

Persuasion

In the original, this chapter is called “Momentum” or, in the original Chinese, a character that means “force.” In it, the topic is how creativity gives force to our competitive struggle. In sales, the force of creativity raises us from “just another sales person” to someone who is truly persuasive and can move people to take action.

Sun Tzu realized that people naturally resist pressure. Simply battling the competition or pressuring a sales prospect creates resistance. Sun Tzu called this state “battle,” meeting an action of one person with an action of our own. We ideally want to create such a dominating position that people don’t even challenge us, but, especially in sales, this isn’t always possible. When we meet resistance, Sun Tzu teaches us that we can’t simply battle for success. We must assume that our opponents or prospects are as capable as we are in terms of protecting their own self-interest. So we must introduce something unexpected into the mix. We must do something unexpected, or, what Sun Tzu called, unusual. This is what we call creativity.

In using creativity, we force the people we are dealing with to reevaluate the situation. We make them rethink their positions and this opens them up to persuasion. Sales creativity means that we tailor the sales process so that it is no longer about making a sale (or resisting one). It becomes about our prospect as an individual. We adapt our process to focus on his or her needs. We keep the process moving, focussed on their needs, building sales pressure.

Question One:

When do you directly confront a competitor?

- A. You never directly confront an opponent.**
- B. You can directly confront them if your company is larger.**
- C. You can only directly confront small competitors.**
- D. You can only directly confront competition if you are creative.**

Complex sales are the same as simple ones.

You only need to divide your time among more people.

A sale to a large company is the same a sale to a small one.

You need to understand its organization.

You may meet larger competitors.

You can compete against them and you should never lose a sales to them.

You only need to use creative and standard methods.

Together, they increase your influence with a prospect.

You must attack the competition on their weakness.

You must understand both their strengths and weaknesses.

From The Art of War

Answer:

- D. You can only directly confront competition if you are creative.

Many people think that larger organizations have a natural advantage in sales situations. They don't. In the modern parlance, the rules of sales competition are scalable. Large companies are sold to in the same way as small ones. Larger competitors are tackled the same as small ones. In sales, we cannot direct confront or attack our sales competition unless we are creative about how we do it. We cannot win sales by attacking our competition directly.

In Sun Tzu's system, directly conflict is generally avoided. Ideally, we want to win sales without ever being seriously challenged by the competition. We want to be so much closer to the prospect that the competition doesn't even get in the picture. It doesn't always work out that way. Sometimes we must directly meet a competitive challenge in an account. When this happens, we *never* simply confront our opponents. We must confront opponents in a creative and inventive way that takes them by surprise and doesn't alienate our prospects.

Question Two:

When do you use surprise in a direct confrontation?

- A. You use it immediately to put the competition off balance.**
- B. In timing a confrontation, making it a surprise attack.**
- C. You use at the end of the sales process, winning it.**
- D. You use it continuously throughout the sales process.**

In selling, you must use standard approaches in making contact with a prospect.
Your creativity wins the sale.

From *The Art of War*

Answer:

- C. You use at the end of the sales process, winning it.

What we call “creativity” in our sales versions is usually translated as “surprise” in the original text. Neither idea is exactly what Sun Tzu was trying to express. His idea of “surprise” or “creativity” (which might also be translated as “extraordinary” or “unusual” methods) is closer in meaning to what we call “innovation.”

It is critical that a sales process starts conventionally. Sales prospects need to understand our basic proposition. They need to be comfortable with it. Even if our product is completely revolutionary, we don’t want them to see our product that way initially. Sales prospects need a familiar framework in which they can evaluate our offering. They will not even give it a chance if it initially seems strange and unfamiliar.

To win in competitive sales consistently, however, we must stand out at the end of the process. We must offer be able to redefine our understandable product into something extraordinary. If our product isn’t very different than the competition, why should prospects choose our offering over that of the competition consistently? If it isn’t extraordinary, why should the prospect change what they are using now? So, by the end of the sales process, we must redefine the basis for the decision. We must revolutionize the reason that people buy and redefine the benefit that they can get from purchasing.

Question Three:

What is the best use of innovation?

- A. Discovering new methods.**
- B. Discovering new positions.**
- C. Discovering new tools.**
- D. Discovering new concepts.**

You must use creativity to be successful in all sales.
Creativity uses the unique conditions of the situation.
No sale is ever exactly the same.

From The Art of War

Answer:

- B. Discovering new positions.

We can create new sales concepts, sales methods, and sales tools, but the best use of innovation is redefining the role that our product plays in the customer's business. Every prospect's situation is unique. Every prospect has different needs and concerns. In looking for a unique sales proposition, we not only emphasize our product's unique features; we must also look to what makes a given prospect or groups of prospects unique.

One of Sun Tzu's common themes is that to be successful we must use this "philosophy of an invader," that is, we must go after new areas. We must discover the riches of undiscovered territory. Selling isn't simply a matter of giving the prospect the best choice. It isn't simply a matter of beating the competition. Sales means exploring limitless possibilities in defining the relationships between our customers and ourselves.

A sale happens one person at a time. Marketing is targeted at a group, but a sale takes place between two people. Creativity in sales comes from the fact that each sales process involves a unique set of personalities. We may discover creative approaches that we can use again and again, but we must be careful not to fall into dull, repetitious habits instead of being totally engaged by real people with real differences. Once we lose sight of the unique individual, we lose our ability to truly innovate our sales process.

Question Four:

How did Sun Tzu describe the creative road to success?

- A. Creativity requires time and overcoming failure.**
- B. Creativity requires secretiveness and planning.**
- C. Creativity requires attention to details.**
- D. Creativity requires a special type of character.**

If you are creative, you can be rejected and yet return.
Yesterday's failure becomes tomorrow's new approach.

If you are creative, you can lose a sale and still recover.
You can lose one season and come back the next.

From The Art of War

Answer:

- A. Creativity requires time and overcoming failure.

Notice how quickly in the discussion of creativity that Sun Tzu addresses the issue of failure. Many great ideas can take time to become successful. They only work after we have time to fine-tune them. Many ideas never work at all, but that doesn't mean that we can stop experimenting. Success comes from the process of constant experimentation.

Innovation is not a matter of personal genius. If it was, only certain sales people could be innovative. Instead, innovation is more a process of trial and error. In trying out new approaches, new ways to excite the customer, we should not be dissuaded by the possibility or even likelihood of failure. Few ideas are instantly successful. Fewer still come without being built on a foundation of earlier failures.

Sun Tzu saw time as the key ingredient in invention. If an innovative approach doesn't work, we use time to improve on it. Some ideas simply require a change of the way we express them. Others need to be fleshed out and completed before they make sense to others. Some simply fail and will never work, but we can still use them as stepping stones to better ideas that have a better chance at success. By experimenting we learn what works and doesn't work for different prospects.

Question Five:

What is the foundation of sales creativity?

- A. The foundation of sales creativity is inspiration.**
- B. The foundation of sales creativity is knowledge.**
- C. The foundation of sales creativity is action.**
- D. The foundation of sales creativity is position.**

There are only a few basic sales techniques.
Yet, you can combine them any number of ways.
You can always find a better way to sell.

From *The Art of War*

Answer:

- B. The foundation of sales creativity is knowledge.

Knowledge starts with a set of known facts, but creativity comes from knowing which facts are useful and how to arrange them. If you read and listen to different forms of sales training, you will soon find that all courses start repeating themselves. There are only a few stages of a sale: qualification, presentation, answering objections, closing. Each stage only has a few steps. For example, in qualification, most prospects are going to fall into a handful of categories.

Before you can master creativity in sales, you must master these basic techniques. You must be comfortable with them and understand both their purpose and their psychology. Once understand the techniques of sales and perform them naturally, you are free to be creative, that is, do things in a new way.

For Sun Tzu, creativity is a matter of recombining known elements in a new and different ways. For example, in qualification, a salesperson might normally qualify up; establishing the minimum price level before trying to establish the maximum price someone might be willing to pay. For Sun Tzu, creativity means simply switching these two steps around, developing the maximum price before the minimum. When we shift elements around, reactions also change. We don't know the result beforehand, but we will find that some work better than others do.

Question Six:

What is the next step in the creative sales process?

- A. After knowledge, sales creativity demands understanding.**
- B. After knowledge, creativity demands genius.**
- C. After knowledge, creativity demands effort.**
- D. After knowledge, creativity demands complexity.**

There are only a few basic human needs.

Yet, every person feels them differently.

You must always find your prospect's unique perspective.

From The Art of War

Answer:

- A. After knowledge, sales creativity demands understanding.

In the original text, this stanza refers to recombining colors in an infinite number of ways. For Sun Tzu, sight is the metaphor for vision, being able to foresee the future. In sales, we are dealing one-on-one with individuals. Our ability to foresee their reactions depends totally on our understanding of their needs and character. .

There are two points here. First, there are only certain basic needs. Whether we use Maslow hierarchy or a more specific list, when we qualify prospects we are only looking for a handful of interest points. The uniqueness of each individual comes from their own personal hierarchy of those needs.

In qualifying, our prospects know that sales people tend to lump everyone together into broad categories. People hate to being ignored in this way. They are insulted by it. To each of us, our personal needs are important, even precious. A sales person breaks through much of the common sales resistance when they ask directly or indirectly how a prospect feels his or her situation differs from most people.

Creativity in sales starts with technique, but it must include a real understanding for what makes a given prospect's needs unique. Once we discover those need, we are in a position to get very creative.

Question Seven:

What should be the focus of your creativity?

- A. You must focus on novelty.**
- B. You must focus on visibility.**
- C. You must focus on value.**
- D. You must focus on uniqueness.**

There are only a few kinds of value.
Yet, it changes from person to person, moment to moment.
You can discover new benefits from customers.

From The Art of War

Answer:

- C. You must focus on value.

In the end, the sales exchange is an exchange of value. As sales people, we want a customer's investment. In exchange, the customer doesn't want our product. He or she wants value from our product. Once we understand a given prospect's unique needs, we are in a position to fashion a value proposition that they can appreciate. To be useful, creativity must produce something of value.

Sun Tzu believed that the only justification for war was to protect and support the people. Those who compete simply for the glory or fame of success are fools. Our goal shouldn't simply be to win sales. It should be to create value for our customers. When we go back to them, we want them to feel that they got more than their money's worth.

The satisfaction that people can get from a product isn't always obvious. There are always new, creative forms of value. For example, simply making a product difficult to get can make it more valuable. For years, people bought stuffed animals for gift and toys because they were cute. Then Ty came along with Beanie Babies and, by limiting their availability, he turned the purchase of a stuffed animal into a treasure hunt. People were still buying cute little stuffed animals, but the value they were getting when they found a rare teddy bear was the value of winning a contest. This value proved addictive.

Question Eight:

How does a creative idea change the sales process?

- A. A new idea instantly changes the rules.**
- B. A new idea demands reinvention of all your methods.**
- C. A new idea gradually replaces conventional thinking.**
- D. A new idea must be mixed in with standard methods.**

You win sales with persuasion.

You only use a few creative and standard techniques.

Yet you can combine them to make each process unique.

You have no limit to the ways you can win.

From The Art of War

Answer:

- D. A new idea must be mixed in with standard methods.

Though we translate the title of this chapter as “momentum,” the Chinese character is closer to the idea of “force.” Creativity alone has little force because it simply disconnects people. This is why we must start the sales process in a traditional manner. We initially have to connect with people and provide a framework within which they are comfortable working.

We use creativity once we meet resistance. As customers, we all feel that it is our natural duty to resist sales pressure. We should expect our customers, even if they are professional buyers, to do the same. Prospect use resistance to test a sales person and their proposition. No one, other than a child, takes the claims of a sales person at face value. We want to use creativity to disconnect our prospect from this natural reaction and get them to refocus their attention on what we are offering.

Creativity in sales terms means personalizing the sales process and sales proposition to the specific customer needs. This process should take people by surprise. Once a sales process becomes unique to the prospect, it becomes difficult if not impossible to resist. All people have needs. Most of us feel that no one cares to understand or deal with our specific needs. If we can, as sales people, connect with these personal needs, our proposition becomes irresistible.

Question Nine:

What is the source of all new ideas?

- A. Imagination alone.**
- B. Advancement in technology.**
- C. Legal regulation.**
- D. Standards approaches.**

Creative and standard approaches require each other.
You must use both and move from one to the other.
If you use both, no one can stop you.

From The Art of War

Answer:

- D. Standard approaches.

Without standards, people have no framework within which to evaluate the value of a sales proposition. Innovation without a backbone of standards is simply chaos. Notice how easy Sun Tzu makes the process of creativity. We are changing everything. We aren't inventing anything new. We are simply rearranging the standard components in a way that individualizes the sales presentation. Standard approaches create the environment in which creative ideas can have force and momentum and become truly persuasive.

In sales, many sales people foolishly want to consider themselves "marketing" people. This is a mistake because marketing is about attracting general groups of people to a product. Selling is not about groups. It is about individuals. Remember how Sun Tzu started this chapter? We handle big, complex sales the same as small ones, one person at a time. Persuasion is the skill of individualizing the sales process.

Without mastering a framework of standards--standard sales techniques, standard needs, standard value propositions--we are in no position to get creative. Once we understand the standard approaches, we are in a position to see how each prospect is unique. We are comfortable enough to address them as individuals.

Question Ten:

What force can resist the force of persuasion?

- A. None.
- B. Faith.
- C. Time.
- D. Courage.

Creativity gives impact to ideas.

The force of your ideas can wash away resistance.

This is persuasion.

From *The Art of War*

Answer:

- A. None.

We all develop habits in dealing with people. A sales person calls us at home on the phone; we know exactly what we are going to say as soon as we know that it is a sales call. When we walk into a sales showroom, we have our “just looking” at the tip of our tongue. How does a sales person undermine this conditioned reaction?

We must confront people with something that they don't understand in order to break them out of these programmed reactions. People are forced to deal with change or surprise. Because both the prospect and we both understand the “standards” of a sales process, we are in the position to innovate it. In using persuasion, we try to confront our prospects with surprise after surprise, change after change. Change creates pressure on people. They have to think. They have to respond.

The best weapon in sales is always speed. This is especially true in using innovation and creativity. The faster we can bring innovation into the process, the faster we can take control of the conversation. A telemarketer may only have a few seconds. The more quickly we can launch another surprise, the harder it will be for the prospect to get back to their traditional mode of dealing with sales people. This is especially important in competitive sales processes where a competitor is trying to keep up with our sales process.

Question Eleven:

What is the most important characteristic of creativity?

- A. Its size.**
- B. Its novelty.**
- C. Its timing.**
- D. Its direction.**

You close the sale with good timing.
Asking for the order at the right time overcomes resistance.
This is closing.

From The Art of War

Answer:

- C. Its timing.

As we said earlier in the chapter, we use standard approaches to begin the sales process, but we use creativity to end it. This is a matter of timing. When is the perfect time to launch a surprise? This will be different with every sales process.

We change the topic to put our prospects off balance. We overcome their natural resistance by forcing them to see the sales proposition from a new perspective. When we individualize the sales process, the only way that a prospect can resist it is to tell us more about themselves. Once the discussion is totally focused on the prospect, virtually every question we ask becomes a closing question. It is all about prospect letting us serve him or her.

This still takes a good sense of timing. We must know when the prospect is listening and when he is thinking about what he is going to say next. When the sales process is individualized, the prospect has to do a lot more thinking than normal. We must make sure that we don't get in the way of their thought processes. We want to help their thinking, not frustrate it by interrupting the process. If we are truly innovating the sales process, personalizing it, we have to say less, not more. We must spend more of our time listening and waiting for openings. As the prospect tells us what they want, our job simply becomes surprising them by agreeing to it if they will agree to the sale.

Question Twelve:

When should you surprise the competition during a sale?

- A. Continually batter the prospect with surprises.**
- B. Surprise the prospect when you want to get attention.**
- C. Surprise the prospect when the process needs to be changed.**
- D. Never. You should only do what prospects expect.**

Success in sales depends on your skill.
Your creativity must be persuasive.
You must time your closing exactly.

Persuasion should increase the tension in the sale.
Closing should release that tension in a moment.

From The Art of War

Answer:

- C. Surprise the prospect when the process needs to be changed.

Creativity is used to change the direction of the sales process. We often use surprise early in order to get attention, but we also can use it later in the process to close the sale. We never use it to batter the prospect because they won't stand for it.

We need pressure in the sales process. Unless prospects feel pressure in the process, they will not act. We need pressure to overcome people's natural inertia.

However, we don't want our prospects to feel that *we* are pressuring them. If they feel the pressure coming directly from us, they will simply resist or cut off the process entirely. The pressure must come from within them, as they struggle to deal with the surprises that we offer them. We create the pressure by setting up the situation, but we do not personally pressure anyone in word or deed.

When the prospect feels the pressure, our job is to relieve it. The natural way to relieve this pressure is to make a decision. In asking for the sale, we must do it in a way that helps the prospect out of the situation, helping them resolve their internal struggle.

Question Thirteen:

How can we make sure that the sale goes according to plan?

- A. By taking all contingencies into account.**
- B. By keeping our plans simple.**
- C. By keeping our plans secret.**
- D. By assuming that the sale won't go according to plan.**

Sales are always complicated and confused.

Selling is messy.

It is your job to put order into the process.

Your position in the sale is never clear.

It is constantly changing.

Nevertheless, you must never lose the sale.

From The Art of War

Answer:

- D. By assuming that the sale won't go according to plan.

Each sale is unique. No sale can be completely planned. Prospect have their own plans. Sales competition has their plans. In this arena plans collide, creating something new than no one planned. Those that think that they can foresee every detail in a sale are wrong. Keeping the sales process simple is always a good idea, but it does not prevent the process from having a life of its own. Keeping our plans secret is also great idea, but it also doesn't assure their success. Too many other people also have plans, many of which directly conflict with our own.

Instead of trying to make sure that everything happens according to plan, we must expect to be surprised. We must assume that we don't have control over everything that happens. We will succeed at some plans and lose at others. The situation is constantly changing. This is shifting change itself is completely predictable because it is the nature of sales competition.

If the sales process is always chaotic, how can we prevent chaos? If it is always so messy and uncertain, how can we prevent our failure? This is the message of the next lesson.

Question Fourteen:

If a sales process is chaotic, where does control come from?

- A. Control is impossible.**
- B. It comes from human nature.**
- C. It comes from our discipline.**
- D. It comes from our aggressiveness.**

Your customer's confusion requires your clarity.
Your customer's uncertainty requires your confidence.
Your customer's weakness requires your strength.

From The Art of War

Answer:

- B. It comes from human nature.

The sales process creates uncertainty, but this uncertainty is a bad or worse for the prospect than it is for the sales person. Human nature desires order in things. It seeks to make sense of confusion. The greater the confusion, the more people desire order. It is this desire for order that makes order possible even in complicated sales processes.

We are always sensitive to our own weaknesses, but good sales people are sensitive to the needs of others. Everyone has needs. No one can perfectly predict the future. Strength comes from accepting the needs of others and doing our best to address them. We have specialized knowledge and skills that our customers needs. Our knowledge gives us the strength to take the lead in the sales process.

The confusion of sales competition makes our success possible. Without it, our creativity would have little or no impact in the battle with the competition. We must show more confidence and certainty than our competition shows. We must show more confidence than our prospect feels. Despite the confusions and uncertainty in a sale process, we must never show that we feel uncertain ourselves.

This confidence must come from our faith in our creativity. Our plans to change the reinvent the course of the sale at a certain point give us a control that no one else can have.

Question Fifteen:

How can you plan to control of the chaos of sales competition?

- A. You plan structure.**
- B. You plan surprises.**
- C. You plan attack.**
- D. You plan defense.**

You must clarify what is confused.
This depends on your analysis.
You must overcome uncertainty.
This depends on your persuasiveness.

From The Art of War

Answer:

- B. You plan surprises.**

Persuasiveness comes from combining standard sales approaches with approaches that no one else expects. It depends on our ability to personalize the sale. Confusion makes people desire order, but we can't plan everything to go as we expect. The way we take control of sales chaos is to feed into it. We can change the rules of the sales process through surprise and innovation. We don't know what will happen when we introduce our planned changes into the sales process, but we are better prepared for whatever happens than our prospects or competitors because we control the timing of our proposals.

What is important here is our sense of control. We cannot control everything that happens in sales competition, but we know that we can keep the competition off-balance by changing the rules via surprise.

By planning to personalize the sale, we prepare ourselves to seize the initiative. For that critical moment, we will control the momentum of the sales contest. This knowledge gives us courage. When we know that we have a surprise to spring, we can go into any sales contest with more confidence. We can have more faith in our position and eventual success. This makes it possible for us to be more aggressive and courageous in facing the uncertainty of the sales process.

Question Sixteen:

What should you do when the sales process slows down?

- A. Take action to move it forward.**
- B. Wait, processes have natural pauses.**
- C. Let prospects determine the pace.**
- D. Let the competition make the next move.**

You have both strengths and weaknesses.
They arise from your position.

You must always take the lead in moving the sale forward.
Offer different types of proposals.
Your customers must think about them.
Offer customers something without risk.
They will want to take it.
You can use promotional offers to move them.
You can use your ideas to motivate them.
You can use your certainty to prevent a bad decision.

From The Art of War

Answer:

- A. Take action to move it forward.

We establish a good position in the sales process so that we can control it. No position or proposal, however, is perfect. All positions have weaknesses. These weaknesses can eventually stall the sales process.

We must prepare to take the lead if the sales process stalls. We should have backup plans and proposals. We may or may not consider these plans serious alternatives. Their purpose is to reengage the prospects, that is, give them work to do. Even bad alternatives can make our first proposal look better.

Sometimes we just need to get the prospect moving. We have to give him or her a small, painless decision to make. If we offer them something that has little cost or risk, they can agree to something easily. This paves the way for move difficult decisions. We must make it clear that no decision is a bad decision when problems can be solved.

Question Seventeen:

How do you close the sales with a prospect in highly competitive situation?

- A. By inspiring them.**
- B. By appealing to their self-interest.**
- C. By surprising them.**
- D. By using momentum.**

You must create the perfect situation for closing the sale. You work toward it by building your influence. You do not demand the sale from the customer. You offer a great proposal and then you use real persuasion.

From The Art of War

Answer:

D. By using momentum.

Persuasion means building momentum in the sale. A good sales relationship starts with respect. We have to respect the prospect's decisions-making skills. We can't demand the sale. The prospect gives us the order. In order to close the sale, we must create an environment where the prospect is completely comfortable with the decision and moves toward it inevitably. .

This is why it is so important to keep the sales process moving. When a sales process stalls, it loses momentum. Persuasion requires that we keep the prospect engaged and keep the process moving forward. If the process is focussed on the prospect's needs and we keep it moving forward, it will take on a life of its own.

In order to have this work, the process demands "a great proposal." This means that the proposal must be tailored to the needs of the prospect. We should try to understand these needs in our particular area better than the prospect him or herself does. When we do, we are not fighting against the prospect, but fighting for them. This makes it impossible to counter the momentum that we build in the process.

Question Eighteen:

In high-pressure situations, how do you get prospect to follow your lead?

- A. By asking them to follow their self-interest.**
- B. By making your directions simple.**
- C. By using the proper incentives.**
- D. By using the proper time-limits.**

You must keep the sale moving forward.
You do this by keeping the prospect engaged.
One task must naturally lead to another.
The process must keep them moving.
Satisfaction with the status quo keeps them from acting.
Problems force them to act.
Solid information gets their attention.
Surround customers with information and they must act.

From The Art of War

Answer:

- A. By asking them to follow their self-interest.

Everything in sales is based on self-interest. In a bad sales process, the sales person makes his or her desire to close the sale readily apparent. When making the sale is about meeting the sales person's needs, it will never happen. A good sales process is so focused on the prospect's needs that the prospect overlooks the fact that the sales person is in it for the money.

Prospects are engaged as long as the process is about their needs and problems. Our job is to emphasize those needs because, without them, the prospect has no reason to change or make an investment. We must become obsessed about solving the customer's problems and creating a better future for them. The more solid facts we can give them about their current problems, the more they will feel their needs.

We must focus their attention on how their life can be improved. We must also be able to deliver that improvement.

Question Nineteen:

What are the steps by which you make the sales process persuasive?

- A. Using standards and creative approaches.**
- B. Focus and personalization.**
- C. Creating pressure and releasing it.**
- D. All of the above.**

You make yourself powerful in a sale with persuasion.
You want everything moving inevitably toward a decision in
your favor.
Use persuasion.

From The Art of War

Answer:

- D. All of the above.

This chapter started showing how we must approach the prospect in a standard way, but that it takes creativity to close the sales. Before we can close the sale, we must tailor the process and value of the product to meet the specific needs of the individual prospect.

Our focus on the prospect drives the process forward. Through it, we learn about the prospect by asking questions and educate them about their own conditions and needs with hard facts. We keep the process moving forward by keeping the prospect engaged in the process. .

By keeping the prospect engaged, we build the pressure in the sales process. The pressure doesn't come from us, but from the needs of the prospect and the decisions that he or she must confront. We prevent the prospect from ignoring their needs or problems. As the pressure builds, it becomes clear that the only way to relieve the pressure it to make a decision and close the sale. We help the customer make a decision to help them relieve the pressure of the decision process.

We must plan this process of persuasion in every sales process. We must plan to make every sales process different and yet the same.