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# Foreword

PERHAPS THIS DESCRIBES YOU. You are an aging boomer or a mid-career professional. You have had a long career with a couple of different large companies, steadily climbing the corporate ladder. Maybe you had a few slips along the way. You have a mortgage, a family and a few dollars in investments. Not enough to retire on, but an okay sum. Life is good.

You are actively engaged in playing the big company game, a little fat, dumb and happy. Four weeks of vacation, a great 401K, stock options...and then the word starts filtering through the ranks that your company is restructuring ...again! Change is good, you think to yourself. You call your boss and ask who you are going to be reporting to this week.

He responds, "No one. You are getting the package."

Packages were always supposed to be a good thing, right? They are especially good when they are brightly wrapped under the Christmas tree or given on a birthday. However when the words "you are getting the package" are aimed at you, those words take on a whole new meaning.

Perhaps the words "Thank God" slip from your lips. Perhaps the words are more like "Oh my God!" You may feel happy, sad, excited, angry, concerned, relieved or all of the above.

You have decisions to make, and your thoughts are whirring like a helicopter about to take off. And then it hits you. You don't ever want to work for anyone else again! You can take your skills, experience and knowledge and go to work for yourself. Haven't you been telling yourself for years that you can do it? If only you had the chance!

Guess what? You now have the chance. You are free and clear. Some people aspire to self-employment; others have it thrust upon them. It has just been thrust upon you.

Congratulations! You've just bought yourself a job.

If you are reading this book, chances are you are a business owner, executive, entrepreneur or other high level professional, who has lately

come to the horrifying realization that success in business is not about *doing* what you do — it's about *selling* what you do. And while you are dynamite at doing whatever you do, this whole selling thing has you stumped.

We called this book "Selling for Geniuses" for a reason. Like you, we're sick to death of being called "Dummies" or "Idiots" just because some particular task or topic happens to be outside our area of expertise. You are a genius. That's why you are in the position you're in. If what you do were so easy, everyone would be doing it. But, if you've ever met an "absent-minded professor," or any one of those brilliant, slightly crazy people in this world that we affectionately describe as "so smart, it's amazing they can tie their own shoes," you know that genius in one arena does not always guarantee success in others. Luckily, one of the marks of true genius is to understand when to ask for help. And help is on the way!

This book is a collaborative effort among friends who also happen to be colleagues. We have all achieved a level of success in our own businesses and have faced the same struggle that you have. We've all been where you are — adjusting to a new business paradigm, looking for customers, trying to figure out how to balance our time between serving our current customers and finding new ones. We have compiled our best advice on succeeding—in sales and in business.

Let's talk about the most important subject: you. Maybe one or more of these scenarios sound familiar to you:

- You moved to a new area to start your business, and you don't know anybody.
- You retired from your company and now are consulting back to them. Your old company is your only client and you need to expand your business. How do you find more opportunities? Worse, what if you don't?
- You got so fed up with the politics at your old employer that you figured you could do it much better on your own. Now you are

discovering that running a business is really different from what you expected.

- When you opened your business and hung your shingle, you figured the business would start pouring in. You have a great reputation and a lot of contacts. You start talking to yourself, and worse, start answering yourself. What are you doing wrong?
- Once you finally get a meeting with somebody, you get into the room and you're a train wreck. Suddenly you feel like you're the new kid trying to impress the boss. You are so afraid of coming across like a used car salesman your confidence takes a nosedive.
- You have a great business, but it isn't growing the way you want it to. You have always been able to rely on word of mouth and referrals, and lately your contacts aren't delivering what you need.
- Your organization looks to you for revenue and business development leadership and you aren't sure what you need to do.

If you recognize yourself in the preceding scenarios, then this book is for you.

As an executive-level professional, you will want to approach the sales process differently from the way someone would if they were selling cookware or candy bars. You will need to seek out the right kinds of clients and develop relationships with them that benefit both of you. This book will help you do all of that, while staying focused on your goals and staying true to who you are.

We all wish you the best of success. We know you are already a genius in your main area of expertise. Using the techniques and embracing the concepts in this book will help you become a genius at selling. If any of us can help you along the way, you can find our contact information in our bios at the end of each chapter.

Get on out there, have some fun, and make some money!

—Tracy Lunquist and Chip Scholz, April, 2009

CHAPTER THREE

# Selling is NOT Accidental!

**Chip Scholz,** Head Coach, *Scholz and Associates, Inc.*

"To be outmaneuvered? Yes. To be surprised? Never!"
—Napoleon Bonaparte

## What principle of selling has helped you be consistently successful?

Relationships are the key. You will never build a long term, sustainable, successful business without building relationships. It just won't happen. A relationship is defined as a relatively long-term association of two or more individuals, brought together for a common purpose and mutual benefit.

The crucial element for successful selling is forming the right relationships. Not every relationship will move both parties in the direction they want to go. Long-term, sustainable success in sales only happens when there is mutual benefit. You have to put yourself in front of the right people at the right time with the right message so there is shared value in the relationship. Building relationships improves your odds of making the sale. That takes planning.

I remember my father using an old adage while I was growing up, and I think it is applicable here. He told me "Never marry for money. Just go where money is and fall in love." What he was talking about was creating a relationship that had mutual benefits through proper planning.

The problem is that most sales books focus solely on what to do once you are in front of the customer. That is important, but not as important as understanding the context of the sales encounter. You won't be able to do that unless and until you have set yourself up to be successful.

In my coaching practice, I use four words to help clients define and pursue what they want. Those four words are ***clarity, focus, attention and intention***. They resonate in sales as well. You will read about each word and its relation to sales later in the chapter, but here is a brief discussion of each one.

***Clarity*** Having a clear definition of the clients you want to do business with. How are you positioned in the marketplace and in the minds of your prospects? Once you have clarity about your position, you can sell more effectively.

***Focus*** What is your level of effort in going after your clearly defined markets? How focused are you on getting business on board from your targets? Remember that distractions often masquerade as opportunities—and they can take away your focus.

***Attention*** Are you continually scanning the environment, paying attention to opportunities that fall within the clearly defined parameters you have focused on?

***Intention*** Are you working in an intentional manner, setting goals about your accounts and your activities and then achieving measurable results? How are you intentionally creating the relationships you have planned?