



**IMR BUSINESS &
2.0 PLANNING**
CONFERENCE

“Developing a Serving Mindset”

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Objectives of Session – To Examine:

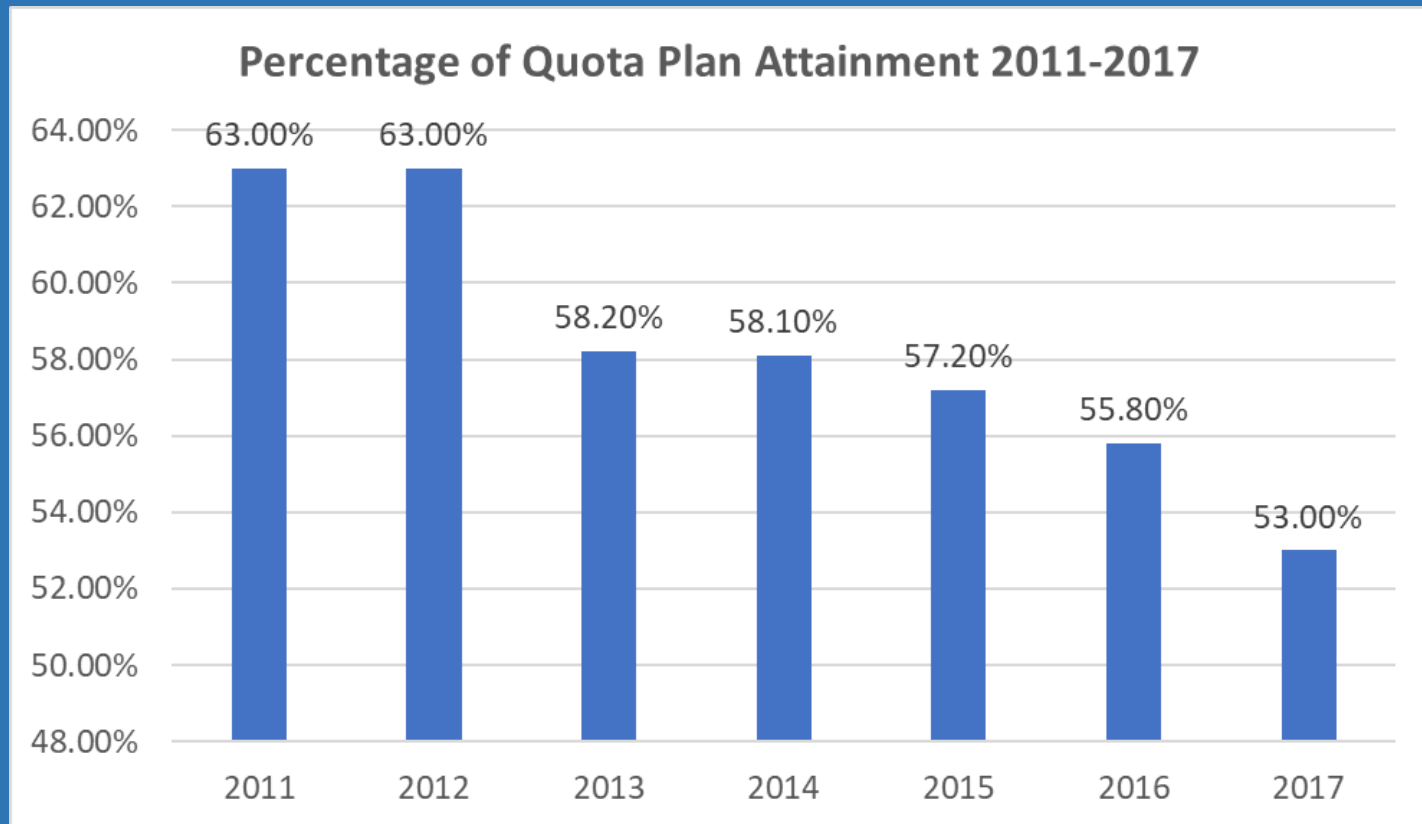
- How the end user currently views the sales process
- What the end user is looking for salespeople to provide
- Developing a serving mentality to better meet the customers' needs

Question:

- How many of you manufacturers were satisfied with the number of your reps who reached their sales quota in 2018?
- How many of you reps were satisfied with the same thing?

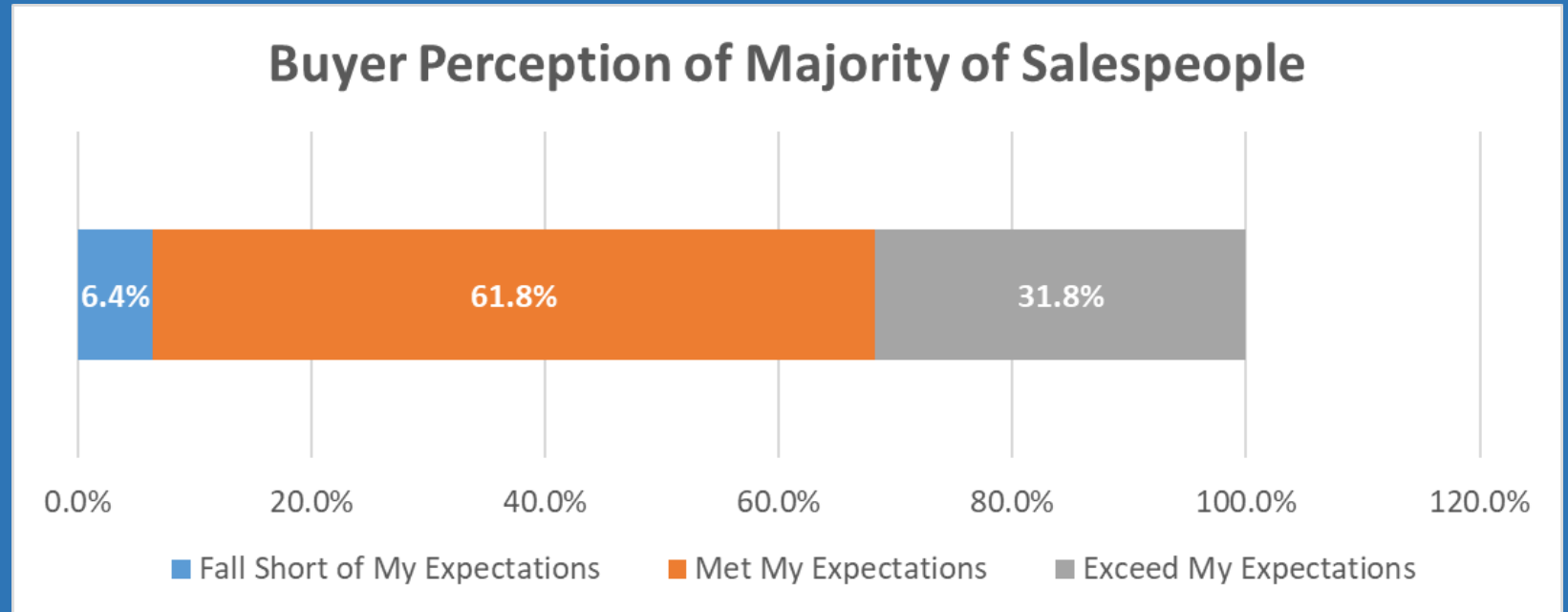


Percentage of Quota Plan attainment 2011-2017



Source: CSO insights 2018 Buyer Preferences Study

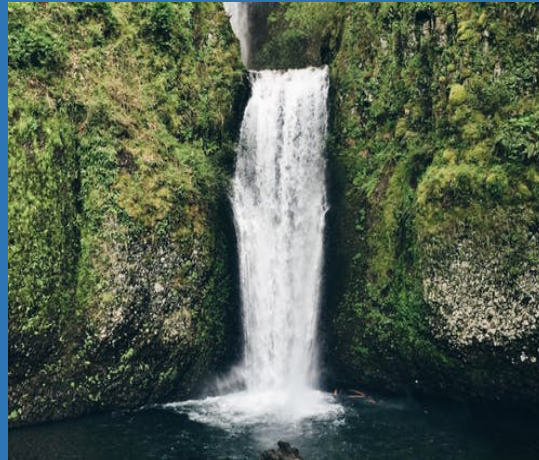
How do buyers perceive salespeople?



Source: CSO Insights 2018 Buyer Preferences Study

As you heard Ed say ...

- ***“It’s not about how you want to sell, it’s ABOUT HOW THE END USERS WANT TO BUY !”***



So, what do you need to be thinking about?



**Buyers are changing
substantially faster and
to a greater degree
than sales
organizations**

Why?

- Remember buyers are consumers first
- Their experiences as consumers influence their B2B buying behavior
 - Personalization
 - Transparency
 - Immediate fulfillment
 - Websites that 'know' them

Unprecedented Access to Information

- 55% encounter overwhelming amount of information
- 44% see information as contradictory
- *“We now live in a world where insight is more table stakes than a differentiator”*

-- Gartner Group

Source: Gartner Group

Other factors

- Availability of options
- Analytics and AI
- Increased skepticism
- Increased number of stakeholders
- Navigating complexity and ambiguity
- Decreasing loyalty

And why are sales organizations slow to respond?

- It's risky to experiment
- Sales is the function that has the greatest impact on your revenues
- Many 'transformations' are more like 'incremental improvements'

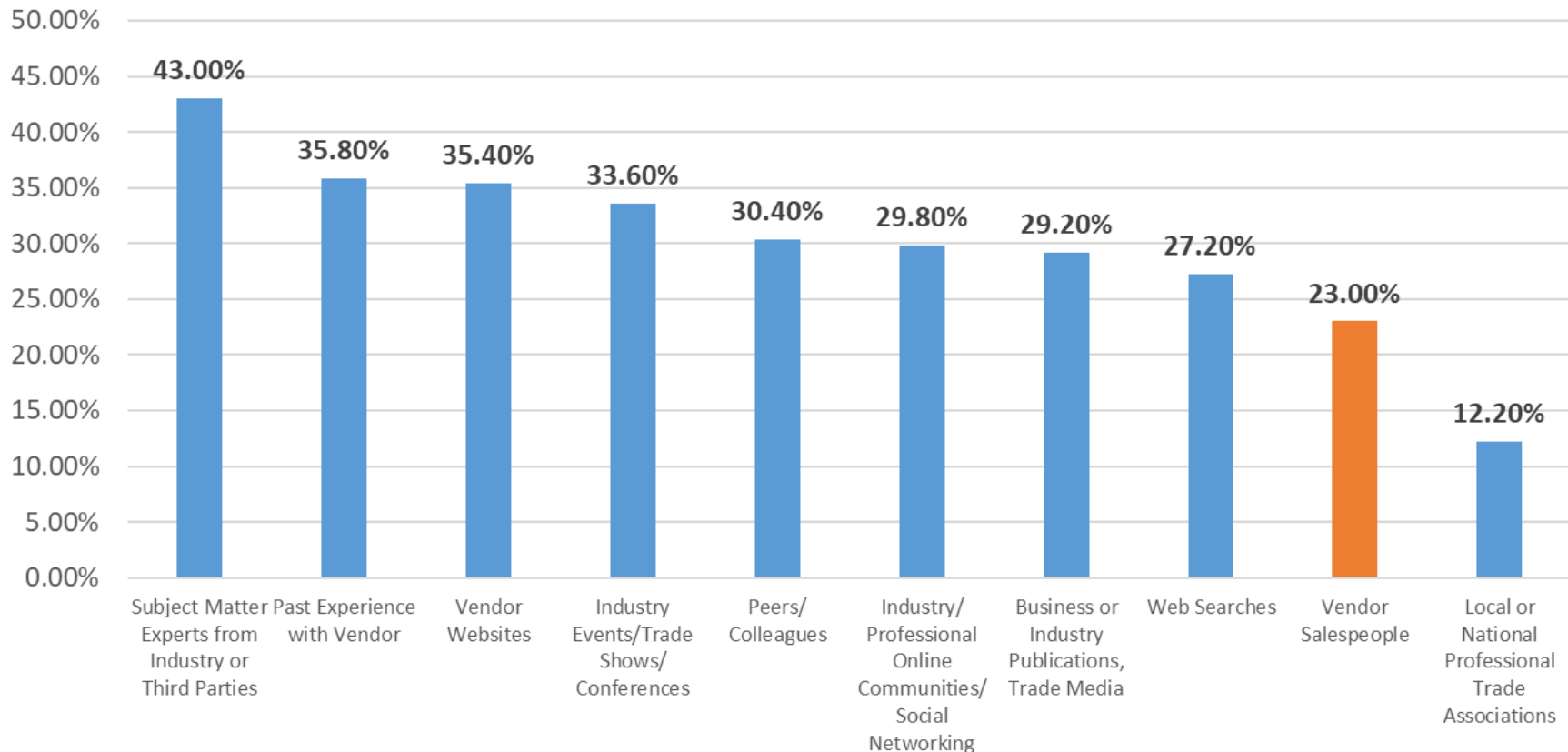
So, what determines who an end user chooses as their supplier?

They get an experience from them that they don't get from anyone else



What are the preferred resources to solve business problems?

Buyer Preferred Resources Used to Solve Business Problems



Source: CSO Insights 2018 Buyer Preferences Study

**So, what strategies
have sales forces
taken to compete in
this environment?**



There are three general strategies

- Giving
 - *“I can get you a lot more information on that”*
- Telling
 - *“Let me tell you what you need to know”*
- Serving
 - *“Let’s make sense of all this information and figure out what’s best for you”*



- *“In many ways, today’s high quality deals are less about what customers know and far more about how they feel about what they know”*

*-- Brent Adamson,
Gartner Group
Distinguished VP*

Implementing the Serving Mentality



The Serving Mentality

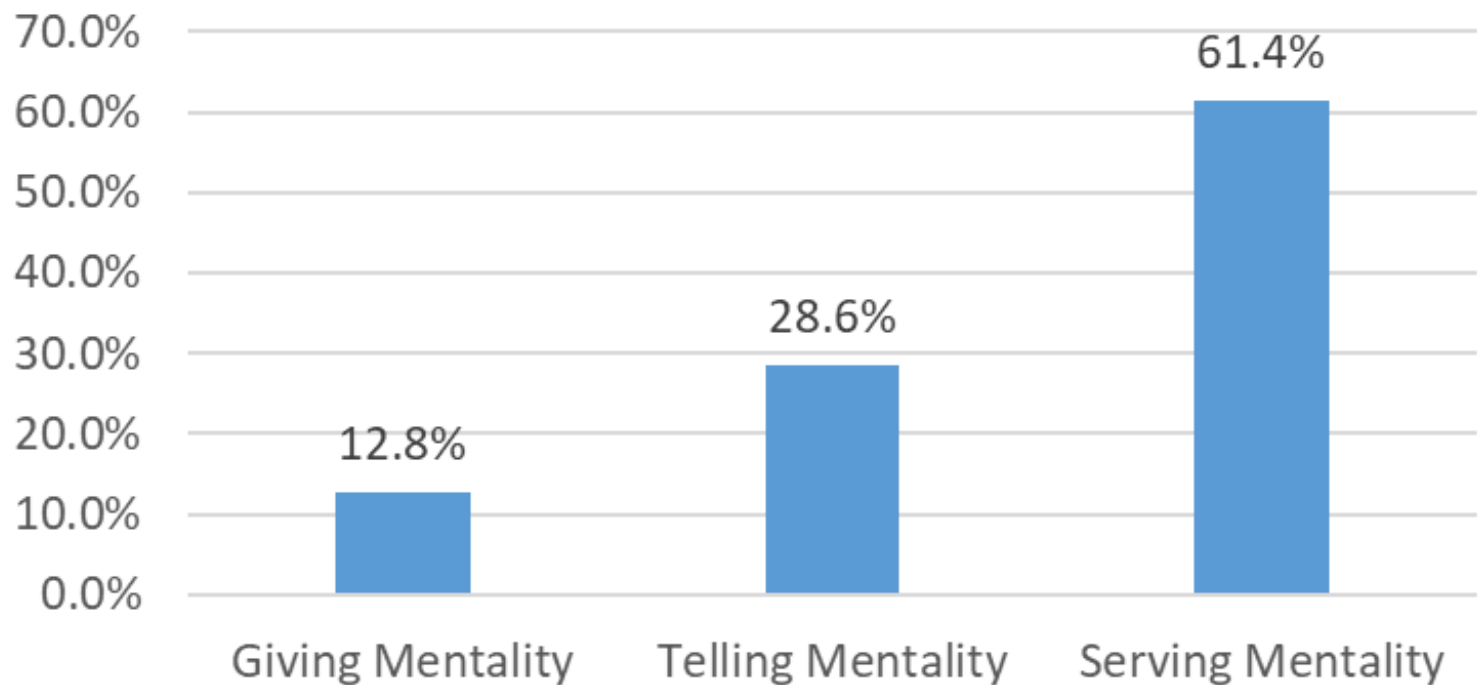
- Set Serving as Your 'True North'
- Carry a Passion for Serving
- Sharpen Your 'EQ'
- Grow the Trust
- Listen for the Unmet Need
- Create the Wins
- Share the Joy

The 'Sales Winners'

1. Educated me
2. Collaborated with me
3. Persuaded me of results
4. Listened to me
5. Understood my needs
6. Avoided pitfalls
7. Crafted a compelling solution
8. Depicted purchase process
9. Personal connection
10. Better overall value

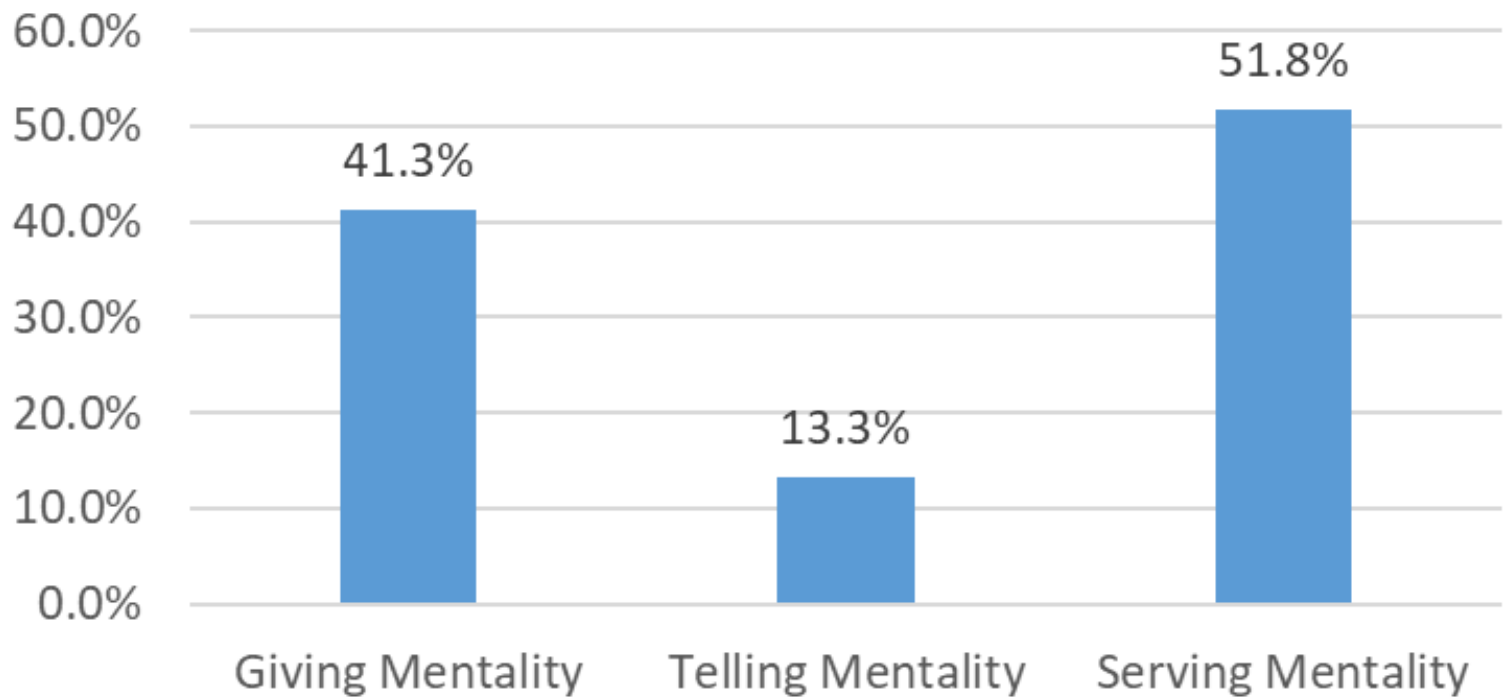
Source: The Rain Group

Percentage of Buyers Who were not Skeptical to Seller by Seller Mentality



Source: The Gartner Group

Percentage of Buyers who Felt Confident in Information Provided by Seller Mentality



Source: The Gartner Group

**Those with a serving
mentality are viewed
as a strategic resource**

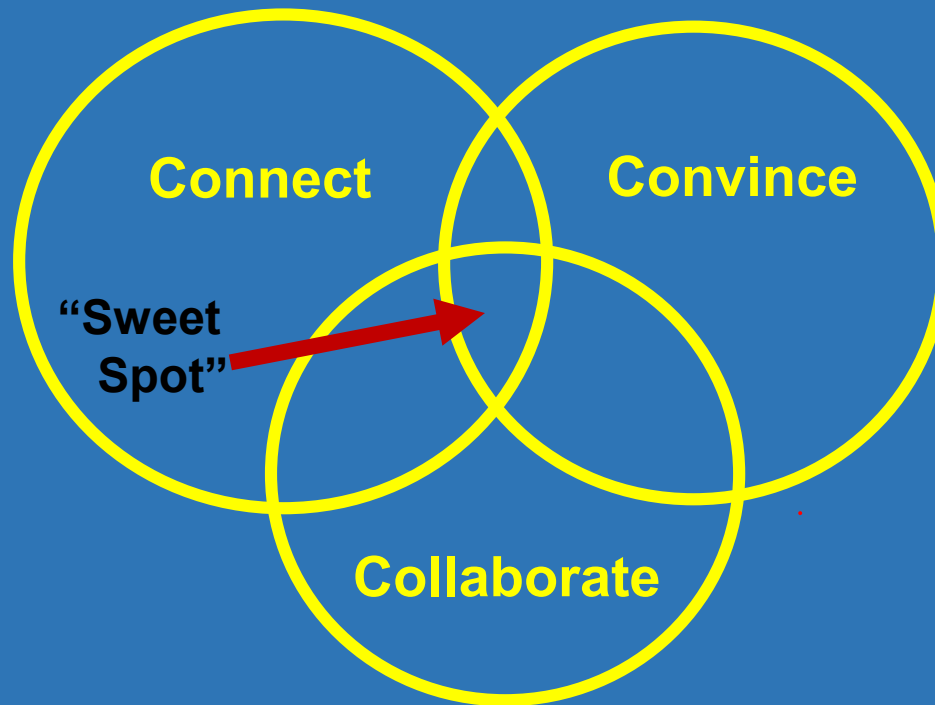
Sales Activities to Implement a 'Serving Mentality'

- Connect
- Convince
- Collaborate



- **Connect**
 - The dots between needs and solution
 - With people
- **Convince**
 - Create Value for buyer
 - Seller is best choice
 - Maximize return
- **Collaborate**
 - Responsive, proactive, easy to work and with and buy from
 - Partner and collaborate with buyers throughout and after the purchase process

So, What Those with a Serving Mentality Do?



‘Connecting’ Salesperson Behaviors

- **Serving Mentality**

- Set Serving as your True North
- Carry a Passion for Serving
- Sharpen Your ‘EQ’

- **Sales Winners**

- Listened to me
- Understood my needs
- Connected with me personally

Connecting

- Connect the dots
 - Understand buyers' needs and craft compelling solutions
- Connect with people
 - Listen to buyers and connect with them personally
- “Connect used to be enough – now it’s the price of entry”

-- *The Rain Group*



Connecting the Dots

- Can't simply *diagnose* needs
- Need to show an understanding of those needs

Question

- How do you show an 'understanding' of your customer's needs?



Connecting the Dots

- Focus on listening to the buyer
- Focus on the positive – educate them on how their problem can be solved with your positive solution



www.coach-net.com

Importance of Effective Listening

- Listen with the intent to understand, not with the intent to respond

“Most of the time a salesperson’s strength is in talking, not listening, so a good listener is refreshing!”

***Buyer feedback from CSO insights
2018 Buyer Preferences Study***

Connecting with people

- Two key factors to understand:
- Buyers' social styles
- Emotional intelligence



Connect with people

- “ *... connected with me personally ...* ”
- Need to understand buyers’ social styles
 - Driver
 - Expressive
 - Amiable
 - Analytical
- Why do we need to know their social styles?

Which is 'best' for sales?

- Being an 'extrovert'?



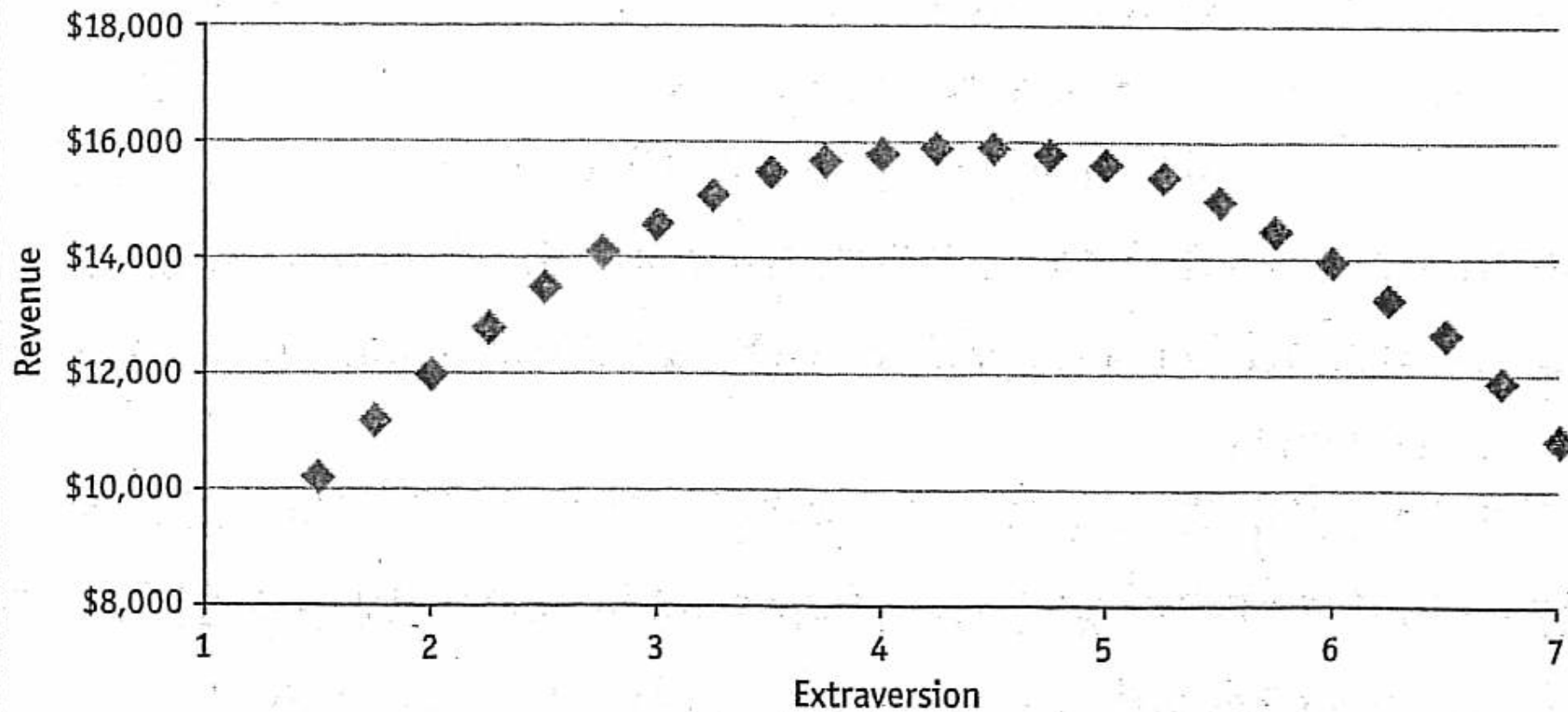
- Being an 'introvert'?



The answer is

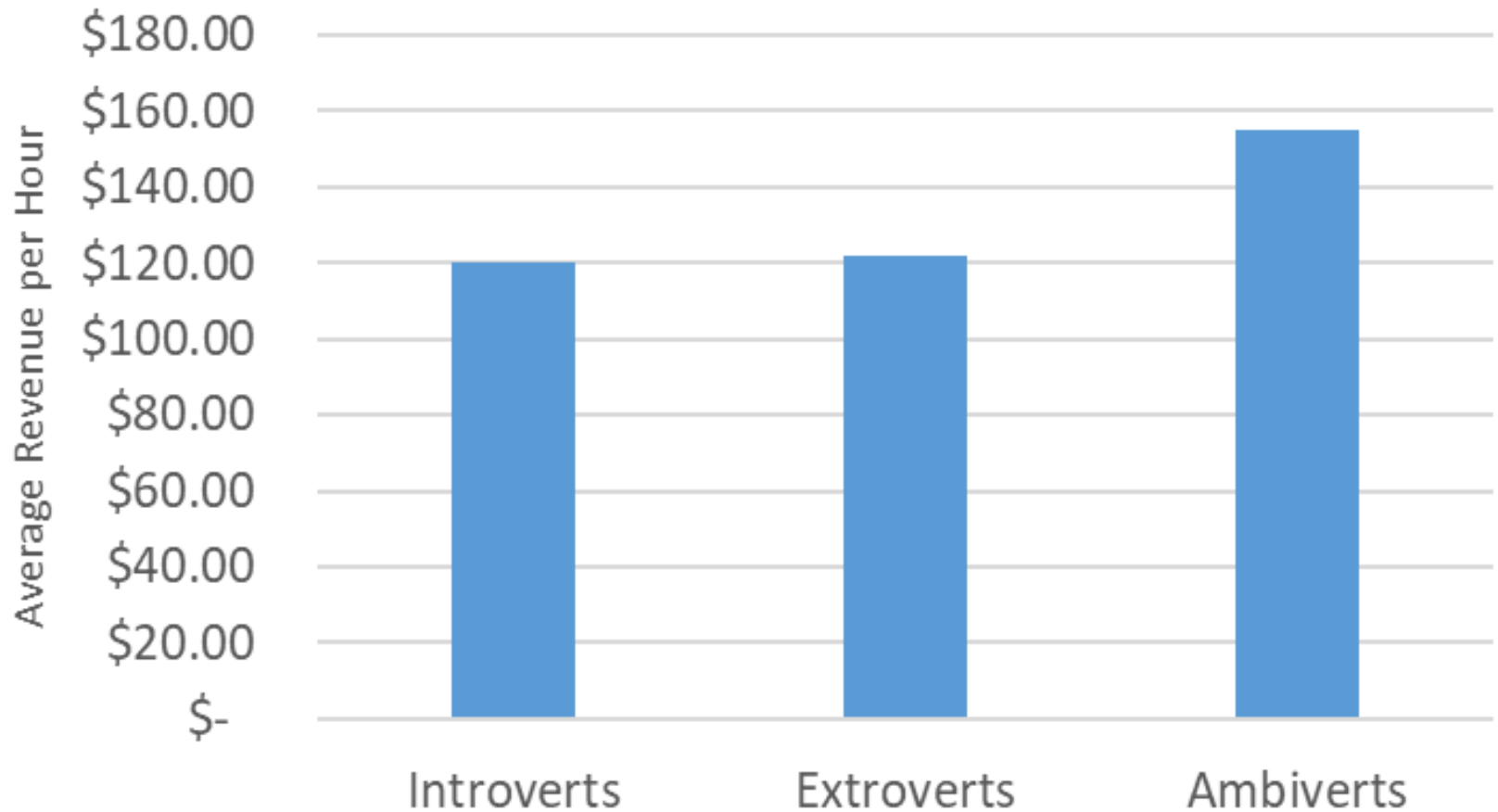
- Neither!
- Study at the Wharton School found that most successful salespeople were in a third category...
- The 'Ambivert'
- Neither wildly introverted or extroverted
- Tested software reps using 1-7 introverted/extroverted scale

Sales Revenue by Levels of Extraversion



Source: Adam Grant, University of Pennsylvania

Who Sells the Most?

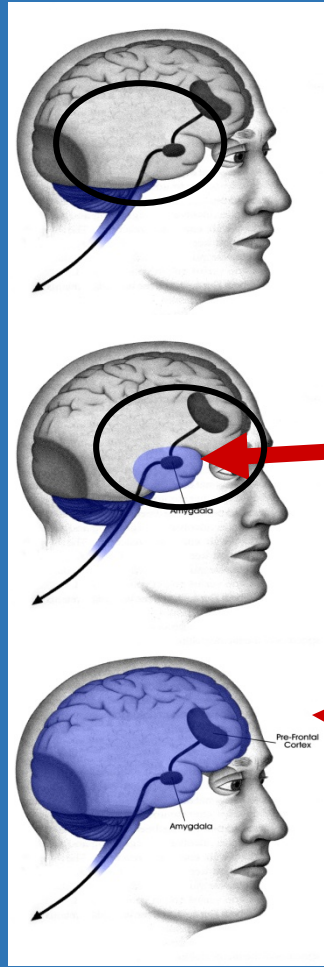


Source: Adam Grant, University of Pennsylvania

Emotional Intelligence

- Self-awareness
- Awareness of other's emotions
- Understanding the 'neuroscience of sales'
 - The brain's 'limbic system'
 - The 'fight or flight' syndrome

The “Amygdala Hijack”



**Brain stem/spinal cord
(First Brain)**

**Limbic System
(emotional brain –
2nd brain)**

**•Neo-Cortex
(rational brain --
3rd brain)**

Convince

Creating “Value” for the Buyer



‘Convincing’ Salesperson Behaviors

- **Serving Mentality**
 - **Grow the Trust**
 - **Listen for the Unmet Need**
- **Sales Winners**
 - **Crafted a compelling solution**
 - **Persuaded me we would achieve results**
 - **Overall value from the company is superior to others**

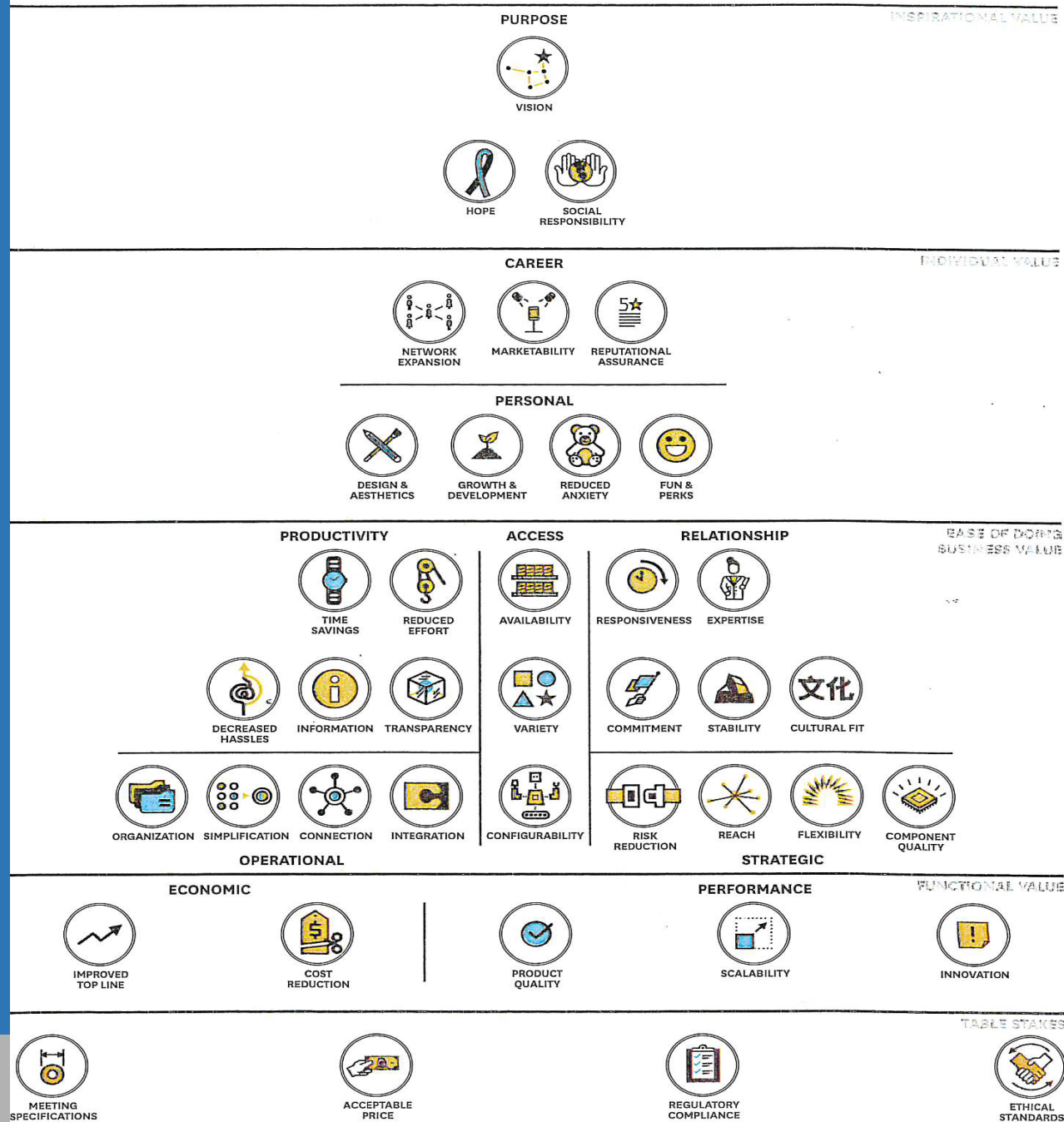
Preparing your presentation

- *“Well, I’d certainly appreciate a seller who did all the necessary research into our industry needs beforehand and did not ask unnecessary questions!”*
- *“I expect every sales presentation to be crisp, compelling, and concise. Every interaction has to be worth my time.”*

*Buyer feedback from CSO insights
2018 Buyer Preferences Study*

**So, how does the
buyer determine the
‘value’ of a product?**





Convincing the Buyer – What's 'value' to them?

- “Curiosity”
- What's in their 'kitchen'?

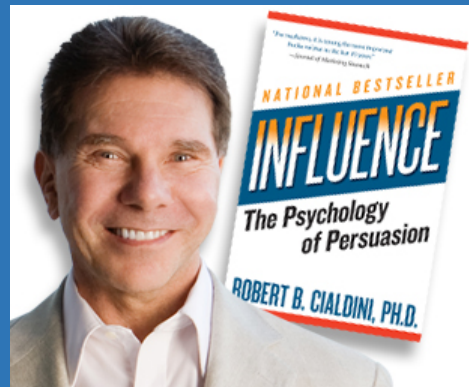


The Power of ‘Storyselling’



The Principle of 'Social Proof'

“95% of people are ‘imitators’ and only 5% ‘initiators’; so people are persuaded more by the actions of others than by any proof we can offer”



Robert Cialdini

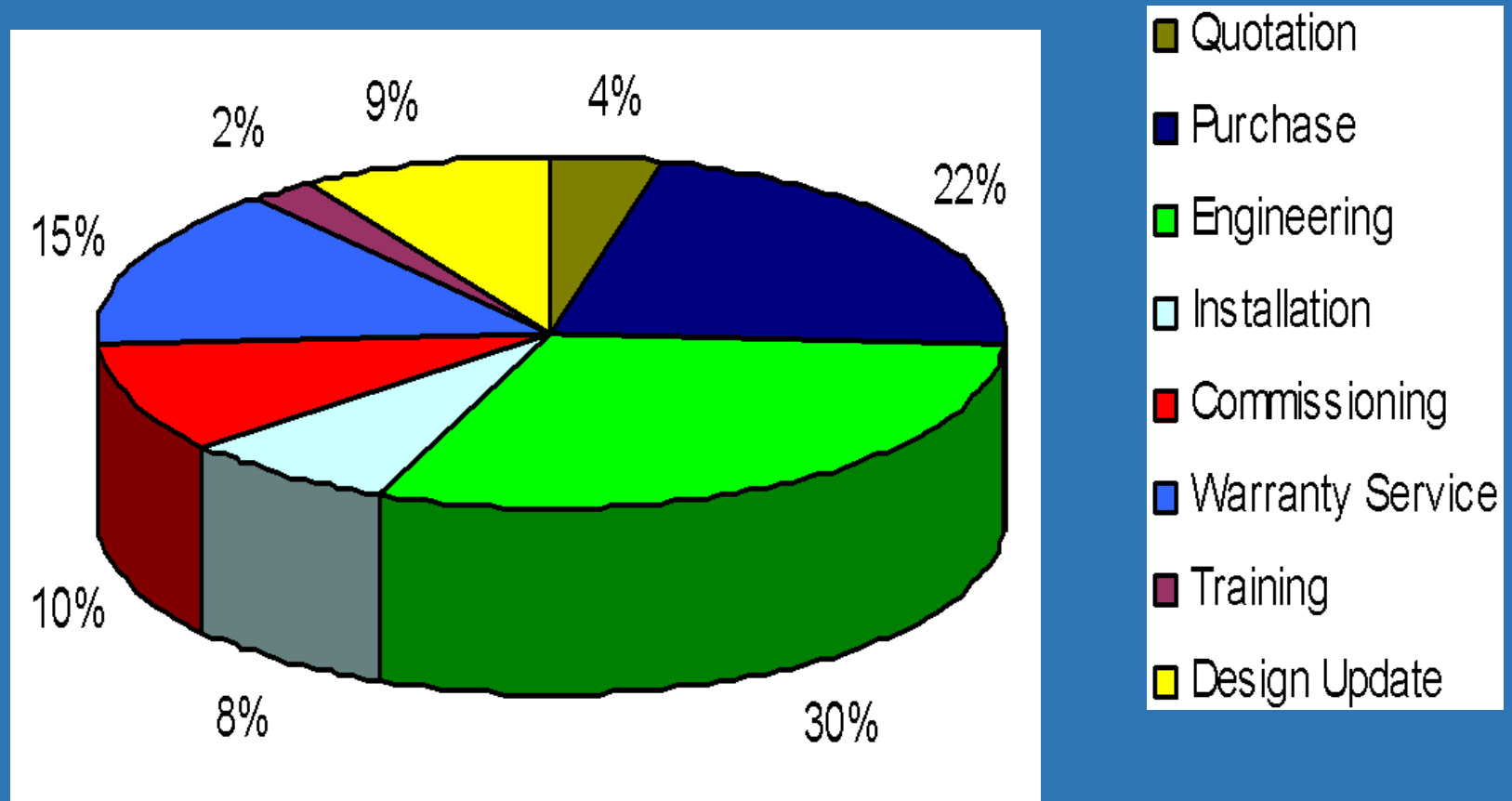
What does this mean?

- If someone else has done it or says it, it carries more credibility and is more likely to influence others than if we say it.
- Bottom line:
 - *In business, we are influenced in what those similar to us say and do*

Other 'convincing' tools

- ROI
- Total cost of ownership

Life Cycle Costs for Rockwell Automation Customers



Collaborate



- *“Work with me to find an alternative solution that brings value, even if not fully in the initial scope”*
- *“It isn’t enough to just sell a company a product. There has to be continued interest in its success”*

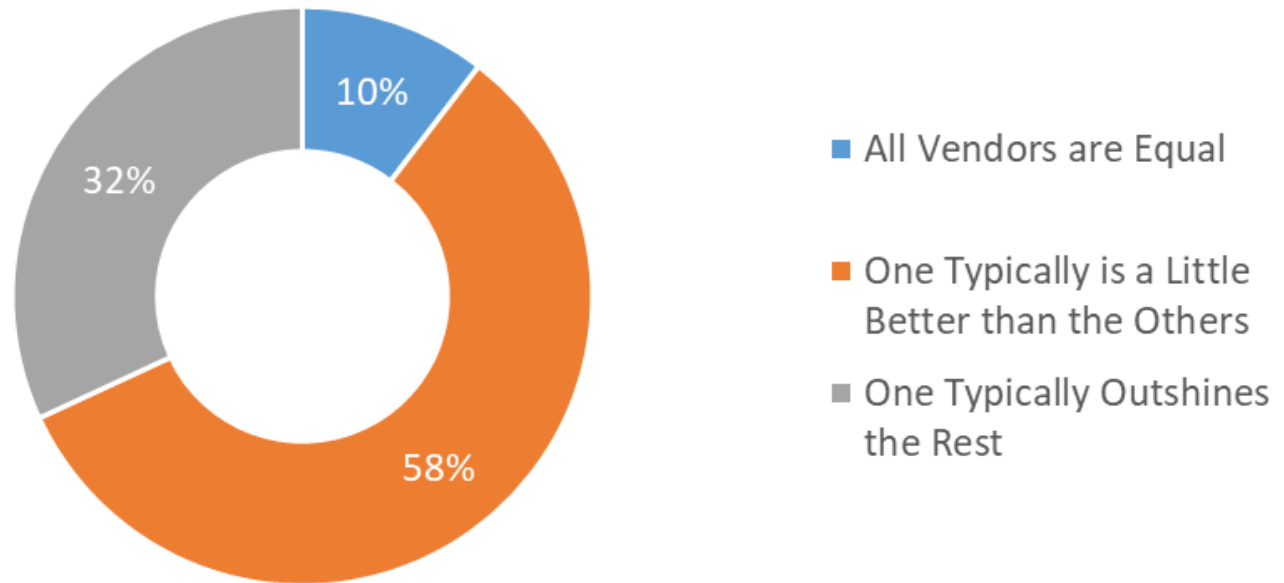
*Buyer feedback from CSO insights
2018 Buyer Preferences Study*

Collaborative Salesperson Behaviors

- **The Serving Mentality**
 - Grow the Trust
 - Meet the Unmet Need
 - Create the Wins
 - Share the joy
- **The Sales Winners**
 - Educated me
 - Collaborated with me
 - Being proactive and responsive

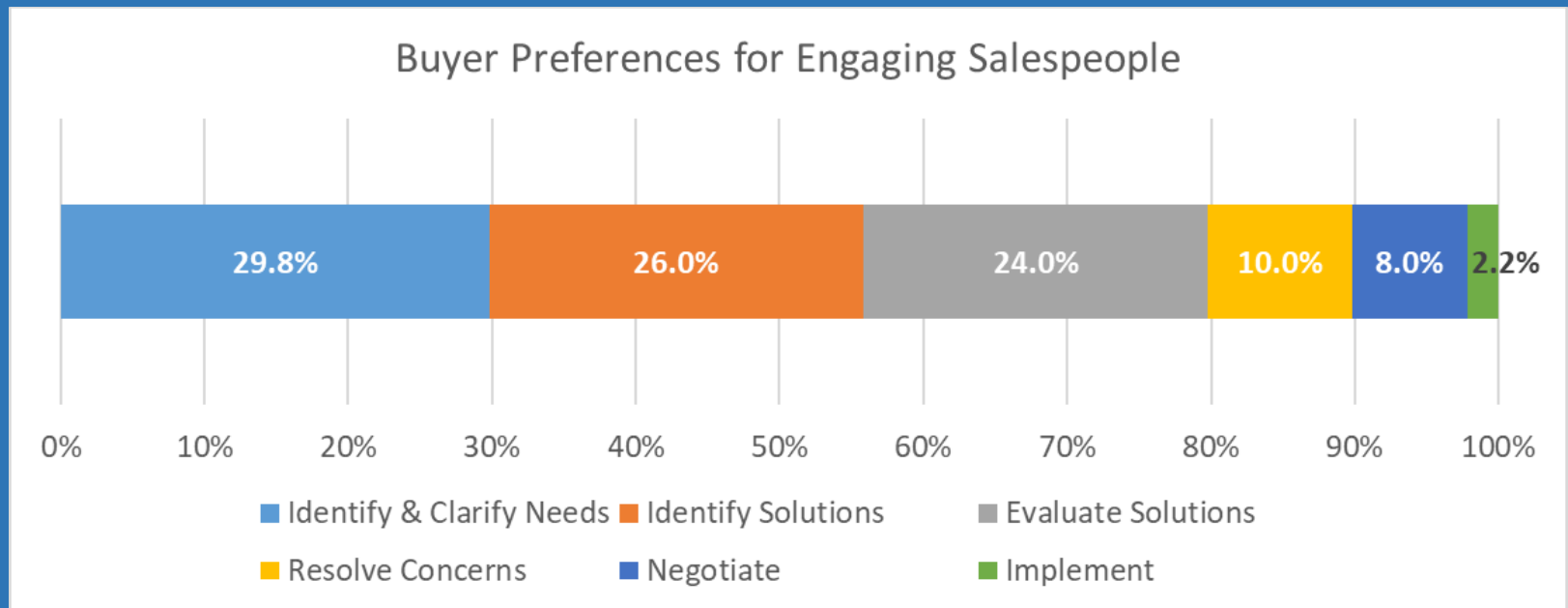
Buyer Perception of Vendor Differentiation

Buyer Perception of Vendor Differentiation



Source: CSO insights 2018 Buyer Preferences Study

Buyer Preferences for Engaging Salespeople



Source: CSO insights 2018
Buyer Preferences Study

Collaborating with the buyer in this new environment

- *“Your job isn’t to ask me what keeps me up at night. It’s to tell me what it should be”*

Harvard Business Review

- Don’t tell them what they don’t know
- Tell them what they should know

Where are they in their sales cycle?

- Early in the sales cycle
 - Lower levels vet vendors and products
 - Senior levels focus on business issues

Who are you talking to?

- Mid-level managers
 - More questions
 - Discuss product functionality, etc.
- Higher level
 - Fewer questions
 - Focus on
 - Marketplace reality
 - Application to strategic goals
 - Execution
 - Importance of Social Proof

Senior level managers

- *“The selling difference is how well a salesperson can uniquely frame and implement a solution for their organization. Senior level managers often need to justify a significant purchase to others in their organization, and they do so by addressing a market challenge or opportunity”*

Harvard Business Review

To summarize

- **Buyers are changing faster than sellers**
- **The successful salesperson will adopt a serving mentality and combine it with 'sales winners' behaviors**
- **Connect, Convince, Collaborate**

Questions?

