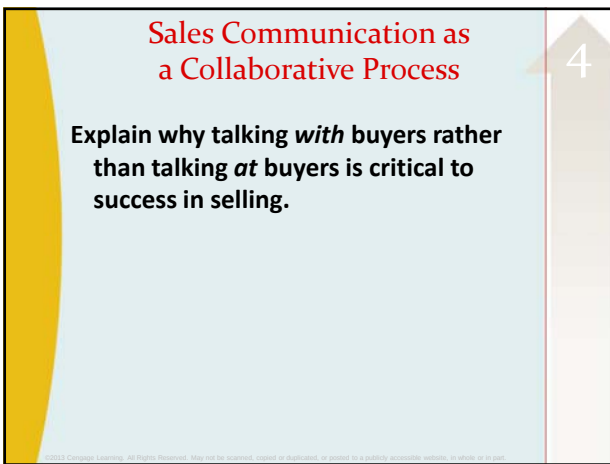








Strategic Questioning 4

- Control the flow & direction of the conversation
- Facilitate the customer's understanding
- Demonstrate concern & understanding
- Uncover important information



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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.



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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?"



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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...?”



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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...”



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Guidelines for Combining Types of Questions for Maximal Effectiveness

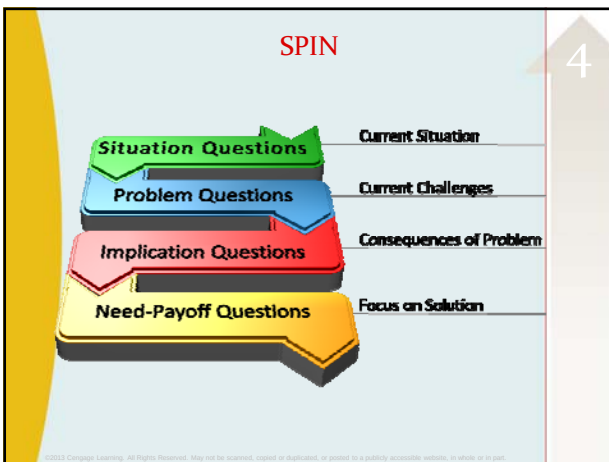
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EXHIBIT 4.1
Guidelines for Combining Types of Questions

Strategic Objective or Purpose of Questioning	Strategic Objective or Purpose of Questioning			
	Explore and Flag for Details	Gain Confirmation and Discover Attitudes/Opinions	Change Topics or Redirect Buyer's Attention	Follow-up Immediately After an Answer
Assess and Specify the Information Desired	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature
Classify and Organize the Information	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature
Confirm and Specify the Information Desired	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature
Classify and Organize the Information	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature
Confirm and Specify the Information Desired	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature
Classify and Organize the Information	Open-end questions designed to be probing in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature	Open-end questions designed to be fact-finding in nature

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Putting It All Together

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

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

I You: "What sorts of challenges do you face with your payroll process?"

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

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.

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

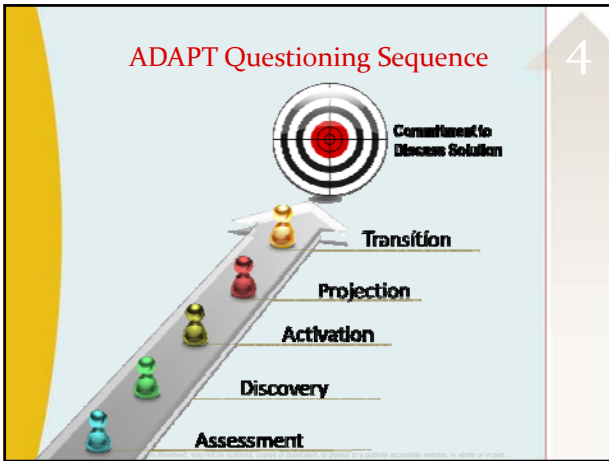
Buyer: I'm sure that will make them happy and the productivity may even improve.

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

Buyer: yes I would

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Putting It All Together

A
D
A
P
T

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

4

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Putting It All Together

A
D
A
P
T

"What types of operating arrangements to have with your suppliers?"

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

"What effect does your supplier's late deliver have on your operation?"

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

"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
S
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I
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Verbal Communication: Listening

Pay Attention

Make No Assumptions

Monitor Non-Verbal

Encourage Buyer to Talk

Paraphrase & Repeat

Visualize

Effective Active Listening



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Types of Listening



Social Listening

Little Concentration or Cognition



Serious Listening

Requires Concentration and Cognition

4

SIER Hierarchy of Active Listening

Responding

Evaluating

Interpreting

Sensing

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

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Effective Listening

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EXHIBIT 4.7 Ten Keys to Effective Listening

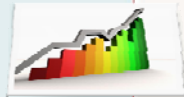
The Key Practice	The Weak Listener	The Strong Listener
1. Find areas of interest	Tunes out dry subjects	Actively looks for opportunities of common interest
2. Judge content, not delivery	Tunes out if the delivery is poor	Steps over delivery errors and focuses on content
3. Hold your own attitude in consideration	Focuses on and agrees or disagrees with the speaker's position	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 notes and lends theme to central theme and key ideas presented
6. Work at listening	Shows no energy; appears soon to be tired	Wants hard at attending the message and exhibits active body stance
7. Avoid distractions	Is distracted easily	Removes distractions and focuses on the message
8. Focus on your subject	Reacts with sympathy or hostility in favor of right or wrong	Has complete and honest mental picture for the mind
9. Keep an open mind	Reacts to emotional words	Interprets color words but does not get hung up on them
10. Evaluate on the fact that thought is better than speech	Reacts to daydream with daydreamers	Challenges, anticipates, mentally summarizes, weighs evidence, and looks for the logic

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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 . . ."

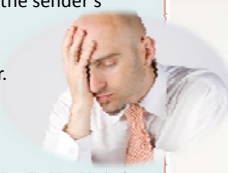


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Impact of Poor Grammar

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- 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.



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Impact of Poor Logical Sequencing

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



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Nonverbal Communication

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- 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.

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Proxemics

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FIGURE 4.4
Personal Space and Interpersonal Communication



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Common Nonverbal Clusters

4

Cluster Name	Cluster Meaning	Body Posture and Orientation	Movements of Hands, Arms, and Legs	Eyes and Facial Expressions
Openness	Openness, flexibility, and sincerity	• Moving closer • Leaning forward	• Open hands • Reaching out • Unbuttoned collar • Unbuttoned arms in sleeves	• Direct gaze • Frequent eye contact
Defensiveness	Defensiveness, skepticism, and apprehension	• Rigid body	• Crossed arms and legs • Clenched fists	• Minimal eye contact • Glancing sideways • Narrowed face
Hostility	Hostility and consideration of message	• Leaning forward	• Hands on hips • Clenched fists • One in palm of hand	• Glaring • Leaping distance to top of head
Disruption	Disruption and nonconformity	• Pulling of clothing	• Shaking with objects • Increased leg movements	• Wounded eye movements • Frequent glances • Glaring
Readiness	Excitement and readiness	• Sitting forward	• Hands on hips • Legs spread • Feet flat on floor	• Increased eye size • Wide smile
Withdrawal	Withdrawal and indifference	• Pulling away from face • Shaking	• Crossing fingers • Crossing ankles • Balling up and jacking at them • Tapping feet	• Frequent eye contact • Glancing at watch • Blank stare

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