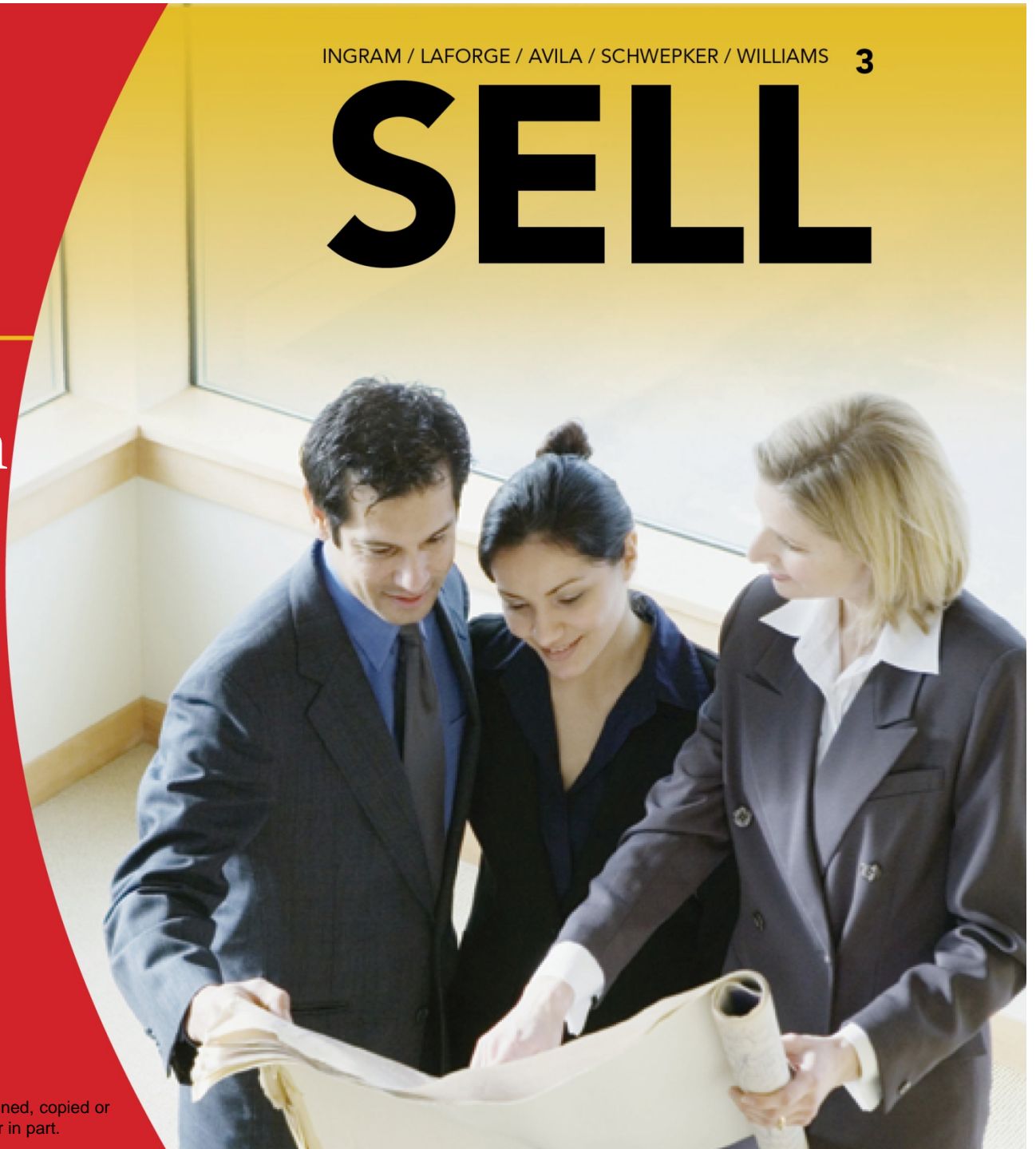


SELL

4

Communication Skills



- <http://www.bbc.co.uk/news/magazine-23907698>

Sales Communication as a Collaborative Process

Explain why talking *with* buyers rather than talking *at* buyers is critical to success in selling.

4

Sales Communication as a Collaborative Process

4

Trust-based sales communication: A collaborative and two-way form of communication that allows buyers and sellers to develop a better understanding of the need situation and work together to co-create the best response for resolving the customer's needs.



Strategic Questioning

4



Control the flow & direction of the conversation

Facilitate the customer's understanding

Demonstrate concern & understanding

Uncover important information



Controlling Amount and Specificity of Information

4

- Open-end Questions
 - “How do you manage your time?”
- Closed-end Questions
 - “Do you manage your time well?”
 - Dichotomous/Multiple-Choice Questions
 - “Are you a good or bad time manager?”

*Purposeful, carefully crafted **questions** can encourage thoughtful responses from the buyer.*



Types of Questions: Strategic Purpose

4

Probing Questions – designed *to penetrate below generalized or superficial information*

1. Requesting Clarification

“Can you share an example of that with me?”

2. Encouraging Elaboration

“How are you dealing with that situation now?”

3. Verifying Information and Responses

“So, if I understand you correctly . . .
. . . is that right?”



Types of Questions: Strategic Purpose

4

Evaluative Questions – use open- and closed-end question formats to *gain confirmation* and to *uncover attitudes, opinions, and preferences of customer*.

- “How do you feel about...?”
- “Do you see the merits of...?”
- “What do you think...?”



Types of Questions: Strategic Purpose

4

Reactive Questions – refer to or directly result from information previously provided by the other party.

- *“You mentioned that ...Can you give me an example of what you mean?”*
- *“That is interesting. Can you tell me how it happened?”*

Tactical Questions – used to shift or redirect the topic of discussion

- *“Earlier you mentioned that...”*
- *“Could you tell me more about how that might affect...”*



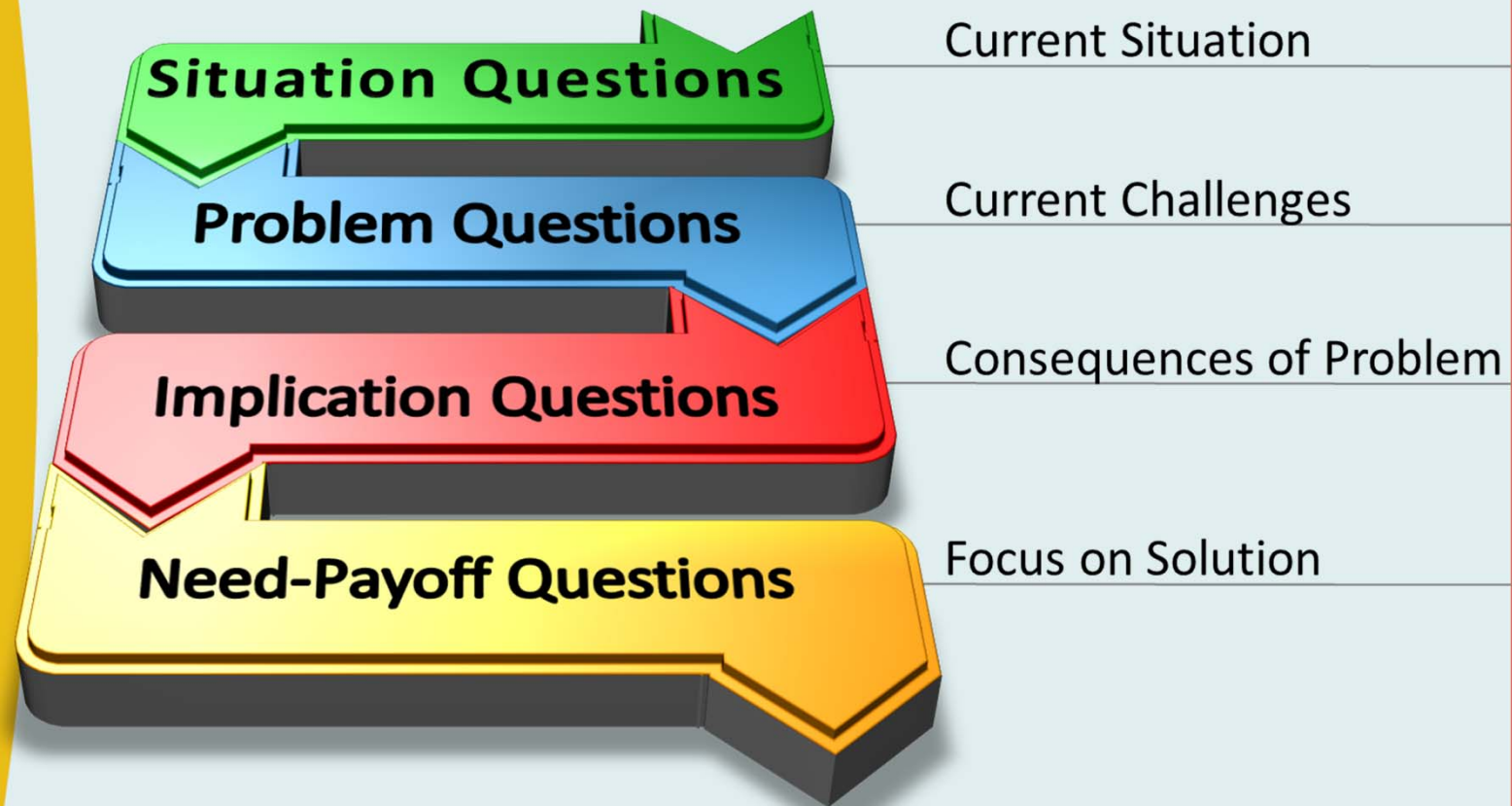
Strategic Application of Questioning In Trust-Based Selling

4



SPIN

4



Putting It All Together

S Salesperson (you): “Can you please describe your payroll process?”

Buyer: We have an accountant to do our payroll and paycheck filled out twice a month.

P You: “What sorts of challenges do you face with your payroll process?”

Buyer: Our accountant is busy and has little time for payroll. Occasionally, she is behind and the paycheck gets out 2-3 days late.

I You: “How do your employees feel when their checks aren’t delivered on-time?”

Buyer: They get angry. Two of the people quitted the end of last year because the paycheck were often late.

N You: “How would your employees respond if you could assure them that they will always receive their paychecks on-time?”

Buyer: I’m sure that will make them happy and the productivity may even improve.

You: “Would you like to learn more about how we can help you accomplish this?”

Buyer: yes I would.

ADAPT Questioning Sequence

4



Commitment to Discuss Solution

Transition

Projection

Activation

Discovery

Assessment

Putting It All Together

A

D

A

P

T

Develop a script to address each step involved in the ADAPT sequencing of questioning.

4

Putting It All Together

A

“What types of operating arrangements to have with your suppliers?”

D

“So you prefer a JIT relationship with your suppliers, how have they been performing in this regard?”

A

“What effect does your supplier’s late deliver have on your operation?”

P

“If a supplier was never late with the delivery, what effects would that have on your JIT operating structure?”

T

“If I can show you how our company ensures on-time delivery, would you be interested in exploring how it could work for your organization?”

4
\$

P

I

N

T

Verbal Communication: Listening

4



Types of Listening

4



Little
Concentration
or Cognition



Requires
Concentration
and Cognition

SIER Hierarchy of Active Listening

4



Active Listening: *The cognitive process of actively sensing, interpreting, evaluating, and responding to the verbal and nonverbal messages.*

Effective Listening

4

EXHIBIT 4.7

Ten Keys to Effective Listening

The Key Practice	The Weak Listener	The Strong Listener
1. Find areas of interest	Tunes out dry subjects	Actively looks for opportunities of common interest
2. Judge content, not delivery	Tunes out if the delivery is poor	Skips over delivery errors and focuses on content
3. Hold your fire until full consideration	Evaluates and enters argument prior to completion of message	Does not judge or evaluate until message is complete
4. Listen for ideas	Listens for facts	Listens for central themes
5. Be flexible	Takes intensive and detailed notes	Takes fewer notes and limits theme to central theme and key ideas presented
6. Work at listening	Shows no energy output; attention is faked	Works hard at attending the message and exhibits active body state
7. Resist distractions	Is distracted easily	Resists distractions and knows how to concentrate
8. Exercise your mind	Resists difficult expository material in favor of light recreational materials	Uses complex and heavy material as exercise for the mind
9. Keep an open mind	Reacts to emotional words	Interprets color words but does not get hung up on them
10. Capitalize on the fact that thought is faster than speech	Tends to daydream with slow speakers	Challenges, anticipates, mentally summarizes, weighs evidence, and listens between the lines

Understanding the Superiority of Word Pictures

4

- Generate a mental picture in the receiver's mind.

“Tropicana juices are bursting with flavor.”

- Use words and phrases that convey concrete and detailed meaning.

“This new system will increase weekly production by 2,100 units.”

- Integrate relevant visual aids into verbal communication.

“As you can see by this chart”



Impact of Poor Grammar

4

- Meaning and credibility of the message are significantly downgraded.
- Receiver begins to focus on the sender rather than the message.
- Receiver dismisses the sender and the sender's organization as being unqualified to perform the role of an effective supplier and partner.



Impact of Poor Logical Sequencing

4

- Presentation will be inefficient and ineffective.
- Receiver will have to ask many questions to gain clarity.
- Receiver may dismisses the sender as incompetent.



Nonverbal Communication

4

- Facial Expressions
- Eye Movements
- Placement and Movements of Hands, Arms, Head, and Legs
- Body Posture and Orientation
- Proxemics
- Variation in Voice Characteristics
 - Speaking Rate and Pause Duration
 - Pitch or Frequency
 - Intensity and Loudness



50% or more of the meaning conveyed in interpersonal communication comes through nonverbal behaviors.

Proxemics

4

FIGURE 4.4

Personal Space and Interpersonal Communication



Common Nonverbal Clusters

4

EXHIBIT 4.8

Common Nonverbal Clusters

Cluster Name	Cluster Meaning	Body Posture and Orientation	Movement of Hands, Arms, and Legs	Eyes and Facial Expressions