Mark Mcinnes
SALESTRAINING

SALES CAPABILITY PLAYBOOK

Mark McInnes
SALESTRAINING

PLAYBOOK
TOPICS

MINDSET

Mark McInnes
SALESTRAINING

Overview • *Mindset*

Your mindset is critical in determining the way that you sell. Mindset determines whether we see something as being either a negative or a positive situation.

Having a strong and deliberately focussed sales mindset can be achieved through some regular (& simple) habits and routines. Avoid leaving the state of your mindset to chance, it is a bad idea.

Strategy • *Mindset*

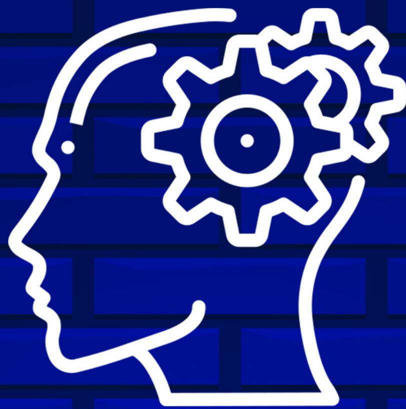
Focus on HELPING people, not SELLING people.

Understand that, as a sales professional, you provide real value to the clients you bring on. Your products or services help them to achieve their businesses goals faster and easier. If this wasn't true, you wouldn't have any customers.

Instead of focussing on trying to sell people and rush in to a transaction, instead focus on helping them achieve their goals and the sales will come. Buyers can always smell commission breath. **SLOW the process DOWN to SPEED UP the result.**

MINDSET

Mark McInnes
SALESTRAINING



Strategy • *Mindset*

Focus on the process and detach from the outcome. We can't control the reactions people have to our requests.

We can't control if people say yes or no, or if they respond to an email. By focussing on the process of doing the best outbound activity we can, at the right times, and in the right volume, is in itself success. Because responses, conversations, meetings and sales will come if we follow the process.

Action • *Mindset*

Make a habit of **talking to clients** to determine what they like about dealing with you and your company. Move beyond the superficial and focus on their business outcomes, their removed pain and their increased capacity.

Focus on the things you can control, such as your activity levels, your conversation quality, your voice tone. Your levels of distraction. While focussing less on the things you cannot control such as, how many people pick up the phone or whether someone was in a bad mood when you spoke to them.

If you have a conversation that's genuinely helpful, most buyers would be glad to have that conversation.

WEAPONS OF INFLUENCE

Mark McInnes
SALESTRAINING

Overview • *Weapons of Influence*

People make most of their decisions using their unconscious mind. They unconsciously reference their previous decisions to guide their current decision making.

Scientists and psychologists have discovered that there is a set of strategies that are most effective in impacting these unconscious decisions. When used as part of a request, they **increase your chances of getting a yes and decrease the chances of getting a no.**

When asking for micro-decisions from our prospects, using these '**weapons of influence**' will mean your buyers will be much more likely to comply with your request.

WEAPONS OF INFLUENCE

Mark McInnes
SALESTRAINING

Strategy • *Weapons of Influence*

6 Principles of Persuasion

(DR Robert Cialdini)

Reciprocity. When we receive something we perceive as valuable, timely and personalized. We feel a sense of obligation to the person who gave it to us.

Authority. In complex situations, we are more likely to agree with and follow the directions of those we believe have demonstrated authority in those situations.

Liking. The closer I think we are, the higher level of perceived similarity we have, the more likely I am to comply.

Social Proof. People tent to duplicate or follow the decisions, actions and attitudes of others... who are in proximity to them or who are similar to them.

Scarcity. People place more value on things when they perceive the thing is scarce, difficult to obtain or it is new.

LIMIT 2 PER CUSTOMER

Consistency. When people provide voluntary, specific and publicly shared commitments they are more likely to act in a manner consistent with those commitments

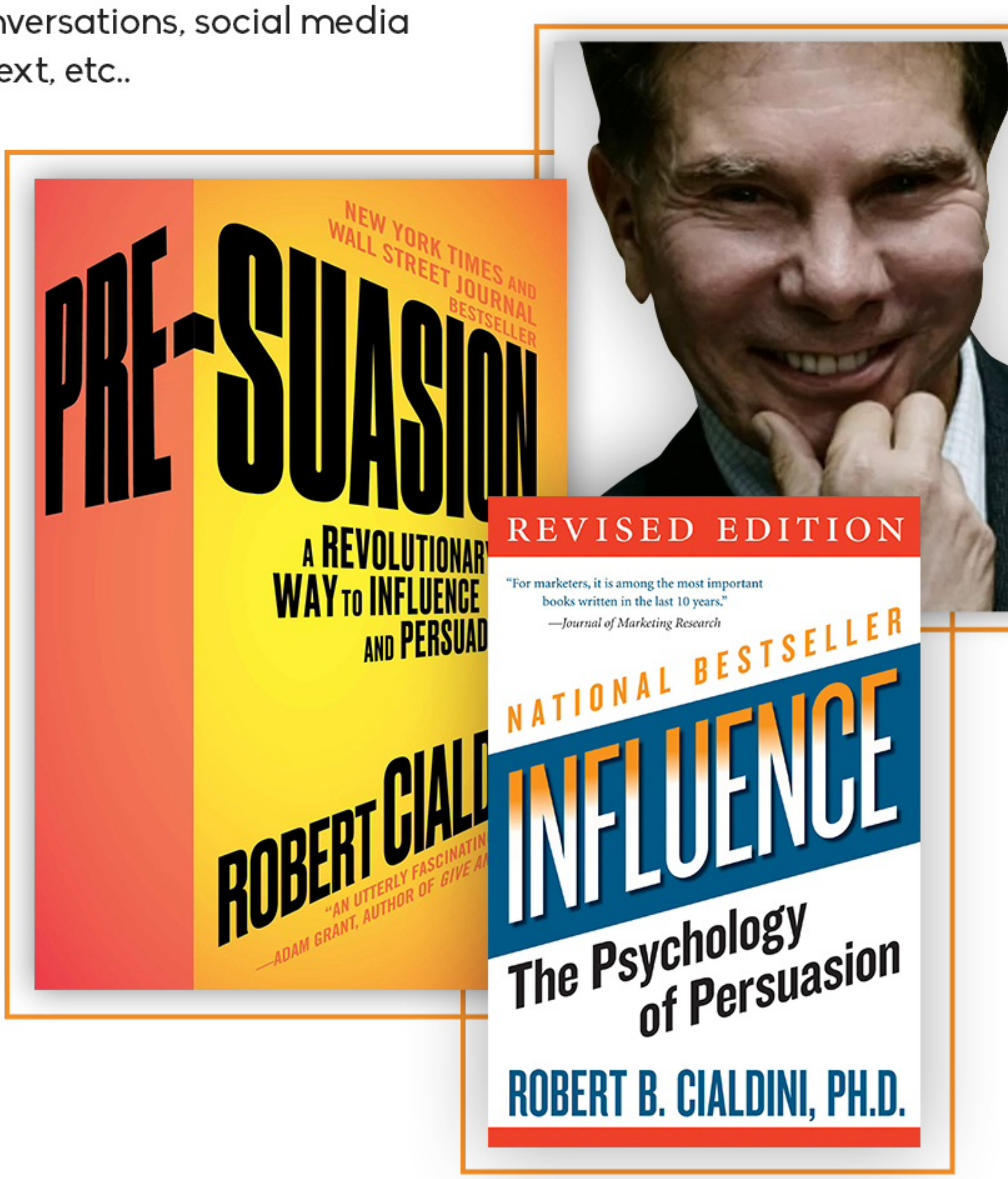
WEAPONS OF INFLUENCE

Mark McInnes
SALESTRAINING

Action • *Weapons of Influence*

To increase compliance with your requests, weave these influence strategies into your communication across all platforms. Such as, live conversations, social media messaging, email, phone, text, etc..

- Reciprocity
- Authority
- Liking
- Social Proof
- Scarcity
- Consistency



SMART TARGETING

Mark Mcinnes
SALESTRAINING

Overview · *Smart Targeting*

Your buyers might all buy the same product from you, yet your buyers are not all the same. Each group of buyers typically take action to solve a slightly different problem.

Imagine you sell software to recruitment agencies. We might think all agencies are the same. However, the decision maker of a 2 person recruitment company has different goals and different challenges than that of a 12 person recruitment agency. Approaching both with the same talking points, across the same outreach channels and the same frequency, will lessen the likelihood of your outreach being successful.

Segmenting (targeting) provides us with the best opportunity to gain the highest response rates. This is the basis of **Smart Targeting.**

Importantly, these targeted conversations are much easier for us sellers to master than trying to appeal to a broader sector. The repetition of conversation means we can very quickly sound like an expert in these situations. We will earn "trusted adviser" status, much faster, talking to one segment, than if we flip between multiple segments.

The more conversations you have the more you'll present as someone with valuable insight for that specific target.

SMART TARGETING

Mark Mcinnes
SALESTRAINING

Strategy • *Smart Targeting*

For maximum effectiveness, we should tailor our messaging and outreach strategy to fit each narrow segment rather than duplicating the same message across many segments. Segmenting hard and narrow, while it takes a few extra minutes, allows for a superior result in conversations and deal advancements.

Work each chosen segment through to completion before moving on to another.

Action • *Smart Targeting*

Divide your prospect lists into smaller segments and work through that entire list before moving on to another segment. E.G. Eastcoast IT recruiters with more than 12 consultants Or HR teams of Government owned health facilities. As a minimum, segment by Industry, Location, Company size.

Adjust your messaging, outreach methodology and LinkedIn presence to reflect your chosen segment.

SMART MESSAGING

Mark McInnes
SALESTRAINING

Overview • *Smart Messaging*

The reality is, most sales messages remain either
unread or deleted. Very few gain a reply, mostly as they fail to be interesting enough for the target audience. Many sellers make the same messaging mistakes over and over again. Avoiding these common mistakes is the foundation of Smarter Massaging.

This Smarter Messaging strategy works for any text delivery method. **Email, Social, Text Message etc.**

SMART MESSAGING

Mark Mcinnes
SALESTRAINING

Strategy • *Smart Messaging*

When writing messaging for your outreach
you should strive to make your message.

1: As short as possible (Less than 100 words for email)
2: All about the buyer (not about your company or you as an individual)
3: Relevant to the buyers current business priorities
4: Have a low friction Call to Action.
(✔ Can I share more. ✘ Can I get 15mins in your calendar)
5: Ensure your messaging looks significantly different to all the other pieces of outreach.
6: Include a persuasion principle

Action • *Smart Messaging*

Use these 6 points as a guide when you build out your messaging, whether that be as a template for repeat use or for single use communication.

CADENCE CREATION

Mark Mcinnes
SALESTRAINING

Overview • *Cadence Creation*

Some of the most common questions I get as an outbound sales trainer is...

> **How often and how frequently should I reach out?**

Using this cadence methodology you can create a individual plan for each of your segments (refer to smart targeting) to ensure you're not going too long and being annoying or giving up way too early.

Strategy • *Cadence Creation*

Think about one of your specific target markets. Think about the buyer and their daily routines, how busy their inbox is, how many people are trying to talk to them, what their preferred channels of communication might be, if they are on social media, which one etc.

If you've thought about this properly you will quickly work out that sending a 'one and done' email is probably not going to work, neither is sending a 15 touch email sequence. Instead think about the perfect duration to deliberately pursue your prospects and how often should you reach out and across what channels?

CADENCE CREATION

Mark Mcinnes
SALESTRAINING

Duration X Frequency = Volume
(E.G. Duration. 4 weeks, Frequency. twice a week = 8 Attempts)

Each of the 8 Attempts should be multichannel. Use 2 or 3 channels for each attempt. Email, Phone, SMS, Voicemail, Social, Video, Direct Mail etc...

Action • *Cadence Creation*

Map this out across the 8 week (example) period.

By building your cadence out in advance you limit the chances that you'll pause or stopping taking action when you really should keep going. **It will make it easier for you to take meaningful action day to day**, knowing that you're increasing the likelihood your messages will been seen and you'll elicit a reply.

OBJECTION STRATEGIES

Mark Mcinnes
SALESTRAINING

Overview • *Objection Strategies*

Receiving objections in our sales process is simply an expected part of the selling and buying process.

> **The good news? Most objections follow a similar pattern.**

Typically, objections are some version of "**No Time, No Budget, No Trust, No Need**". Because these 4 make up the majority of the objections we receive, we can prepare our responses, in advance. With practise, we can remain in the conversation when faced with a reflex objection.

Strategy • *Objection Strategies*

4 Objection techniques:

Each technique's response starts with the same few words, this makes it easier for you to start responding while you mentally build out the context mid-conversation.

1: Utilise. The Utilise technique is where you simply 'use' their objection as the reason.

Objection: I don't have time. **Response**: "That's actually why I called you, I thought a quick phone call is probably the easiest way for you to get this information"

OBJECTION STRATEGIES

Mark Mcinnes
SALESTRAINING

Strategy • *Objection Strategies*

2. Feel, Felt, Found (Social Proof). The FFF theory requires you to align with the buyer by firstly "understanding how they FEEL", then acknowledging their objection by outlining "others, too have FELT that way" and then provide them a safe pathway out of their objection by saying "once others chose us, they FOUND they no longer had a concern".

Beware, this is a well known yet effective strategy. This means some people may be conscious of you using this technique if it's delivered in anything less than a confident and skilled manner.

Objection: You're more expensive than my current supplier"
Response: "Completely understand (how you feel), most of our existing clients were also on a cheaper solution before they came to us. Once they were able to get a deeper look at what the platform delivers they were very comfortable that the platform was worth the slightly higher investment".

OBJECTION STRATEGIES

Mark Mcinnes
SALESTRAINING

Strategy • *Objection Strategies*

3. Hypothetical. By making your buyer focus on possibilities rather than obstacles we can often get people to stay in the conversation for much longer.

Objection: I don't have a budget allocated for this.
Response: "What if I could show you a way to free up 3hrs of time, per consultant, per week, would you still have a budget allocation concern"?

4. Reframe. Reframing your conversation away from the objection and re-focussing your buyer onto bigger and more important outcomes.

Objection: I am currently contracted with another supplier.
Response: "Isn't this really about increasing the effectiveness of your consultants now, so your business can invoice more fees and make more placements in the near term"?

Action • *Objection Strategies*

Choose your favourite two techniques and practice until you are able to deliver these objections in a professional way, without hesitation.

LINKEDIN
GETTING STARTED

Mark Mcinnes
SALESTRAINING

Overview • *LinkedIn - Getting Started*

Research by The Rain Group states that

75% of buyers do some research on their salesperson as part of their buying process. This usually means someone viewing your LI profile.

As this view is most likely going to be their first impressions of you, you should use Linkedin as a way to signal that you are a 'safe' person to interact with and that you are more than 'just' a salesperson you are someone worth talking to.

Have a look at your LinkedIn profile.
Is it truly compelling to your target audience?
Is it helping you to create conversations or is it driving your audience further away by being too salesy?

Having a compelling and active profile allows you to attract more prospect and client conversations.

LINKEDIN
GETTING STARTED

Mark McInnes
SALESTRAINING

Strategy • *LinkedIn - Getting Started*

Edit your LinkedIn profile so that it is compelling to your target audience. Start by being aware of how your profile reads and looks from their perspective. **Make sure it is not positioned as an electronic CV.**

Action • *LinkedIn - Getting Started*

Picture: Is it easy to see your eyes and face? Are you dressed the same as you would turn up to a meeting or look on your ZOOM call?

Background: Can your buyers quickly see why you would be a match with them by your background graphic?

Headline: Does your headline talk directly to your buyer. "Working with Fin-Service HR teams in the UK" or does it simply list your title, Account Executive?

About Section: Outline how your clients can get great results from working with you and why they should connect or interact with you online. Avoid anything that resembles CV language, such as "I build high-performing sales teams or I have 20 years experience".

Activity: Do you have current and relevant LinkedIn activity visible? Is your activity limited to engaging with your colleagues or is it appealing to the wider industry that you sell in to?

Why would someone want you in their network if you only talk about your company?

LINKEDIN ADVANCED SOCIAL SELLING

Mark McInnes
SALESTRAINING

Overview • *Advanced Social Selling*

Most people use LinkedIn poorly. They either connect and pitch straight away or they look at profiles and don't interact at all. *These are the same people that say "LinkedIn doesn't work"*

Building and maintaining a strong professional social network makes it much easier for you to be engaged with the wider industry, be a useful resource for your clients and buyers as well as allow you to leverage that network for recommendations, introductions.

Strategy • *Advanced Social Selling*

Understand that most (poor) LinkedIn interaction is sales focussed and follows a standard and predictable pattern.

1. Connection and then a pitch.
2. One single piece of interaction and then a pitch.
3. A connection and then no further communication or interaction ever again.

Break these patterns by having the foresight to build a simple rhythm of interaction that creates a safe environment for your buyers and clients to interact wit you.

When it comes to LinkedIn, positioning yourself as someone with a genuine interest in your wider industry will attract others from that industry to you.

LINKEDIN
ADVANCED SOCIAL SELLING

Mark McInnes
SALESTRAINING

Action • *Advanced Social Selling*

LinkedIn is a reactionary platform. It reacts to your activity. Create engagement and interactions on the platform to start conversations.

Post and nurture content, of various sorts, that speaks directly to the needs of your target audience.

- ✔ Use the 4:1:1 posting strategy. 1 x Business Promotion piece, 1 x Personal, 4 x Industry thought leadership pieces.
- ✔ Use POLLS, Reaction POLLS, LinkedIn events, Groups, Pictures and more.
- ✔ Drive engagement and then use that engagement as a reason to reach out for a conversation.

View your targets profiles in bundles of 50 and then, when they in turn view your profile, reach out to connect off the back of that mutual activity.

CONVERSION/ CLOSING

Mark McInnes
SALESTRAINING

Overview • *Conversion/ Closing*

Moving opportunities from a lead (initial interest) through to close is a core function of a sales professional.

Our goal, is always to move our opportunities through our pipeline stages as quickly as possible and in the most effective way that we can.

However, this focus on **deal speed**, can often have a negative affect on our close rates as it causes us to:

A: Waste valuable selling time on deals that are unlikely to close.
B: Move deals too quickly for the buyers comfort.
- Resulting in objections and ghosting &
- Reduced trust between buyer and seller

Strategies • *Conversion/ Closing*

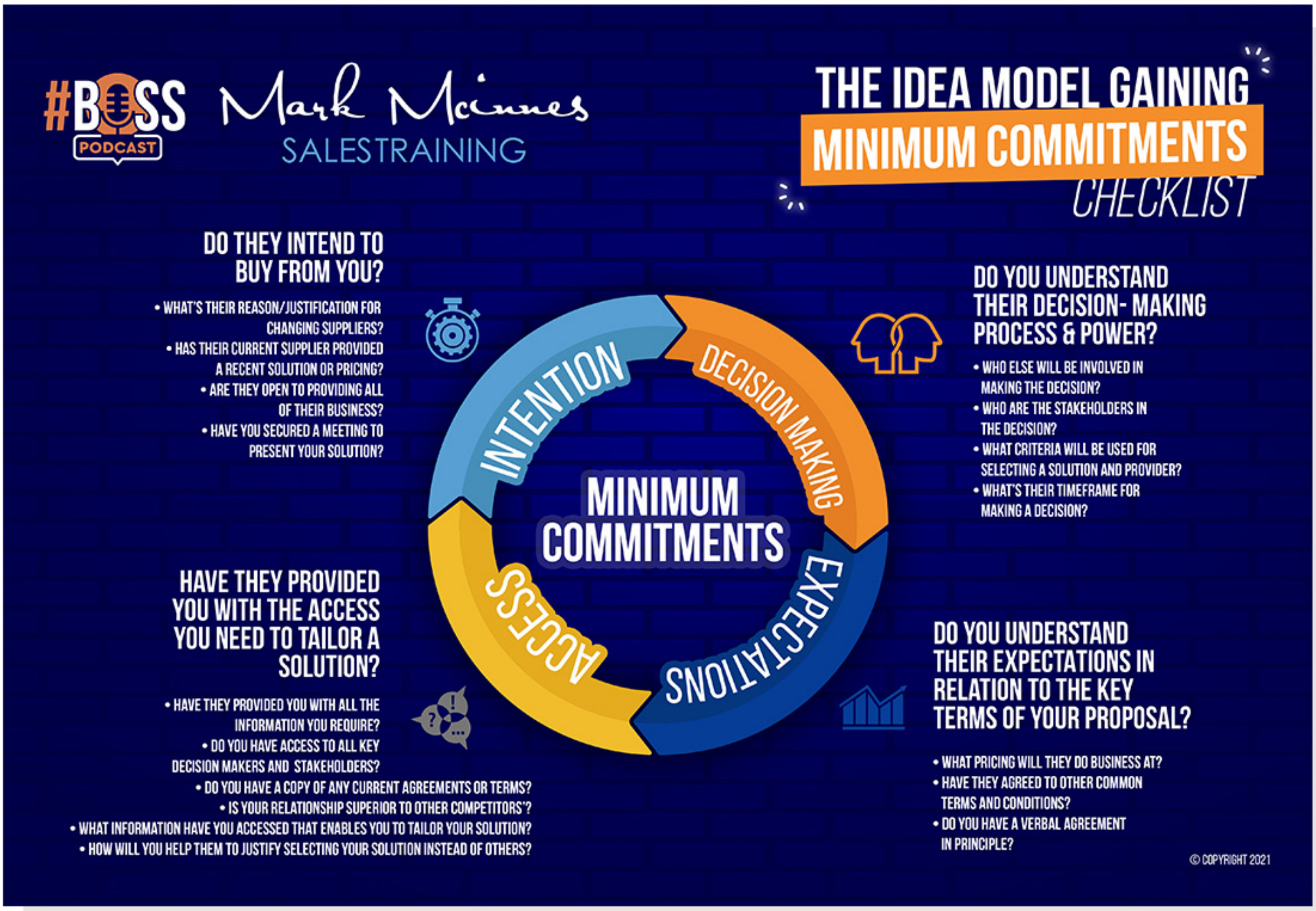
Slow down your early discovery to truly validate buyers intentions, in order to **Speed up** their commitment to the deal.

Action • *Conversion/ Closing*

Use the **IDEA model** as a deal evaluation tool.

CONVERSION/ CLOSING

Mark Mcinnes
SALESTRAINING



CONVERSION/ CLOSING

Mark McInnes
SALESTRAINING

If you've done the qualification and discovery piece well, closing should be a natural, low friction, next step. However, It is wise to have one or two techniques that you can call on to comfortably ask the prospect to move toward an agreement.

Here are four tried and tested closing techniques:

- **Assumptive close.** Ask for action on the step immediately after they would have agreed to the business. Simply, assume they've said yes and ask for the next step in the process.

- **Reverse.** We ask the prospect what else we need to do to move forward. Reversing the pressure from us, to them. "Looks like we are almost there, what else do we need to do to get this signed off and started"?

- **I want to help.** Think back to your discovery call. What was it they were trying to achieve by bringing you on as a supplier? E.G. Find more candidates. "I want to help you get more candidates as quickly as possible, all we need to do now is get this signed and we can get started on that for you"

- **Urgency close.** Leverage the buyers timeline to compel them to take action. Gary, you said this needed to be done by the end of April, if that s still the case, we will need to get this squared away in the next few days for us to have any chance of that being possible

SALES CONFIDENCE & MOTIVATION

Mark Mcinnes
SALESTRAINING

Overview • *Sales Confidence & Motivation*

Most people fail to realise that we are able to control our own confidence and motivation levels. Confidence and motivation are just feelings. It is our responsibility to manage those feelings. Because a confident and motivated seller always outperforms a doubtful and hesitant one.

If we leave our confidence levels to circumstance we usually end up focussing on the wrong inputs to guide us. **Negativity bias** invades our thoughts:

Negative bias is our tendency, to not only register negative stimuli more readily, but also to dwell on these events. This negativity bias means that we feel the sting of a rebuke more powerfully than we feel the joy of praise.

Understanding this and deliberately using a strategy to overcome our negativity bias is an overlooked part of sales professional's self-care.

SALES CONFIDENCE & MOTIVATION

Mark McInnes
SALESTRAINING

Strategy • *Sales Confidence & Motivation*

Dear Diary - SLACK for the team / Confidence Diary for individuals.

Create and maintain a public or private diary that will allow you to capture and record all the good feedback and praise that you receive from your team, your leadership, your buyers and clients to help you offset your negativity bias.
Either use an internal chat function, such as SLACK to share these mini-triumphs with your wider team, or create an individual confidence diary (Such as Notes or OneNote) to log those positive interactions for later reflection.

Action • *Sales Confidence & Motivation*

When you are feeling low on motivation or confidence, review your confidence diary's list of wins and praise. This reinforcement will help steer you away from the doubt, inaction or negativity.

Capture various aspects of your selling life to help you build a comprehensive library of easily defined wins.

Examples of diary entries are: Cold calls that result in a good quality conversation. Positive responses to cold email. Success from your Cadence. Your team leader providing you with praise. A positive response from one of your prospects, Closed deals. Social media interactions that result in business. Awards received, quota attained etc...

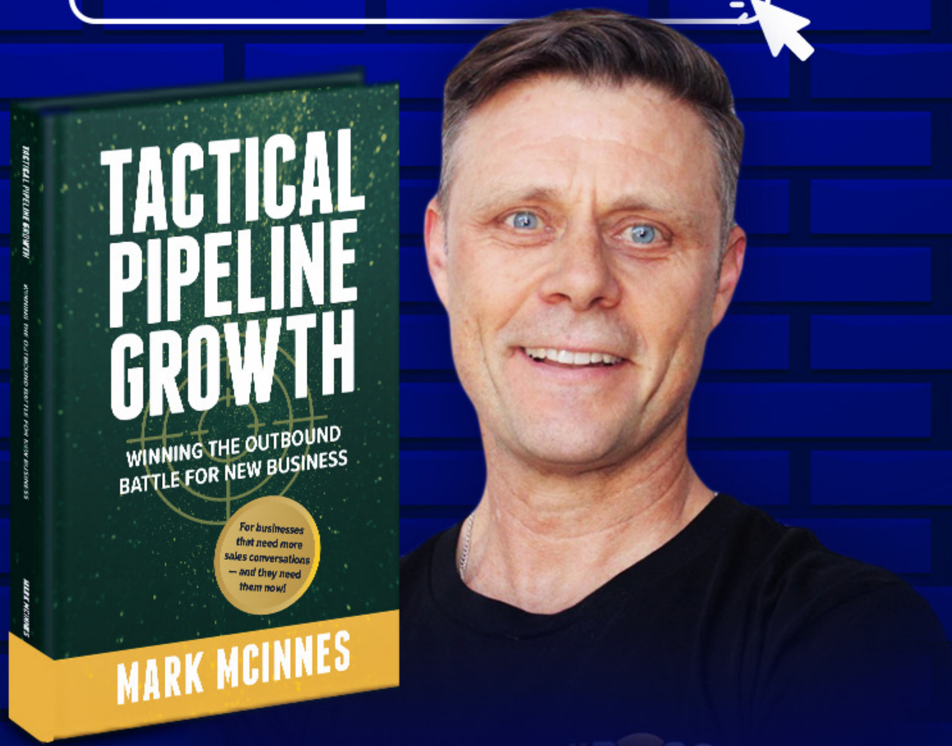
Mark Mcinnes
SALESTRAINING

#BOSS PODCAST

HELPING SALES TEAMS HIT THEIR SALES TARGETS

without needing to sell their soul.

BUILD PIPELINE THROUGH HIGHER QUALITY CONVERSATIONS



Contact:

E: Mark@markmc.co **W:** markmc.co P: +61 423 021 293 **L:** www.linkedin.com/in/mark-mcinnes/