

---

# **SAME GAME *NEW RULES***

---

*23 TIMELESS PRINCIPLES  
FOR SELLING AND NEGOTIATING*

SAMEGAMENEWRULES.com

NEW GREAT DEAL    MENU    FREE SHIPPING

**It's You Vs. Your Competitor.  
Who Will Win?  
The One With  
The New Rules!**

**By John C. Maxwell PhD**

**Now Live!**

**"Award 5 Star Product  
Get Free U.S. Report  
"All Five 5 Star Reviews"  
When You Purchase Direct"**

**How Do you To Be Better**  
The market is abundant. But to  
succeed that abundance, you need  
knowledge and strategy. The old  
game of "competition and products"  
won't work. What you need are New  
Rules-Rules that give you a strong  
strategy, a tough new game and  
an effective sales process to help  
your customer buy—and help you  
succeed.

**"...clearly defined new rules for today's  
high-pressure business environment..."**  
—New York Times Bestseller

**Download the Book or  
Purchase the Book or**

<p><b>ABOUT A STORY</b></p> <p>Author's Insights into the New Rules of Business. <a href="#">Learn More</a></p>	<p><b>CONNECT ONLINE</b></p> <p>Join the New Rules and visit authors at your next sales event. <a href="#">Learn More</a></p>	<p><b>FREE REPORT</b></p> <p>4 Components of "The High Achieving Sales Funnel" (PDF and MP3) <a href="#">Download Now</a></p>	<p><b>SALES TIPS</b></p> <p>Months &amp; Resources, How with tips, strategies and insights on growing a business. <a href="#">Subscribe Now</a></p>
<p><b>NEW VIDEO</b></p> <p>Great products to help you get stronger and more successful. <a href="#">Learn More</a></p>			

Join us at our website for  
more insight and developmental work.  
[www.samegamenewrules.com](http://www.samegamenewrules.com)

---

# **SAME GAME *NEW RULES***

---

*23 TIMELESS PRINCIPLES  
FOR SELLING AND NEGOTIATING*

**B I L L   C A S K E Y**

WINPOINTE PUBLISHING  
CARMEL, INDIANA

Winpointe Publishing  
4971 Waterside Circle  
Carmel, IN 46033

Copyright © 2006 William B. Caskey

ISBN 0-9758510-3-9

Editorial: Bill Caskey  
Editing: Amy Balcius  
Text Design: Desktop Miracles  
Cover Design: Rob Larsen

All rights reserved. This book may not be reproduced in whole or in parts, or transmitted in any form, or by any means, electronic, mechanical, photocopying, recording, or other, without written consent from the publisher, except by a reviewer who may quote brief passages in a review.

*Printed in the USA on acid-free paper*

10 9 8 7 6 5 4 3 2 1

## *ACKNOWLEDGMENTS*

Anyone in the personal development business knows this truth: our clients are our trainers. Sure, we can think up all the greatest theories and read like crazy until we formulate axioms. But until it passes the client test and the market test, it's worthless. So I'm grateful to every client we've ever had pass through the doors. You have helped us take this material and apply it to the real world in a way we could never have done alone. For that, I'm personally grateful. We have the best clients on the planet.

Along with that, no book is ever completed without the support of the family and extended family of the author. Jane, Kelly, Kara, Bill, Norine, Don, Sally—you all gave me support throughout this project. I'm very grateful.



# TABLE OF CONTENTS

<i>Acknowledgments</i>	v
<i>Foreword</i>	ix
<i>Preface</i>	xiii
<i>Introduction</i>	1
<i>About the Insights</i>	9
<i>Trends Shaping Selling</i>	17
<i>The Fundamental Shift</i>	21

## **The Insights**

1. Change Starts With a Look in the Mirror	29
2. Denial Limits Achievement	32
3. Process Makes Perfect	41
4. Detachment Increases Your Power	45
5. Vision Strengthens Your Inner Game	53
6. The Most Successful Salespeople Engage in Concerted Market Activity	64
7. You Only Have One Chance at a Clean Beginning	74
8. Too Much Enthusiasm Costs You Money	79
9. Selling Is Half Intellect and Half Emotion	85
10. Know How and Why People Take Action	93
11. You're Always in Danger of Sinking into the Commodity Dungeon	97
12. High Intent Yields High Results	105
13. Keep Them OK & Go to the Bank	110

## SAME GAME *NEW RULES*

14. The More You Talk, the More Likely You Are to Say Something Stupid	117
15. There Is Wisdom in Ignorance	121
16. Prospects Are People First	125
17. Never Ask Questions That Force Your Prospect to Lie	127
18. Effortless Conversation Breaks Down Resistance	133
19. Your Need for Approval Will Cost You Thousands	138
20. Understand the Laws of Money	146
21. Money Arrives When You're Ready	153
22. Things You Shouldn't Say	160
23. Have a Universal Process	164
<i>Epilogue</i>	177
<i>Appendix A: Personal Philosophy</i>	179
<i>Appendix B: Personal Rules</i>	181
<i>Recommended Reading</i>	185
<i>Index</i>	187
<i>Advanced Learning Series</i>	191
<i>Afterword</i>	201

# FOREWORD

When Bill asked me to write the foreword, I must admit, I became very uncomfortable. Why would I want to put my success with these principles out there for everyone to see? What if my competitors read this and became familiar with the thought process we were using to take market share? Couldn't that affect us negatively? Wouldn't it be kind of like allowing your competition to see a copy of your play-book?

I came to my senses quickly when I realized two things. First, my company has a five-year head start in practicing these principles of achievement. So even if my competitors began today, I suspect we'd be a few yards ahead of them. I must tell you—on the journey we've lost some who weren't able to change. But those left are high producers and much of the reason for that is within these pages.

Secondly, I truly believe every market is abundant. A rising tide lifts all boats. If we can all get better at the game of business, then we'll all be stronger.

I met Bill in June of 1996. I had just joined Midwest Bankers and began his workshops. It was part of the personal development that Midwest Bankers provides its people. I had never been through formal sales training and was excited by the concept. As a self-professed personal development junkie, having an actual class to attend on how to improve my income was nirvana.

Actually, this class was very similar to the finance training I received in college. Finance is a branch of applied micro-economics—a very fertile and conceptual branch with lots

## SAME GAME *NEW RULES*

of real world applications. So there I was in the midst of a fertile, conceptual learning environment with an unlimited number of real world applications.

As I moved through his training and adopted the insights you will see here, there were only two words to describe them—simple and elegant. They are simple because it is said that you get what you ask for in life and in business, so you'd better be precise in your request. If you aren't living the life you want, then look inside yourself and determine what you asked for. Are you a million-dollar salesperson or are you a \$50,000 salesperson? Whichever you think, you become. This is the essence of the inner game.

These rules of thought are elegant because they teach you how to *attract* income rather than teach you how to *sell*. No more putting heavy pressure on people to do business with you. It doesn't work now and it never has, but until now we haven't had a selling philosophy to substitute for the antiquated selling tactics that 90% of the market uses.

If you're a salesperson today and are resistant to changing your approach, then put this book down. It will be a dramatic change from what most people have been exposed to and will be a challenge for you to implement. Most people will fall into this category, which is why 35.1% of America's wealth is owned by 1% of American households.

Conversely, if you are in sales and thrive on improving yourself and are consciously looking for new ways and better thoughts, then read this book and begin to implement these principles immediately. As CEO, I get called on by a lot of supposed top performers and it's apparent that few have adopted these unconventional, yet profoundly effective techniques. By doing so, you will conclude, like I have, that it's not just solving the problem that allows you to get the business, but it's how you approach people.

If you are a CEO or manager and are considering passing this out to your team, read it first and buy in to the concepts.

*Foreword*

Make sure you're a believer. Then insist that the sales force reads the material and discusses each chapter at a sales meeting. The 20% of the team that produces 80% of the results will probably implement the concepts. The newer people not yet on the sales radar screen may surprise you. This could be just what they need to get started. But don't expect everyone to adopt these rules. Some just won't have the capacity—and that's OK.

Caskey's elegant and simple approach to dealing with the pesky humans in business is both refreshing and transforming. The beautiful part of the entire philosophy is that most people won't be able to handle the changes in thought required to implement the approach. Why is that beautiful? As CEO of a company that buys into it, the people that won't change make our lives easier. The companies of the future will be nimble and very adaptive. Those who have sales teams that resist changing their thoughts will end up at our competition. And yours, too. Just hope your competitor doesn't buy this book.

DAVID CATALANO  
CEO, MIDWEST BANKERS  
INDIANAPOLIS, FALL 2000  
dcatalano@midwestbankers.com



## *PREFACE*

It was late fall of 1995 and I was in Memphis for a two-day program. It was a group of long-distance telephone salespeople. I had been delivering on-going training programs for sales groups for many years and this group, in comparison to the rest, was **very average**. As usual, it took us the first few hours of the session to get comfortable with each other. And there was the normal resistance to my concepts.

The next few hours of discussion were not so average.

As you could probably guess, these people faced a ton of competition. Long-distance telephone salespeople in the mid 90's were barraging business owners with the latest and greatest rate plans. One of the people in the group was told by a prospect that over thirty long-distance companies had contacted him in the last thirty days. So as you can imagine (and perhaps your business is similar), they had a huge "differentiation" problem. When they called and did their traditional pitch and sounded like everybody else, they got treated like everybody else—rejected or commoditized. This is where the discussion got interesting.

The group arrived that morning expecting to hear the same thing the last 10 trainers told them. By now, you know the commands—call higher, probe deeper, close harder. After all, that's what every other sales trainer on the planet tells you. I decided to take a risk that day and talk about something they hadn't heard. The problem for these salespeople was not that they didn't know what to say. It was that they didn't know how to think. They had skills

training—plenty of it. Their training had been given by one of the largest development companies in the land. They had

---

No man is a good physician  
who has never been sick.

*ARAB PROVERB*

---

attended the one and two seminars to pump them full of life force and vigor. They had the books and tapes from America's finest motivators; but it was all useless, because no one

had taught them the most important ingredient—the glue which holds it all together—how to think. They had the right moves, but not the right thoughts.

### **This group was thinking “scarcity”**

As it turned out, this group was thinking from a volatile position—that of scarcity. High competition and price pressure had created demons in the brains of these reps. The outcome was this: they were approaching the market thinking and acting like beggars. They ended up getting so emotionally attached to every deal that they were actually repelling their prospects with their neediness. So we began talking about what has come to be known as the Inner Game Concept.

I finally said, “Look, let’s get real—let me remind you of the facts you’ve forgotten—you don’t need any piece of business to be OK in life. Unemployment is 4.5% in Memphis—if you can’t sell long-distance, you can find something else to do. There are 10,000 prospects that need what you have and if someone is not open to even discussing it, hang up and move on. You need to reject these prospects before they reject you.” I continued, “You’re going to wake up tomorrow morning OK psychologically whether you make another sale or not. In the next 40 years if you don’t make another sale, you’re going to be OK. God is not going to send a lightning bolt to

*Preface*

your back-side just because you didn't make your quota for the month. So get rid of your fear." When I was finished, I sensed something magical had happened. Their stares changed. Their minds raced. Their looks became inquisitive.

As I left the training room, a man approached me. He had sat in the back both days, "Can I have a few minutes of your time?" I agreed and he began to talk. He said, "You know what you're teaching don't you?"

"Well, I thought I did, but I'm curious—what did you learn?"

He said, "What you're really teaching is a form of business spirituality that is missing in today's corporate life."

"Okay," I said. "Can you elaborate?"

He continued, "Do you know what could happen to my income and the sales of all our people if we could come to grips with the fact that everything is going to be OK if we don't sell anything tomorrow?"

I said, "That's exactly my point."

"I know it is, but what you've done is you've taken the fear out of selling. If I'm ever worried about my family not eating or my not making quota or getting fired or getting shamed in front of my peers—

and there is a fear that accompanies those feelings—I will pass it on to my prospect when I'm on the phone or in front of them."

He said, "It means the one thing I am afraid of is the very thing I am attracting to me. Rejection. It also means if I can get past that hurdle, I'll be able to take risks from now on and never be scared. That's what is "spiritual" about it. You've made all of us think how business, selling and life all interconnect. Thank you."

---

Learning is not attained  
by chance. It must be sought  
for with ardor and attended  
to with diligence.

ABIGAIL ADAMS

---

## SAME GAME *NEW RULES*

As I left the room that day I had a funny feeling in my heart. I actually felt like my life had changed with that conversation. I don't know who that man was and he prob-

---

As a general rule, the most successful man in life is the man who has the best information.

*BENJAMIN DISRAELI*

---

ably doesn't remember me. But in five short minutes he taught me more than I'm sure I taught him in the entire sixteen hours of training. This philosophy does more than help you sell—it helps you reframe the way business and life and the sys-

tems governing both are blended to optimize your future. It forces you to question your deepest thoughts about self, role and marketplace. It propels you to think new, contemporary thoughts about how you achieve. The new rules are upon us.

### **I'd like to hear from you personally**

Incidentally, work like this is never complete. I tell people in our programs that personal development is not about an agenda. It's a matter of continuous improvement. Thus, I'm very interested in your thoughts on your journey as you implement these strategies of thought. Won't you please e-mail me at [author@samegamenewrules.com](mailto:author@samegamenewrules.com) and share with me your results—successes and failures? The internet is a wonderful tool to build direct communication between author and reader and I'd like to use it for that.

# ***INTRODUCTION***

*If God does not exist and you believe in him, then little harm is done. But if God does exist and you don't believe in him, great harm is done.*

Blaise Pascal  
16th-Century Mathematician

You may read this book cover to cover. You may write to me, e-mail me, come to our programs and find at the end, that these insights won't help you reach the kinds of sales level and confidence that you had hoped. You may find they do not help you in solving the problems which most sellers and marketers have. If that occurs, then there is no harm done—a little time, a little money, and a little pride. Old Thinking is still available to you. You can always go back.

But if there exists in these pages and in our observations a quantum change in your perspective that will profoundly influence your thought process, your approach to your business and your income, then it would be a great mistake to ignore it. We can only hope that we've presented these thought changes in a way that you can absorb. Changing your perspective slightly affects your results profoundly.

Our intention was to compile and fuse several philosophies of business, life, selling and high achievement. The

SAME GAME *NEW RULES*

study for this led us to many philosophies, teachers and their literary works. You have heard the names before—Christ, Descartes, James, Allen, Emerson, Coleridge, Nietzsche, Schopenhauer. You have also heard of their contempo-

---

A good archer is known not by his arrows, but by his aim.

*ENGLISH PROVERB*

---

rary counterparts like Fromm, Harris, Berne, Leaman, Freud, Covey, Robbins, Bradshaw and Dyer. Through that study, I thought I would get all I would need to assemble the secrets of

success in sales achievement. But I was wrong. My missing link was you.

You, or people like you, were my teachers. The Sams, Curts, Karens, Rogers, Jeffs and Ritas. They are obscure on the national scene, but instrumental in helping me assemble a condensed set of insights that we hope will help millions. Theory is worthless until there is a live application to test it on.

As Dale Carnegie once said:

*The ideas I stand for are not mine. I borrowed them from Socrates, I swiped them from Chesterfield, I stole them from Jesus, and I put them in a book. If you don't like their rules, whose would you use?*

These “new rules of thought” were created with the intent to help salespeople and marketers think differently.

---

**R U L E**

---

*If you want to change your results, you must change your actions. And if you hope to change your actions over a sustained period of time, you must change your thoughts.*

If I can help you change your thoughts, the new actions happen quickly and effortlessly. No more 400-page sales training manuals. No more long, boring weekly training

meetings back at home office. No more learning how to sell the hard way. Instead, these insights, if practiced, will lead you to a new thought form about how to communicate the enormous personal value you have in your business.

### **Who Should Read This Book?**

This book is for people in the profession of sales and marketing who are searching for an easier, softer, more effective way to build their income. Each day in the U.S. alone, more than 25 million people are responsible in some way for their company's revenue, or their client's satisfaction. These are the salespeople, account developers, accountants, attorneys, engineers, managers, project heads, doctors and thousands of other professionals. Each day, these people have conversations with their prospects and clients about their businesses. It's also for people in one or more of these categories.

---

'Tis skill not strength which  
governs a ship.

*THOMAS FULLER*  
*Gnomologia*

---

- Those who have seen the one-day seminars, have bought the books, have listened to the tapes of the greatest speakers in the world—and yet, are still looking for the one philosophy or approach that fits their style.
- People who want their selling method to support their personal strength, yet not compromise their dignity or that of their prospects.
- Those companies having salespeople who are, in large part, responsible for the success and future of their companies.

The book is for those who want to help manage themselves and their sales process by using a systematic and

contemporary method. Quite simply it is for those pioneers who dare to be different.

### **Why I Wrote This Book**

I wrote this book for several reasons, all of which may not apply to you.

#### *1. THE WEAK TACTICS USED BY MOST AMERICAN SALES FORCES ARE DISAPPOINTING.*

I believe professional selling is a noble profession—as noble as it gets—yet the training we are giving today’s salespeople belittles the salesperson and sacrifices his dignity in the sales process. If you want to understand what

---

The only real voyage of discovery consists not of seeking new landscapes but in having new eyes.

*MARCEL PROUST*

---

I am talking about, do this: when a salesperson solicits you over the next two weeks, just sit back and let them sell. Listen intently to how they communicate with you. Note in your head how you feel. Pay careful attention to

the tactics they use to get you bought into what they are selling. Ask yourself if they’re out for you—or themselves. And then ask yourself this: “Is that the way I sound when I’m pursuing new business?”

The true role of the sales professional today is to facilitate the prospect’s sharing of information with you that he wouldn’t ordinarily share. And to do it in a way that is helping him do three things:

- One—understand his real problem or opportunity.
- Two—understand the value you bring in helping him solve those problems.
- Three—get his problem solved.

## Introduction

The conventional approach that most salespeople take to the market actually puts the prospect in control. The old strategies are based on nothing more than manipulation and coercion. What's worse—they stopped working long ago. On those occasions when they do work, you settle for the \$40,000 deal and are blind to the \$400,000 deal slightly beneath the surface. The sad part is, you seldom know what happened. If you're OK with that, then continue on in the same vein, calling on way too many prospects, making way too many proposals, getting just enough business to pay your bills. It's been my experience that sales and marketing people who refuse to look at these strategies and tactics will consistently underachieve.

---

He who cannot change  
the very fabric of his  
thought will never be able  
to change reality.

ANWAR EL-SADAT

---

To sum up—get out of the carnage of the current paradigm and move into a new thinking strategy about your personal achievement in this ancient game of selling.

*2. IT FRUSTRATES ME TO SEE COMPANIES WITH EXCELLENT PRODUCTS AND SERVICES AND EXCELLENT SUPPORT AND DELIVERY MECHANISMS, WHOSE SALES STAFFS ARE UNTRAINED TO COMMUNICATE THAT VALUE.*

So they go to a strategic consultant who leaves after several years and hundreds of thousands (or millions) of dollars. The company has nothing more than a useless PowerPoint “strategic plan” that takes a Harvard Ph.D. to decipher.

The fact is, and always was, that the selling company had absolutely no method to translate their core value to prospects and clients. Management erroneously figured that “if we give the salespeople great compensation plans, laptop computers, e-mail addresses and six-color brochures, they could sell better.” Sorry to disappoint you, but they were

## SAME GAME *NEW RULES*

given the wrong things. They were given toys, not skills in how to translate value.

How do you know when you're not communicating your value well? Simple. The following things happen:

- You're held hostage by large clients.
- You have long selling cycles that wear you out.
- You never get the truth from the prospect.
- You never feel like you have an honest relationship with your potential prospect.
- You get beaten down on price.
- You can't even get in the front door.
- You feel undignified in the selling process.
- You feel like a beggar.

Do any of these sound familiar?

### *3. CHANGING PEOPLE'S THINKING HAS PROFOUND EFFECTS ON THEIR RESULTS AND INCOME.*

I've been coaching and working with thousands of people in the last 18 years. I have given over 3000 workshops to virtually every type of industry and group, including salespeople, executive teams, and project managers. It never fails after a full-day program, I meet people who tell me, "This will change how I sell and approach people," or "This makes so much sense, I can't believe I never thought of it," or, "This method will make me tons of money."

One example of a major thought change is "detachment." It is really a quite simple and elegant philosophy. But because it hasn't been taught to America's sales forces, those sales forces are operating at a less than optimal level. In this case, one small change in thought about "detaching from deals" will yield huge results in revenue.

#### 4. PHILOSOPHY HELPS YOU EXCEL.

I believe in philosophy. I think we all need better and clearer philosophies on achievement, education, wealth creation, selling, marketing, communication, child rearing, etc. We tend to be a society that flip-flops around according to the latest trend or business book. I want you to have a philosophy about prospecting, about your time, about your personal and mental strength, about your creative potential and your expression of that potential. I don't want you to just know HOW to do it; I think it is important first to know WHY.

If you have a philosophy that you truly live by, the techniques and tactics will come naturally, quickly and easily.

My role is to share a philosophy that we feel affords you the best recipe for personal growth. From that, you will establish your own rules and philosophy. Consequently, in Appendix B, on page 181 at

the end of the book, I have left space for you to write those rules. The new rules should be yours, not mine. I'm here to give you rules around which you can create new thoughts for achievement. Your job is to make them personal.

---

It is impossible to endure  
the *how*, until one first  
understands the *why*.

FRIEDRICH NIETZSCHE

---

#### 5. WHEN THE MESSAGE IS GOOD, SHARE IT WITH THE MASSES.

The truth is, I'm just one guy. I can't be everywhere, but I can document these strategies and belief changes. I have seen lives turn around with these insights. I've personally witnessed transformations in peoples' careers once they accepted and adopted these new rules of thought. I've seen multi-millionaires created after a short time of using these thinking strategies. Thus, if these insights can help even a few people create more personal income and

## SAME GAME *NEW RULES*

return credibility and dignity to what sometimes can be a tough profession, then I'll be satisfied. There are hundreds of excellent books on topics like strategic territory planning, time management, goal setting and effective presentations. Many of these we've listed in the "recommended reading" section in the appendix. We, however, prefer to focus on the deeper topic—*the thinking behind sales achievement*.

# *ABOUT THE INSIGHTS*

## **How to Get the Most from This Book**

My goal throughout this book is to have a personal conversation with you—yet not be preachy. And even though I don't know you personally, in my 18 years of coaching I've most likely helped similar people develop. Consequently, I know that you and I may have to get together more than once. You may read this book once now—then again in a month—and receive two very different messages. So my first plea is for you to read this book at least twice.

Second, I've intentionally kept this book small so you can carry it along with you. Prior to every call or client meeting, thumb through the book and spend a minute on an insight. Don't try to pick out the perfect insight—just read one. After thirty to forty repetitions of this, you will see dramatic change in how you view and execute your sales process.

Third, you will notice that some insights are a page or less and some are longer. Those longer insights contain more background and stories to help you grasp their meaning. Some might argue that the longer the insight, the more important it is. You'll have to judge the truth in that yourself.

Lastly, I've left space at the end for you to write your own philosophy book. Create your own playbook on how you'll approach business from here on out. I've even given you a sample from someone who has attended our workshops and completed the exercises.

## The Fundamental Philosophies

Just as I am asking you to build your own philosophy from our input, it is important that I let you in on some of our overriding philosophies of selling, buying and business. These beliefs and assumptions have come after thousands of hours of observation. Here they are in no particular order:

### *ALL SELLING IS PERSONAL*

If you are in the business of communicating the value of your company to another person from the prospect or client company, then you know what I mean when I say selling

---

A moment's insight  
is sometimes worth  
a life's experience.

*OLIVER WENDEL HOLMES*

---

is personal. Yes, your firm has value. Yes, you make the best widget in the land. And yes, your pricing is competitive. But at the bell, it's you and the prospect. And your ability to transfer the value that you

have—to a form he understands and is willing to pay for—is a very personal matter. It's also personal because your thoughts will get in the way. Your prior beliefs will sabotage you. The fear that you have will appear at just the wrong time and screw you up, unless you have a strong process of thought and action.

### *ALL PROBLEMS HAVE AN INNER ORIGIN*

In business there is profound wealth to be earned by solving problems. Anyone who wimps away from talking about problems is crazy—for that's where all of the extra profit is. But did you ever think that all problems in business start in someone's head—someone's inner game? It's true. Take the

most common problem you have in the sales process and I'll wager with you that it is, in part, a "head problem." Here's an example: "Not enough time in the day" is one of the most common answers to the question, "What's the biggest thing you struggle with in sales?" But look deeper and you'll find it is an inner problem. After further questioning with the client, I always find that it isn't a "not enough time" problem. It is a "my-ego-is-too-attached-to-delegate-problem," which has to do with the inner game.

To not even speak of the thoughts which exist in the minds of today's seller is absurd. As you read these insights, be prepared to deal with the real problem—how you think. That is the prime issue of the "Inner Game." You will hear us talk about the "Inner Game" in these pages. It is the "head" part of sales. It is the mental strategy that you bring with you to your business. It is the fear or conviction that underlies your assumptions about life. It is the abundance or scarcity attitude you have of the Universe. It is the head game you play with yourself about personal achievement. A good, strong Inner Game means you will be able to do the following:

---

Money makes a good servant  
but a terrible master.

*FRENCH PROVERB*

---

*Learn, grow, expand, earn more, see opportunity,  
be unafraid of outcomes, be a good communicator,  
have a good self-image, be detached, have fun,  
see abundance, be a good listener.*

A weak inner game will result in the following:

*Fear, constriction, closed-mindedness, denial,  
attachment to what people think of you, fear of taking  
risks, restriction, worry, too much talking.*

## SAME GAME *NEW RULES*

### *WE USE ONLY A FRACTION OF OUR TRUE POTENTIAL*

I know, I know. How many times have you heard this one? Enough to make you believe it? I hope so, because it's true. Most brain researchers will tell you that we use five to seven percent of our brain capacity, which is another way of saying we use five to seven percent of our potential. It's our philosophy that to achieve at a different level, you must use

---

Insight doesn't happen often  
on the click of the moments . . .  
but comes in its own time and  
from nowhere but within.

*EUDORA WELTY*  
*One Place, One Time*

---

your brain more. And when you make marginal improvements in brain activity, you get quantum changes in results.

Consequently, we will give you some brain food in these insights which you may not agree with up front. But as you mull them over, read them

a few times and bring them up at a sales or staff meeting, you'll begin to see they're sound.

### *THE WORLD IS ABUNDANT REGARDLESS OF THE CONDITION OF THE ECONOMY*

I believe that each of us has an infinite power available to us. It's there for the asking. It's there when you have faith in the market's ability and desire to provide you with anything you want. The market is abundant because your mind is abundant. Your creativity is abundant. Your thoughts are infinite. So use them to create wealth for yourself and your company.

### *LEARNING IS PROFITABLE, ONGOING AND INCREMENTAL*

I don't believe high achievers get there overnight. There are always a few overnight sensations, but their foundations are

usually built on shaky ground. Sound improvement takes place over time and requires intense commitment—to self, to growth and to company.

Those who set out wanting to have it all, yet are not willing to change their thoughts to get there are in for a long winter. Learning is incremental because we don't learn in

big doses—but in small ones. That's why I prefer you read this book a couple of times through—five minutes at a time—so that you allow your thoughts to change from the previous exposure. As you do that, you will see incremental change happen.

---

Be careful of your own  
thoughts; they may become  
words at any minute.

*IARA GASSEN*

---

### **The Wrap**

The basic fundamental is this: If you continue to look at selling as an art form, you will under-achieve because you will ignore the basic laws of personal growth. Instead, look at selling like you would look at driving a car, running a business, managing a team, or playing a sport. Look at selling for what it is: A ROLE. When you look at selling that way, you will be more able to improve your skills in that role.

When we attempt to improve our success/performance in any role, we know we must undertake a “role-improvement strategy.” That strategy consists of two faces: the inner game and the outer game. In other words, there is the mental version and the physical version of the role. And to work only on one of those is self-limiting.

### **An Example**

It's the NBA Championship final game—game seven. A player steps to the line with :01 on the clock and down by

## SAME GAME *NEW RULES*

one point. He has two free throws. If he hits both, they win the world championship. If he misses both, they lose. Pretty simple, right? Let's also suppose that this player hit 89% of his free throws over the course of the season. Based on these facts, tell me what you think the odds are that he will hit both shots.

Before you answer that, let me ask you this: Is there more going on here than shooting free throws? Of course, you say. But wait a minute. He's still 15 feet from the basket. He still has ten seconds to shoot. The basket is still ten feet high. He still has his same technique to summon. The crowd noise is still the same. So, why do you think it's different?

If he has these same two shots in practice, he probably will hit 95% of them, but when the pressure increases, everything changes. If he puts too much pressure on himself, what do you suppose will happen to his technique? If he shoulders the weight of his team, his city, and his division, feeling all of that pressure, do you think he'll be calm at the line? Probably not. The Inner Game—the mental game—of the player figures into his performance.

This is not unlike your inner game when you get into a high-pressure situation. Maybe you're in front of the CEO when you're used to calling on the plant manager. Maybe you're in front of a board of directors when you're used to calling on individuals. Maybe you're calling on a company that could generate ten times the business that most of your clients do. Maybe you're calling on a company where you absolutely NEED the business. Whatever the scenario, your inner game figures strongly in the outcome. And no where is the inner game so important as in the little word: *focus*.

In your role performance, your focus must be disciplined. Your focus should always deal with your prospect, rather than yourself. Your focus will do more to profoundly increase your income than any other strategy you have. If you can consciously focus on creating the environment

*About the Insights*

where your prospect reveals the truth to you about his or her pain, problems, vision or needs, it doesn't matter if you're calling on Bill Gates or Billy Bob Gatlin. By you disciplining your focus, you are not at all concerned about what a person thinks of you. You aren't concerned with whether you're going to get this deal or not (worrying about that is the curse of death in professional selling). You aren't worried at all about whether your name will sit atop the contest chart at the end of the quarter. You aren't worried about whether you talk his language or ask the right questions. Your focus is on him and his worries, concerns and struggles.

And when you can do that, the inner game becomes strong, clear and powerful. You will have successfully detoured around the ego and gone right to the spirit, which is where you're the most powerful.

You will approach every new prospect or situation from a place of stewardship—helping people reveal to you their problems—to determine if you can help them. You will become an authentic person rather than some mask-wearing annoying salesperson who cares only about himself and his quota. You will become an abundant being in the marketplace with little or no fear. Why? You know that there is enough pain out there to keep you busy and make you wealthy.

You will have awakened abundance within yourself and the marketplace by re-focusing on their problems, their pain, and their consequences, and kept your pain and ego out of the mix. This is what these insights are about: your achievement in the role of selling.



# *TRENDS SHAPING SELLING*

## **Markets Are Ultra-Competitive**

There are few real differential advantages today. Cycle times between an introduction of an innovative product and the time when another company copies it are measured in weeks, not years. The internet propels this even faster. Because of this, companies are hungry for any advantage they can find. That advantage rests in the sales process through which companies take their buyers. It isn't about features and benefits all of the time. THERE IS PROFOUND ADVANTAGE IN A GOOD PROCESS. If you aren't constantly looking at the process through which you take your clients on the way to the purchase, someone else is sneaking up on you and will grab market share. Features and benefits are of little use in separating your product from others. If you believe you bring value, then what is your system of translating that value in a way that your prospect understands and is willing to pay for?

## **Client Decision-Making Is More Complex**

Today, it's harder to get to the decision-makers. There must be meticulous processes in place to manage the sales cycle when you can't get to everyone within the prospect company. Committees crop up within companies—everyone is talking about empowerment but few are walking the walk.

## SAME GAME *NEW RULES*

If you're the seller, the question becomes, "How do I advance the sales process with ten decision makers, instead of one?" Plus, when you have 10 decision-makers, it becomes harder to know everyone's compelling issue. It's hard enough to get one person to tell you the truth, but trying to get ten people to level with you, when they probably aren't telling each other the truth, is beyond comprehension. If you don't have the mental toughness to get to the compelling reason for each person in the group, you will be trying to put together a puzzle without all of the pieces.

That is why the sales skill of the next millennium is "orchestration." How you move through the prospect/client company is critical. If you expect your contact or champion to do it for you, you may be expecting too much.

### **Corporate Weave**

There is so much cross-over or weave between companies and industries that it becomes confusing. And if you are one of those people who have multiple product lines, you must, **MUST** figure out a way to have a high-level conversation with your potential client, or you will be dropped right back into the price/features game, which you'll rarely win.

The phone people are in networking. The cable people are in phone systems. The insurance people are in banking. The bankers are in mortgages and insurance. And everyone builds websites. On and on it goes. And because of that "weave," the decision-making processes in the business-to-business areas are becoming longer and more complex. If the salesperson or marketer doesn't know how to take a person from suspect to prospect to client stage effectively, without pushing and pressuring, they will be held hostage to their prospect's system, which seldom has the best interest of the salesperson in mind.

So, as a sales professional, you must be meticulous at laying out what you do, how you do it, and some of your

philosophies behind your action—quickly and clearly. If there is any confusion in the prospect's mind, they won't wait around for you to improve your communication skills. They'll find someone else to buy from.

### **Labor Pool**

Companies want to keep and train their best salespeople because the labor pool is small. Firing and recruiting is expensive so companies are looking for alternative ways to grow revenues and train salespeople.

They want to maximize the leverage they get for the investment they make in the salesperson. They hire a salesperson for \$75,000, put him in a car and give him an expense account and the perks, and he is up to \$100,000 very quickly. **The best place you can build market value in a company is in the sales process.** If you have 20 salespeople bringing in \$2M each, and through training you can increase that by 50% (which shouldn't be a problem as long as the company can deliver), you have just increased your company's market value by \$10M. You can go out and buy other companies or spend \$1M in marketing, but the value is sitting right in front of you . . . in your sales force.

Companies want to optimize that investment as soon as they can. Today's contemporary-thinking company can't devote two years to a salesperson to develop their business. If a salesperson can't be advancing deals in 60 days, then their process is wrong. Developing the sales force will fix that problem. Companies today don't want people who have proven they can act, they want people who have proven they can think.

### **If You're a Sales Professional**

You are being hit with higher quotas, more responsibilities (more planning, project management, tracking of prospects

## SAME GAME *NEW RULES*

and clients etc.) and non-selling activities. That all means that when you're in front of your prospect, you have to be extra effective. Marketing departments aren't providing the leads they should, so it's left up to the sales team to generate their own leads. You must be part marketer, part relationship developer, part closer, and part CEO. You have your hands full with customers who want more for less and company people who still don't see the value you bring.

You have it extra tough. We'll help.

### **If You're an Owner**

You are looking to get paid more for the value that you've created in your business. Yes, you can continue to put systems in place that deliver more value for your clients and customers, but you also must have a *system which helps your people translate* the value you've already built. If you have 100 units of value but your sales team is only able to translate 70% of that, then you will see selling cycles lengthen, discounting continue, and you will experience a general under-utilization of your sales asset—your sales force. The trends we've stated above are the conditions of the marketplace under which you must work.

Consequently, everything in this book is written with the intent of helping you and your people develop a strategy for translating or communicating your value in a manner that helps you get paid for that value in the marketplace.

# *THE FUNDAMENTAL SHIFT*

There are great books that depict the fundamental shift occurring in American Business today. Jim Collins, in his book *Good to Great*, talks about the fundamental shift in looking at your organization. Steve Walker, in *Stakeholder Power*, talks about the fundamental shift of how we see customer loyalty. And Geoffrey Moore, *Beyond The Chasm*, talks about the fundamental shift in business models needed to grow a business. While I've read those books and believe they are of great value, I've yet to see a book addressing the fundamental shift required in the business-to-business sales world.

As I travel to sales training meetings, I always begin the day by asking 'what are some of the problems you're having in the sales process?' Invariably, I find these problems are the same regardless of what city I was in—or what industry I was in.

Actually, it wasn't until I was asked by a client to 'boil your whole philosophy down to three core principles' that I discovered what a miserable job I was doing in helping people change their thinking. I was teaching people how to go out and do different things—but I was never teaching them **how to think differently**—how to make a shift in thought that resulted in a shift in results.

The sales problems I hear from senior managers come about because of lousy thought. If you've heard yourself (or your people) saying these things, then it may be time for a shift.

- "My customer just doesn't get our value."
- "We're having to discount too much to get the business."

## SAME GAME *NEW RULES*

- “We need to make the sales process more efficient.”
- “We had a better proposal—how did our competitor get it?”
- “I’m getting tired of rejection.”
- “I don’t have enough deals in my sales funnel.”
- Or, “How do I handle it when my prospect says ‘your price is too high?’”

If you’ve said those things, your thinking may be old and worn out. You need a radically new way to think about selling that requires a **fundamental** shift in philosophy. Warning: This new mode of thinking will obsolete the current sales tactics (they haven’t changed for generations so maybe that’s not a problem) that you might currently be using.

Here’s my belief: **All sales problems can be solved by a shift in sales philosophy.** And that’s what we’ll talk about in this book.

So why the required shift?

1. **Globalization:** You are competing today not only with the vendor across town but with a vendor or solution that can come from anywhere in the world. You don’t just have to be ‘as good as’ the competitor in the same market. You have to be ‘as good or better than’ the best in the world—maybe not at delivering value—but you have to be better than the rest at **expressing** your value.
2. **Commoditization:** People will pay more for your value but only if **you** understand it and are effective at communicating it. In my consulting practice I work with organizations who believe they bring a different value to the table but upon closer inspection it’s all nauseatingly the same. You can go to rah-rah motivational meanings all you want but if your offer

### *The Fundamental Shift*

looks exactly the same as everyone else's you won't get far in the market and you'll end up competing on price, where no one wins. Your effort should be in the **understanding and expression** of your value.

3. **Relevance:** People will pay for your value if it's relevant to them—to the extent that it either (a) **solves a problem** or (b) **exploits an opportunity**. Your customer has neither the time nor the expertise to figure out if your solution solves a problem or exploits a possibility. A value proposition (I despise that term) that doesn't do one or both of those things is not really valuable to the customer. What's more, your value must speak to the customer in *their* language or you'll get NO credit for it.
4. **Skepticism:** You won't get to the customer's problems or opportunities if you don't make it safe for him to reveal them. The old sales process of **convince, persuade and defend** closes the communication channel rather than opens it. It makes them skeptical about anything you say. Stop looking at it as: "how do I get my customer to understand my value?" Start looking at it as, "How can I create the environment where he can reveal his problems so I can help him understand the value I provide?"

### **The Fundamental Shift You Must Make In Selling**

In our training practice we have worked with hundreds of companies in an array of industries: enterprise software, distribution, logistics, accounting, dentistry, capital equipment, banking and financial, etc. Since 1989, we've written hundreds of hours of curriculum that helps companies solve sales problems.

## SAME GAME *NEW RULES*

But it wasn't until a year ago that I realized we made a dramatic error in how we presented that material. After a six-month engagement, one of our clients said, "Bill, I love your curriculum, but can't you give us two or three key principles that you could boil it down to so that everything fits underneath?"

Consequently, I devised three fundamental shifts in our thinking that will influence how we act in the market—and also impact the results we get. And this entire book supports one or more of these fundamental shifts.

1. **From Scarcity To Abundance.** (How We See the Market.) It never fails to amaze me at the scarcity complex that we have for our future. When we look at our market, most of us don't see abundance. We see constriction, lack and scarcity. We, wrongly, look at our pipeline of new business and use that as a metric for market abundance. How you see the world influences how you approach the world. That's why the Number One shift must be a shift to seeing the world as a place of abundance. When you see abundance rather than scarcity, you act more confidently, you ask better questions, you control the process more effectively, you charge more for your product and you see the true value you bring filtered through unencumbered eyes. You give off a certain vibe when you feel abundance that your prospect senses as conviction. And they spend accordingly.
2. **From Low Intent To High Intent:** (From "me first" to "you first.") Your intent influences how you act in the world. You've heard the statistic that 90% of our behavior is subconscious. Think about that for a minute--we aren't even conscious of our own behavior. This goes for the thinking behind what sales is or why we're in it

in the first place. In Chapter 12, we'll talk about High Intent. What you 'intend' determines your actions in the market. Is your intent to 'close the deal' or 'get the business' or 'make quota'? If that is your primary intent then your actions will support that intent. The problem is in the sales process your prospect doesn't care about your quota. They care about their own pains and opportunities. That's why you must radically shift your intent from being a 'me centered intent' to a 'you centered intent.' So I can hear you now saying, "Yes but I still have to make quota." To which I will say, "Yes but quota is a by-product of good intent." Your sale is a result of high intent not a driver of high intent. Make your intent about them and their issues—not you and your issues.

3. **From 'I Sell Them' To 'They Sell Me':** (The buyer/seller dynamic.) The first two fundamental shifts had to do with our thinking but this one has to do with both thinking and action. Here's the problem: Most selling approaches are built on the 'convince, persuade and defend' premise. You know the one that says if you want to sell more, you just convince harder? But that premise is wrong, mainly because it puts the buyer in control. In the old philosophy, the seller sells to the buyer because the buyer has the money and, therefore, the perceived power. Under the new philosophy, the buyer sells to the seller because the seller has the solution and therefore the control.

I don't like the 'convince, persuade and defend' sales model. It serves neither the sales person nor the buyer well. When I go to the doctor for an injury, even though I have the money, he has the control. I want my doctor to be in

## SAME GAME *NEW RULES*

control because he, hopefully, has a solution to my problem. Why is it any different in business-to-business selling?

The customer has the pain. You have the solution. Therefore you should be in control of the sales process. The skill which supports this shift is your effectiveness at creating an environment where the prospect is convincing you that he needs to solve the problem, rather than you convincing him that your product is best.

To which you will say, “Yes, but there are competitors out there who have products equally as good and just because he decides that he has a problem doesn’t mean he will choose me to fix it.”

To which I will respond, “Yes, but if you are competing on the same level as another vendor then you haven’t looked deep enough into your value to differentiate it in the market.” When you make that statement, you are concluding you are a commodity (which I am sure you would never openly admit to.) But the point here is that creating an environment where the prospect is selling you on why he needs you to solve his problem—and that he has a problem worth solving—is not created by sales moves or manipulative tactics. It is created by adapting fundamental thinking that unless the customer is truly committed, the solution won’t be as valuable.

### **An Example**

I have a client that sells research services to large organizations. They used to sell the old way—cattle calls, blind proposals, RFPs (request for proposals) and ‘convince and persuade’ sales tactics. Their closing rate was dismal. But now, under the new model, they refuse to make the sale, or even to enter the sales process, if they don’t believe that all parties are engaged and committed to some kind solution. In their world, to try to implement a solution to a bunch

### *The Fundamental Shift*

of reluctant technicians won't work. The implementation process is too painful. Only when everyone is committed is the value delivered properly. And that happens when the customer is selling them on why they need the solution and why they are ready for it. No more selling.

They do not go to the presentation stage until the buyer is selling them on why they need to solve their problem. And how they've tried to fix it before but it hasn't worked. And how if they don't get this fixed, it will cost them big money. My client has **intentionally** created their selling process to elicit those things. If the buyer isn't selling them, then they leave. Nicely.

### **Conclusion**

So keep these three fundamental shifts in mind. In fact if you go to [www.samegamenewrules.com](http://www.samegamenewrules.com) you can download a well designed PDF file that describes these three shifts. It's one you can print, frame and keep in front of you as you sell.



## INSIGHT ONE

# *CHANGE STARTS WITH A LOOK IN THE MIRROR*

### OLD THINKING

That psychological babble is for wimps. Popeye said it best: "I y'am what I y'am." If it's not good enough, tough.

### NEW THINKING

I understand that to grow professionally and financially, I must always take inventory of my skills and shortcomings. Only then will I be able to break through to new levels of revenue and income. Change is constant.

All of these insights are about you. We start here because no change occurs until you admit your shortcomings. Ouch! You thought this book was going to be a way to pass a few harmless hours on the subway, right? You didn't think I was going to demand immediate action, did you? Well, it won't take long, but the impact will be enormous.

As you read this, pretend you are with me in one of my workshops. I'm going to ask you the same open-ended questions that we ask our clients. The purpose on any first day in our program is to get you to think, talk and write

SAME GAME *NEW RULES*

about the challenges you have in selling that cost you money. The intent is not to make you feel bad or cause you

---

To see what is in front  
of one's nose requires  
a constant struggle.

*GEORGE ORWELL*

---

to be upset. There's enough of that in the marketplace. My intent is to help *you* make *you* even better.

Put simply, if you can't admit your problems and are not willing to invest time in

continuous improvement, you will never achieve significant growth.

Please answer the questions below. If you are going to be passing this book on and hope for anonymity, then write your responses in your journal or planner. Do write

---

Traditional methods of  
selling are the embodiment  
of infringement.

When you infringe  
you drive people away.

*BILL CASKEY*

---

them, though. There are three important reasons for writing these answers out. First, it allows you to switch your role from being observed to being the observer. This enables you to reflect on you. Second, it brings the awareness of the problem from your subconscious

mind to your conscious, which is where true problems get acknowledged and solved. Third, writing out your answers will crystallize and clarify areas to work on. It has been said, "Words in writing are the windows to our true thoughts."

#1 Right now, as I look at my annual income, I feel

---

---

Here you can answer with one word (happy, sad, content, frustrated), but if you were in my program I wouldn't let

*Change Starts With a Look in the Mirror*

you get away with a one word answer. Take some time here. Tell me about it, where it's been and where it's going. Tell me what you'd like it to be and what you would be willing to do to help get it there.

#2 For me, the most anxious moments in selling happen when \_\_\_\_\_  
\_\_\_\_\_

Be honest. What bugs you most about the selling process? What bothers you about people, companies, their view of your product or your company—or you? No one will see this. Just get it down on paper.

#3 The main part of the selling process which I would like to be better at dealing with is \_\_\_\_\_  
\_\_\_\_\_

Now, this can be the same as #2, but I prefer it be different. Perhaps there is one place where you feel anxiety, and yet another that if you had a magic wand, could wave it and make life grand, this would be it.

---

A C T I O N I T E M

Complete the information above. Put it away for two weeks, then get it back out and read it. Let what you wrote make you a little uncomfortable with your current reality. This will start your transformation.

Therapy is over. On with the insights.

---

## INSIGHT TWO

# *DENIAL LIMITS ACHIEVEMENT*

### OLD THINKING

If I can just do the same thing—  
but do more of it, I can achieve more.

### NEW THINKING

In order for me to get better (higher)  
results, I must learn to be profoundly  
more conscious of my behavior and  
my thoughts.

---

Denial hinders your achievement on two fronts. One is your own denial about the problems you have in your business. In fact, step one in this book was to get you to become more conscious of those areas that need work. But a second area of denial that will impact you is when your prospect is in denial.

When I first meet salespeople, managers or presidents, I often have to battle through denial or unawareness. When someone sees me coming, even if they've invited me in, their

*Denial Limits Achievement*

ego still kicks into “protective mode.” Here’s an example of a client conversation I had last year. Pay close attention to the client’s denial of their problem. Also, notice what happens when he opens up and addresses his problem.

- Client:** Bill, I’m pretty happy with the way things are right now. I’m not sure there’s anything I’d work on in my sales approach.
- Me:** Fine, it doesn’t sound like we have anything to talk about. Let me ask you this. Do you mean to tell me that you just walk in to your prospect’s office and they turn over their checkbook to you? They buy everything from you? They just ask “how much,” and write you a check?
- Client :** Of course not. That never happens.
- Me:** I don’t understand. You just told me you don’t have any challenges, so I have to assume you close 100% of the deals you work on.
- Client :** No way. I close probably 40% of the proposals I do. I don’t know anyone who closes 100%.
- Me:** But I’m not talking about anyone. I’m talking about you. So what happens in the other 60% of deals that you don’t get?
- Client :** They buy from someone else or don’t buy at all.
- Me:** So when do you find out they aren’t going to use you? At the beginning, or at the end?
- Client:** Usually near the end, after I’ve quoted and presented.
- Me:** So how do you feel about giving away all of that time and expertise and not getting paid for it?
- Client:** Not too well, now. I waste a lot of time with people who don’t tell me the truth up front.

SAME GAME *NEW RULES*

Sometimes I find I'm not even talking to the right person. (Beginning to move out of denial.)

Me: So what does that cost you annually—to have all of these things happen?

Client: I've never really thought about it like that. It costs me a lot of time that I could be spending with someone else. I probably waste 500 hours a year like that.

Me: And what is your time worth per hour?

Client: Based on my income goal, it's probably worth \$75-100/hour.

Me: That's over \$40,000. That can't be . . . can it?

Client: Yes, that sounds right.

Me: So, given that—do you want to work on how to fix that problem?

Client: Absolutely. I'd be very open to finding out a way to avoid that. (Completely out of denial.)

Do you see how he moved from denial/unawareness (I don't have a problem) to awareness (I might have a

---

Those who take up any subject with an open mind, willing to learn anything that will contribute to their advancement, comfort and happiness, are wise.

*JOHN MACDONALD*  
*Message of a Master*

---

problem) to acceptance (I do have a problem that is costing me thousands)? That is the process you must put yourself through if you don't have a coach to help you get there. In this insight, you will learn about the two forms of denial—denial of the problem and denial of the opportunity. You will also learn

how to escape your denial and open yourself up for major improvement in your results.

What is denial and what is there about denial that makes it so insidious in our minds? Why is it that we can be achieving

at a fraction of our potential, yet our ego won't allow us to acknowledge a different or better tomorrow? Why do we get so enamored with being right that we miss the obvious method to do things better? Is it possible for us to prefer being right to being rich?

Even if we're poor, denial tells us that it's better than the alternative. While drug addicts and alcoholics waste their lives away—losing jobs, marriages, self-esteem, money etc., denial still tells them, “Hey, everything is alright. Don't worry. Just keep doing what you're doing. There's no reason to change.”

That's why denial is insidious—because it won't allow you to look at the problem through a clear set of glasses. So why does denial hinder achievement?

I've had thousands of people in my programs during the past 16 years and I can tell you one common belief of the people who make the most progress in self-development—they are open to examining how they think, and they are open to changing them if they believe new thoughts work better.

Conversely, the common theme among the strugglers is: “I'm doing alright now. Everything will work out. Don't try to change my habits. How I think is my identity. Leave me alone.”

Denial is the ego's way of telling you that everything you're doing now is right and there's no reason to change. It can work in two ways—denial of a problem or denial of an opportunity. Let's explore the first form of denial—denial of the problem, with an example to illustrate.

---

Human beings are perhaps  
never more frightening than  
when they are convinced  
beyond doubt they are right.

*LAURENS VAN DER POST*

---

---

Comfort comes as a guest,  
lingers to become a host and  
stays to enslave us.

*LEE BICKMORE*

---

## Denial of Problem

In June of 1996, a company came to me with the task of improving their revenue results in the Central Region. They had been growing at an eight percent annual pace, while the market had been growing at twenty percent per year. They were mystified. Upon careful personal assessment through

---

On this earth, in the  
final analysis, each of us  
gets exactly what he deserves.

But only the successful  
recognize this.

*GEORGES SIMEON*

---

interviews with each salesperson, I found these people were in tremendous denial about the real problem. They blamed their mediocre performance on external issues—they didn't have laptop computers, pricing was too high, too many reports they had to file, poor

market demand, etc., Call them excuses or denial, but they weren't dealing with the real issue—their approach in selling their product. It was extremely weak and disorganized. It was actually quite remarkable they were doing as well as they were. Their selling skills were mediocre and they were unwilling to accept it.

In this specific case, denial of the real issue was costing the company ten million dollars per year and costing each of the reps \$75-100,000 in income.

Until they were able to look at their specific core problems, and look at the impact that their denial was having on their income, no solution would be acceptable. They would continue to look to the external environment as being responsible for their sluggish performance. Here is the rule you should follow:

---

**R U L E**

---

*When you look externally for the cause of the problem,  
you limit your ability to fix it.*

Once I began asking them questions, posing other possibilities to them, and taking them to task on their thinking, we made progress. Once they were willing to emerge from denial into taking complete responsibility for their results, they empowered themselves to change.

### **Denial of Opportunity**

More hideous than denial of our problems is the fact that many of us, including me, are in denial of the true opportunity that we have in business. In a way, this can have even more drastic impact because it takes some work to bring it to consciousness. Here is a story that illustrates this point.

Jim came to me in the fall of 1997. He was a sales rep with a high-end telecommunications company (\$200,000+ systems). His denial took on a different flavor. He acknowledged that he had selling problems, which is how he ended up in the program. But what he couldn't come to terms with

---

Nothing in life is to be feared.  
It is only to be understood.

*MARIE CURIE*

---

was the vast market opportunity that existed for him. He was totally blind to it—either purposely or unconsciously. He was earning \$75,000 and could have been earning \$200-500,000 if he would have changed his perception.

He had a franchise of technology that no one else had. And because his market was abundant, he could have hired five junior sales agents to sell in his territory. Instead he chose to remain in the “I’m just a sales rep” mode.

Sometimes “denial of opportunity” is a safe place for us to hide because it protects us from being too successful. Expectation levels don't get heightened and disappointment doesn't ensue when we fall short. So, instead, we deny the massive opportunity which exists by refusing even to

look at a new potential. This is what traps people into Old Thinking.

Both of these denials—pain and opportunity—are important. So let's start this book of insights by bringing them to the surface and helping you become conscious. Where is your denial? Is it in how you're doing things currently? Have you looked recently at your selling processes? Have you looked at your results? Have you looked at your income-producing strategies and isolated the problems or challenges both for your personal income and your company's? Have you taken an in-depth inventory of your skills in business and created a plan to improve them?

Next, have you looked at your markets in a way that would enable you to open up large amounts of opportunity by reframing your view of the world? Is there a way to generate alliances with competitive vendors? Denial will

---

Change your thoughts and  
you change your world.

*NORMAN VINCENT PEALE*

---

tell you that idea “just won't work.” Is there a way to generate alliances with others who sell to the same customers you do? Denial will

tell you, “they would never go for that.” Is there a way to reposition your approach to your market that would totally change the reaction you get from your prospects? Would that re-positioning create a rush of new opportunities you aren't getting now? Denial will tell you, “That's someone else's job, not mine. I'm just a sales rep.”

Actually, we all slip into unconsciousness in our business lives because there are probably parts of our lives which don't work well—or as well as they could. When we become conscious of those problems or opportunities, we have two choices: look away (which is easier), or look deeper (which is what I hope this book will get you to do). When we look deeper, we always become more honest with

ourselves, by engaging in empowering thinking rather than avoidance thinking.

With **empowering thinking**, solutions begin to reveal themselves. Tactics become real and your confidence soars as the world becomes abundant. Acceptance of reality is a key to abundant thinking.

So as you read these insights and as they speak to you personally, check out in your own gut whether denial plays a part. If you feel a gut connection with an insight, your soul may be saying, “There’s something here; check it out,” which in turn will shift your consciousness into looking for a solution, rather than covering up a problem.

---

We visit others  
as a social obligation.  
How long has it been since  
we’ve visited ourselves?

*MORRIS ADLER*

---

## **Conclusion**

I want you to achieve profound success in business, in selling, and in life. I want your life to be even more enriched than it is now. My hope is that you’ll be honest with yourself and keep your ego at bay long enough for these insights to enter your mind at a deeper level and foster an environment which will prime the pump for life-long personal development.

Once you decide to tear down the wall of denial, don’t fool yourself into thinking the job is done. Be conscious of what you have chosen to face and accept. Then, be aware when the symptoms of denial begin to return in these areas, because you will again be limiting your revenue and opportunities. After all, denial is an expensive habit. In the previous example, it was costing Jim \$75,000 a year. What is it costing you?

A C T I O N   I T E M

In the space below, write what you believe about selling, achievement, business and anything else that comes to mind. Writing is your best method of discovering your core beliefs. This writing doesn't need to be long and epic. Just a paragraph on each of the areas you want to improve. Then, find a colleague to do the same exercise and act as "cross-mentors" for each other. Have them challenge you on why you believe such things and you challenge them on their beliefs. You may find you're both in denial of current conditions or of future opportunities. This will be a way to keep you awake and enlightened to potential denials or opportunities. Keep this notebook for future reference. This is the time to be brutally honest with yourself.

---

Selling _____ _____ _____
Achievement _____ _____ _____
Business _____ _____ _____
(            ) _____ _____ _____

## INSIGHT THREE

# *PROCESS MAKES PERFECT*

### OLD THINKING

My prospect decides when, what and how much.

### NEW THINKING

I decide when, what and how much.

---

Here's something you may not have read before. *Engineers make the best salespeople.*

The reason is because they are process people and process thinkers. They are able to take a product from concept to design to production. They understand the problems inherent in any process, and they understand the dynamics in getting those problems solved. They know intuitively from their training that "A" has to happen before "B," which

SAME GAME *NEW RULES*

has to happen before “C.” If they are going to go down the path of “C,” then they have to make sure “A” and “B” are complete.

When I talk about *process* in selling, I am talking about the process which begins when the dialogue starts and

---

Respect yourself if you would  
have others respect you.

*BALTASAR GRACIAN*  
*The Art of Worldly Wisdom*

---

ends—not when the PO is signed, but when the solution is complete.

I want to help you develop a method of creating and communicating your value that empowers you to control

the sales and evaluation process—not necessarily the prospect’s decision process. I also want you to be able to lay out your process to the unenlightened so that they can follow you.

If you can put enough people into your sales process and create environments where that process will lead to outcomes, even if the outcome is “no,” then you will achieve great success. However, when you either engage too few people in your process or are unable to work them through it, then you limit your income potential.

Here is an example: We have a computer software company that works with us. When we first began, they were having trouble moving prospects through their process.

---

A little system prevents  
a lot of bungling.

*Oxford Dictionary*  
*for American Proverbs*

---

They would get hung up half way through and deals would fall through. So, I played “prospect” once in a role play and it became grossly evident what was happening. They weren’t helping the prospect. They

had absolutely no process laid out to help the prospect buy. After weeks of working, here is what we coached them to say on the first call:

*Mark, thanks for your interest in the software system. Can I take a few minutes and lay out the process that seems to have worked for some of our other clients? I thought we could spend today talking about why you were interested, and what business problems you have in your Information Services department. Then at the end of this meeting, we can decide if we want to go further. If we decide not to advance this, then neither of us will have wasted any time. If we decide to move forward, I'll probably need to speak with your management team and find out what their issues are. Then if we want to continue after that, you and I can get back together and plan the process from there. Does that sound appropriate?*

---

The eagle who soars in the upper air does not worry itself as to how to cross rivers. Therefore, think higher.

---

Then, throughout the sale, practice what we call “**orientation**.” This is the act of laying out your process each step of the way. On the first call, lay out an overview of the entire cycle. Or, if you’re already five calls into the process, then take the next logical number of calls and lay them out. You must always be orienting your prospect to what your process is.

This works extremely well if you’re in a cycle that is either long, or confusing or both.

You can’t blame the prospect for not following your process if he doesn’t know what it is. If your prospect doesn’t buy your product often (less than once per month) or hasn’t changed vendors in a while, then orientation is a “must.”

---

Courage is contagious. When a brave man takes a stand, the spines of others are stiffened.

REV. BILLY GRAHAM

---

A C T I O N   I T E M

In your next five sales calls take a risk and *orient* your prospect to your process from here on. By doing that, you will start to control the process. If your buyer asks for something that you're not ready to give him yet—like a proposal—simply lay out your process and tell him when you'll give it to him.

---