edition of **Business Bitesize** – go here: [www.businessbitesize.com/pentlands](http://www.businessbitesize.com/pentlands)

Pink points to improving your skills around questions as being crucial – questions focused on finding problems and filtering data into consumable bitesized and relevant pieces.

**“Yeah but what questions exactly?”**

*“Compared to what?”*

Is a brilliant question to ask because you're now having a conversation about comparing one outcome with another. This will point to finding a relevant problem if one exists.

*“Why didn't you pick a lower number?”*

This is a great question when it is preceded by a framing question:

*“On a scale of 1 to 10, with 1 meaning low and 10 high, how ready are you to improve your website?”*

Whether it's about website marketing or encouraging a child to revise, these two questions open a broader discussion. A discussion that points to a clear view of the problem or need for different/better information.

For more insights into asking great questions, check out the downloadable tools for this edition of Bitesize.

**“Please tell me more”**

In Daniel Pink's research-packed book you'll find a set of tools, tips and exercises for succeeding in the new terrain of 21st century selling – even if you don't have a traditional sales job.

*‘To Sell Is Human’*

shows how we're all selling something a lot of the time as parents, spouses, teachers, business-owners.

Pink then sets out how you and your people can get better at non-sales selling so that you and your business can succeed at a higher level.

You'll also find more insights, exercises and resources by checking out the downloadable tools that come with this edition of Business Bitesize.



**Get Your Bitesize Support Tools Now**

**Your feedback is important to us.**

We'd love to know what you think of this edition of **Business Bitesize** and how you use it or plan to use it. Also we'd welcome your suggestions for future editions of **Business Bitesize**. To give us your thoughts please use the simple feedback form here: [www.businessbitesize.com/pentlands](http://www.businessbitesize.com/pentlands)



## 4 helping hands for you...

If Atlassian can sell \$100m of software without a sales force, you too will get a pay-off from building your team's non-sales selling skills.

1. **Assess your team's view of their non-sales selling time**
2. **Help your team build the skills of ATTUNEMENT – be an ambivert**
3. **Help your team build the skills of BUOYANCY – better self-talk**
4. **Help your team build the skills of CLARITY – find the real problems**

Check out the additional downloadable tools for more ways to help you and your team build your non-sales selling skills.

**ULTIMATE ARGUMENT:**  
**“How do I know we can sell products and services without people in sales?”**

You don't. But you can start building non-sales selling insights and skills with your team.

Historically, sales people got a bad press (possibly well-earned), thanks to the shadier dealings of aggressive sales people.

But now, thanks to the internet, 'caveat emptor' (buyer beware) has become 'caveat venditor' (seller beware). Customers now 'bite back' if you're seen to be anything other than whiter than white as a business when selling.

Teaching, promoting and encouraging ethical non-sales selling skills will stand your business in good stead.

**STOP:** thinking that selling is only for sales people

**START:** educating all your people on the skills of non-sales selling



## Your next steps:

The amount of information available via the internet means that your prospective buyers are now more knowledgeable than ever before.

To succeed at persuading and influencing your prospective buyers, your job is to ask questions, uncover problems and seek solutions.

## Start by educating yourself and your team on the skills of non-sales selling:

Learn how to become attuned to your prospective buyers, be self-questioning whilst having a positive mental attitude and ask your buyers questions to get absolute clarity and develop real solutions together.

## More tools and information for you:

To download more insights and supporting resources use the URL link in the box below.

## Because we're all busy every day influencing, persuading and selling we should improve our skills and get better...

Daniel Pink has brilliantly pulled together research that points to the natural way of selling because, as the title of his book states so clearly, 'To Sell Is Human'.

Selling is no longer the domain of sharp-suited, sharp-practicing, so-called professionals. The research shows that 41% of our working (waking) lives have us selling ideas, next steps, learning, homework etc to colleagues, friends and family. And when asked, people suggest such non-sales selling skills are crucial to their success.

Four ways to improve your non-sales selling skills:

### 1. Assess your team's view of their non-sales selling time

This will help all your colleagues to appreciate the value and importance of growing their non-sales selling skills. Check out the downloadable tools below and get access to an assessment that Daniel Pink provides.

### 2. Help your team build the skills of attunement – be an ambivert

See how dropping the need for power over the buyer, subtly mimicking your buyers and learning the behaviour of ambiverts puts you in pole position.

### 3. Help your team build the skills of buoyancy – better self-talk

Learn how to use the 'Bob the Builder' self-talk when preparing to persuade people (can we fix it?) to build your buoyancy to beyond a 3:1 ratio.

And to strengthen your buoyancy further be sure to avoid the 3Ps when reviewing your non-sales selling results – Avoid Permanence, Pervasive and Personal. More on this in the downloadable tools.

### 4. Help your team build the skills of clarity – find the problems

Solving problems was the focus for sales people who held all the knowledge. But in the world of Google, buyers have as much knowledge as sales people. Now the job is helping buyers be clear about the real problems they face.

Help your buyers filter the information at their disposal and ask questions to get absolute clarity on the real issue they want to resolve.

Check out the downloadable tools and resources for more help and more insights. You and your team can then tap into the non-sales success that businesses like \$100m Atlassian have achieved without hiring a sales person!

**YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a selection of practical support tools to help you get a deeper understanding and develop greater skills and habitual behaviours for successful non-sales selling.**

**Find the support tools to help you here - [www.businessbitesize.com/pentlands](http://www.businessbitesize.com/pentlands)**

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# Your career, your company and your cash-at-bank rely on the new face of selling...

When thinking about the focus of your business ask yourself the following question:

**In an 8-hour day how much time are you persuading, cajoling or encouraging your colleagues, customers or suppliers to do what you think is right?**

## CONTENTS:

- 1. The one 'Non-Sales Selling' question you must ask to determine if you and your team should invest in stronger non-sales selling skills and knowledge**
- 2. See how Daniel Pink describes the 3 corner-stones of the new face of selling**
- 3. Extroverts vs introverts? Ambiverts beat them both!**
- 4. The questions that build you into a great non-sales sales person**
- 5. The books and resources to help you uncover more insights about 'Non-Sales Selling'**

**STOP thinking that selling is only for sales people**

**START educating all your people on the skills of non-sales selling**

### 1. The one 'Non-Sales Selling' question you must ask to determine if you and your team should invest in stronger non-sales selling skills and knowledge

**In an 8-hour day how much time are you persuading or cajoling your colleagues, customers or suppliers to do what you think is right?**

Where is the value in this question?

The value in this question prompts you to think about improving your 'Non-Sales Selling' skills across your team.

If a \$100m+ company, like Atlassian, can 'sell' to Microsoft and other multi-national corporations without sales people what could you achieve when you and your team improve your 'Non-Sales Selling' skills?

Below you'll find exercises and insights to share with your team, so that you too can tap into the natural 'To Sell Is Human' capabilities of everyone in your business.

**IMPORTANT:** This question is about getting you and your team taking the skills of persuasion, influence and encouragement seriously. Yes these skills are natural, as Daniel Pink brilliantly shows in the research in his book, but enhancing and building them will make your business stronger and more likely to succeed.

### 2. See how Daniel Pink describes the 3 corner-stones of the new face of selling – Attunement – Bouyancy – Clarity

This is the quick-reference video in which you get Daniel Pink's 4 minute overview on the new ABCs of Selling - <https://www.youtube.com/watch?v=m5b60eA8VNI>



Want more detail and this 36 minute video fills in the blanks, from the 2017 Conscious Capitalism CEO Summit: <https://www.youtube.com/watch?v=T43keVJOs3c>



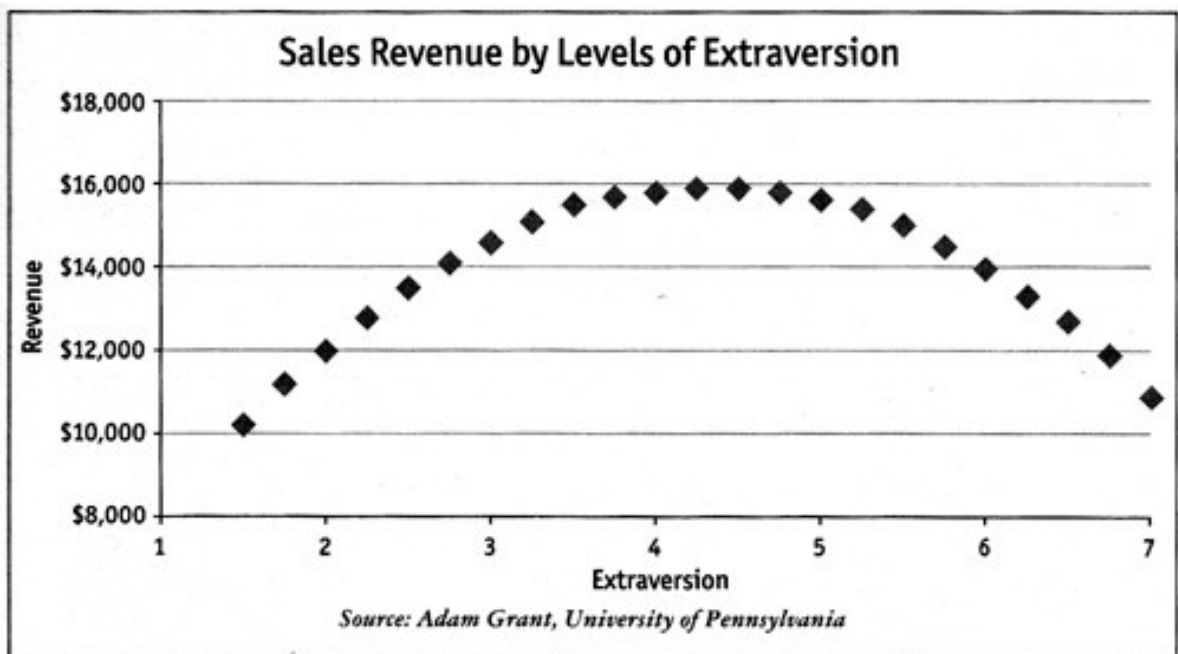
### 3. Extroverts vs introverts? Ambiverts beat them both!

This article by hubspot provides a further addition to the thoughts and ideas shared by Daniel Pink in his 'To Sell Is Human' book:

<https://blog.hubspot.com/sales/are-extroverts-or-introverts-better-salespeople>

The article references the same source material as Dan Pink but one statement stands out:

*“According to psychotherapist Marti Olsen Laney, introverts and extroverts are the extreme ends of the “energy continuum.” Most people fall somewhere in the middle, and display a mix of introverted and extroverted tendencies even if they tend toward one side or the other.”*



So it's easy to conclude that we're all suited to sales (naturally, as Pink so brilliantly points out in the title of his book) because we are all (mostly) ambiverts.

OK to be the best ambiverts, and the best at non-sales selling we might need to increase slightly either our introvert or extrovert tendencies (depending on which side of the line we naturally fall).

To quickly assess where you fall on the introvert, ambivert, extrovert scale why not try Dan Pink's quick and easy online survey – you'll get an instant answer – here - <https://www.danpink.com/assessment/>



#### 4. The questions that build you into a great 'non-sales' sales person

If and when your people learn to ask better questions you'll be on your way to improving your team's 'non-sales' selling skills. It will pay to take time out of your busy working week and using the exercises below.

There's a way to develop and ask the right questions. And Daniel Pink directs us to the methodology suggested by the educational team at the Right Question Institute ([www.rightquestion.org](http://www.rightquestion.org)). They suggest a 3-step Question Formulation Technique (QFT):

- a. **Produce a list of questions** – as many as you can – good ones, bad ones, ugly ones, just make your question list long – avoid using the critical side of your brain, without thinking too hard about grammar and the sense of what you are writing, just write down the questions. If you write a statement down - just re-word it so it's a question
- b. **Improve your questions** – start by working out if each question can be answered by a yes or no answer (these are closed-ended questions). Or if the question prompts sharing of information and explanation. Just for 'kicks and giggles' turn some open-ended questions into closed ones. Then a few closed question into open-ended questions. Your questioning skills will advance
- c. **Prioritise your questions** – Choose your favourite, most impactful questions and fine tune them again so they are ultra clear. Remember you're looking for clarity - to help your customer achieve clarity around their problem or issue.

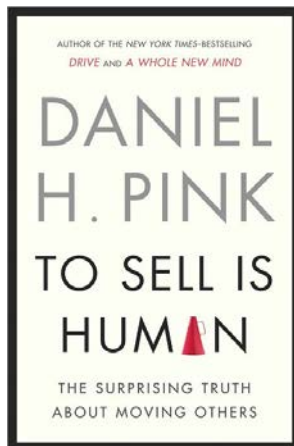
Check out Daniel Pink describing in just a few minutes a high-impact pair of questions – they're simply brilliant:



<https://www.youtube.com/watch?v=WAL7Pz1i1jU>

### 5. The Book

Daniel H. Pink *To Sell is Human*: The surprising truth about persuading, convincing and influencing others.



Dan Schawbel from Forbes.com certainly found merit in the book:

"A fresh look at the art and science of sales using a mix of social science, survey research and stories."

The Harvard Business Review said: "Excellent...radical, surprising, and undeniably true."

You can get the book here:

<http://bit.ly/dpinktosellishuman>