

A hiker is seen from behind, standing on a light-colored, textured rock surface. They are wearing a large blue and black backpack with a "GREATLAND outdoors" tag on the bottom. They are holding a black trekking pole in their right hand. In the background, a massive, smooth granite dome rises steeply, with several evergreen trees at its base. The sky is blue with scattered white clouds.

Simon Andersson

Book of Possibilities

BIO AND VISION STATEMENT

5 QUALITIES OF SIMON ANDERSSON

1. Disciplined – hard worker
2. Honest – true to his word
3. Full of character – values integrity
4. Adventurous – will not settle for less, always striving
5. Enthusiastic – willing to learn and do new things

WHAT SEPARATES SIMON ANDERSSON FROM OTHERS

I have a strong work ethic and will always strive to produce the best results. I work well with others. With that, I also do great in group settings or under pressure. I am disciplined and task-oriented. I have good management and organizational skills. I love to lead people with integrity and fairness. I love to see people succeed, especially if I can be a part of the end result.

EXPECTATION FOR 20 YEARS FROM NOW

I expect to make an impact on the world around me, starting with the “one.” I want to care for the individual needs of every person around me. This may not lead to worldwide fame, but a lasting legacy on the world. The way to make a big impact is to always look at the small picture along with the big picture. I want to help the individual person, and serve the lowest of the low, in order to make a big impact. I have no desire for material wealth or riches, just rich relationships. I want to have a wife and family that I can take care of and provide for while also helping as many people as I can.

VISION FOR THE FUTURE

My vision is to lay on my death bed with satisfaction in my soul, love in my heart, and a peace. I want to know that I’ve accomplished what I needed to in the time that I was given. I wish to lay there surrounded with friends and family who I love and who love me. Too many people lay on their death bed with regret. They don’t wish they would have made more money, bought more things, eaten better food, or driven nicer cars. People lay on their death bed with regret that they didn’t love more or spend more time with close family and friends. I want to live my life with that perspective in mind, focusing on what’s really important in life—loving those people who I’m closest to.

BUCKET LIST

10 THINGS I WILL DO BEFORE I DIE:

- Tell as many people as possible how much God loves them.
- Backpack through Glacier National Park, Montana.
- Plan a road trip visiting major U.S. national parks and landmarks.
- Get married and be a great, humble, and hardworking husband.
- Raise honest, compassionate, and successful kids.
- Live in Stockholm, Sweden for a period of time.
- Film and produce a documentary.
- Go backcountry helicopter skiing/snowboarding.
- Go to Hillsong Conference in London or Sydney.
- Spend the night at the Ice Hotel located in northern Sweden.



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SIMON ANDERSSON

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Mandeville, LA 70448
(985) 630-0265

OBJECTIVES

Looking for an opportunity as a software developer and GUI designer at a software company

EDUCATION

Southeastern Louisiana University | Hammond, LA

GPA: 3.679 | Expected Graduation Date: May 2014

Bachelor of Science in Computer Science

Concentration: Information Systems

WORK EXPERIENCE

ReadSoft, Inc. | Metairie, LA

Professional Services Intern / July 2011 – Present

Handled software development of small-scale projects using VB.NET and Tortoise SVN. In charge of consistently updating documentation and software releases of internal software projects. Designed and maintained an internal project release website.

Fluent, Inc. | Boston, MA

Windows UCrew Representative / August 2013 – Present

Promoted the newest Microsoft products on the campus of Southeastern Louisiana University. Responsible for raising awareness about and letting students test run Windows 8 products as well as gathering statistical data through 1,350 individual surveys.

PROJECT EXPERIENCE

Computer Science 285 | *Software Engineering*

Worked with a team to develop a C# program with a WPF front end for a client. Tortoise SVN was used for source control.

Computer Science 383 | *Information Systems*

Worked on teams to create various web apps through agile development using MVC 4, Entity framework 4, and TortoiseSVN.

Computer Science 420 | *Human-Computer Interaction*

Led a team to develop an MVC 4 web app that focused on ease of use, good graphical design, and human interaction.

TECHNICAL/PERSONAL SKILLS

Programming Languages: VB.NET, C#, JAVA, and C++

Development Frameworks: Microsoft MVC, Silverlight, Entity

Advanced video editing skills and extensive experience with Adobe Premiere Pro, After Effects, and Fireworks CS6

Disciplined and task-oriented with good management and organizational skills

In-depth knowledge of Operating Systems and programming

Quick learner and ability to work in a team and under pressure

VOLUNTEER EXPERIENCE

Church of the King | Mandeville, LA

Velocity Student Leadership Team / January 2007 – Present

Leading students in small and large group settings weekly. Communication, teaching, and leadership development of students.

Boy Scouts of America

Eagle Scout Rank and Project / January 2009-May 2009

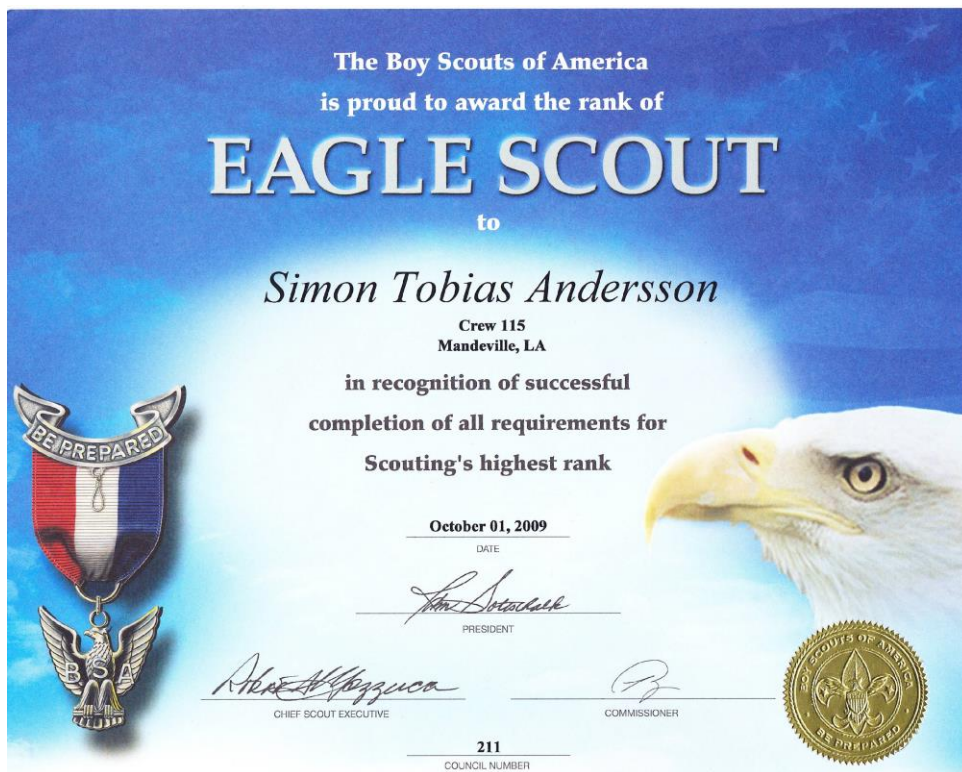
Organizing, fundraising for, and leading a volunteer project to build a deck outside a classroom for special education students.

MISCELLANEOUS

U.S. Citizen | Fluent in written and spoken English and Swedish

REFERENCES UPON REQUEST

ACHIEVEMENTS



The National Society of Collegiate Scholars

To all who read these letters
~ Greetings ~

The Honorary Board of Regents and the Board of Directors
of The National Society of Collegiate Scholars confer honor and distinction upon

Simon Andersson

for commitment to the ideals of
Scholarship, Leadership and Service

Presented this Thirtieth Day of April, Two Thousand Eleven

With this recognition comes all the rights, honors and privileges thereunto pertaining to the Society at

Southeastern Louisiana University



Steve Elfin
CEO and Founder

Dr. Kent M. Newburg
Chapter Advisor

ABOUT ME



Name:	Simon Andersson
Hometown:	Luleå, Sweden
Classification/Major:	Senior/Computer Science
Occupations:	Professional Services Intern – ReadSoft, Inc. Windows UCrew Rep – Fluent Group, Inc.
Hobbies:	Backpacking, Missions, Skiing, Kayaking
Favorite College Class:	Computer Science Seminar/Ethics
Favorite TV Shows:	24, LOST, Law & Order: SVU, Criminal Minds
Favorite Movies:	The Book of Eli, The Last Samurai
Favorite Music:	Christian Alternative, Classic Rock
Favorite Sports:	X Games
Favorite Restaurant:	Anything Sushi
Favorite Vacation Destination:	Solitude Mountain Resort, Utah
Favorite Book/Magazine/Website:	The Knowledge of the Holy by A.W. Tozer
Favorite Season of the Year:	Summer
Pet Peeves:	People not using turning signals in traffic

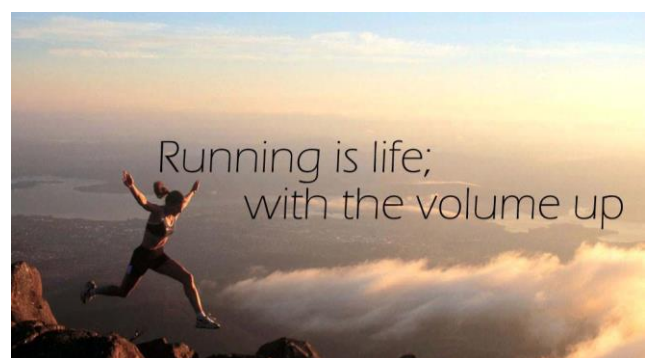
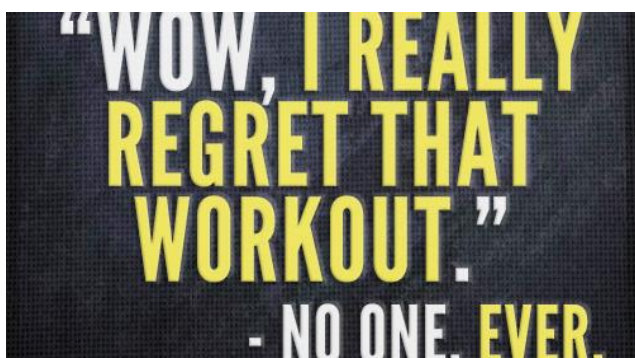
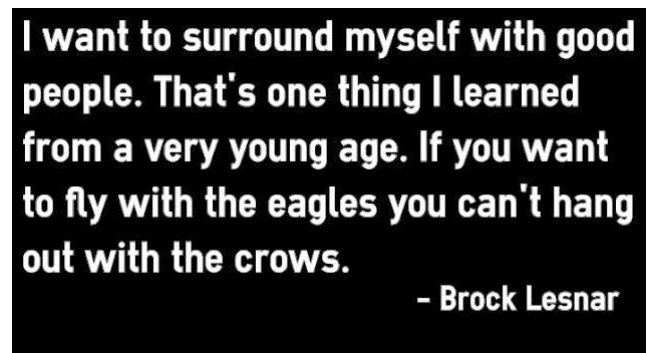
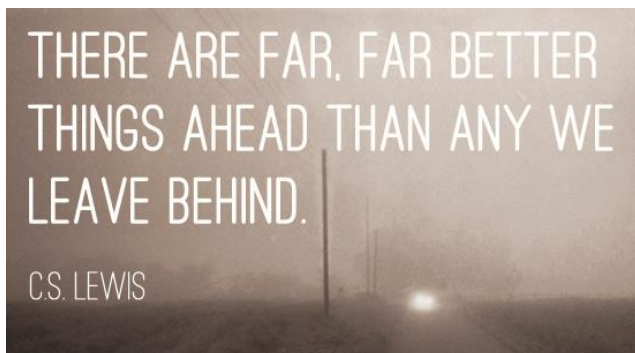
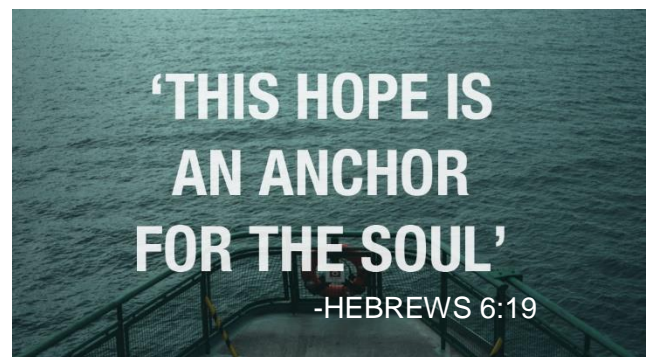
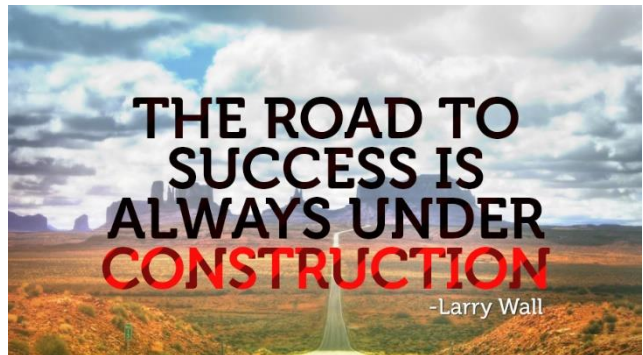
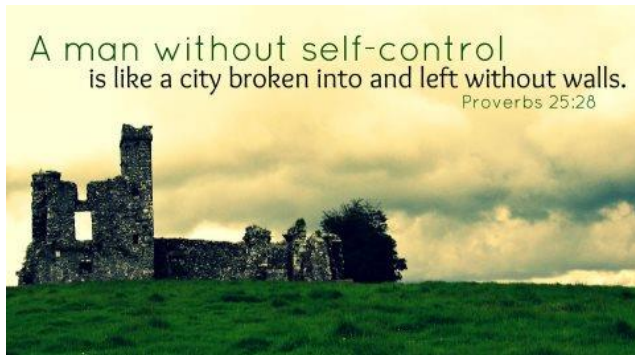
THINGS I WANT IN LIFE (THROUGH PICTURES)



PLACES TO TRAVEL (THROUGH PICTURES)



QUOTES TO LIVE BY



RECOMMENDED READING LIST

1. How to Win Friends and Influence People (1936) by Dale Carnegie
2. Think and Grow Rich (1937) by Napoleon Hill (17 Principles of Personal Achievement (1994))
3. Seeds of Greatness (1983) by Denis Waitley
4. 7 Habits of Highly Effective People (1989) by Stephen Covey
5. How to become a Rainmaker (2000) by Jeffrey Fox
6. Positive Words, Powerful Results (2004) by Hal Urban
7. Etiquette Advantage in Business (1999) by Peggy Post
8. Sales Bible (2003) by Jeff Gitomer
9. How to Sell Yourself (1979) by Joe Girard
10. Power of Positive Thinking (1952) by Norman Vincent Peale
11. See You at the Top (2005) by Zig Zigler
12. Advertising Sales: 25 Winning Habits (2004) by Jerry Frentress
13. Patterson Principles of Selling (2004) by Jeff Gitomer
14. How to Master the Art of Selling (2005) by Tom Hopkins
15. YOU Inc. - Art of Selling Yourself (2006) by Harry Beckwith
16. Selling Process - Handbook of Salesmanship Principles (1920) by Norman Abiel Hawkins
17. Swim with the Sharks (2005) by Harvey Mackay
18. Go For It (1984) by Dr. Irene Kassorla
19. 21 Indispensable Qualities of a Leader (1999) by John Maxwell
20. It's Not How Good You Are, It's How Good You Want To Be (2003) by Paul Arden
21. Power Etiquette - What You Don't Know That Can Kill Your Career (1999) by Dana Casperson
22. 10 Commandments of Working in a Hostile Environment (2005) by T.D. Jakes
23. 100 GREAT Businesses and the Minds Behind Them (2006) by Emily Ross and Angus Holland
24. 100 Most Influential Persons in History (1978) by Michael Hart
25. As a Man Thinketh (1902) by James Allen

EXTRA READING LIST

26. What They Don't teach You At Harvard Business School (1986) by Mark Macormack
27. Blink (2007) by Malcom Gladwell
28. Outliers (2011) by Malcolm Gladwell
29. Leadership and Self Deception (2010) by Arbinger Institute
30. Selling with Integrity (1999) by Sharon Morgen
31. Right to Lead (2010) by John Maxwell
32. Success One Day at a time (2001) by John Maxwell
33. The 48 Laws of Power (2000) by Robert Greene
34. Good To Great (2005) by Jim Collins
35. Sun Tzu for Success (2003) by Gerald Michaelson
36. TNT: The Power Within You (1974) by Claude Bristol
37. The Game of Life and How to Play It (2011) by Florence Shinn
38. Go For It (1991) by Irene Kassorla
39. Magic of Thinking Big (1987) by David Schwartz
40. Feel the Fear and Do it Anyway (2006) by Susan Jeffers
41. An Enemy called Average (1990) by John Mason
42. The Twelve Universal Laws of Success (2008) by Herbert Harris
43. Your Best Life Now (2007) by Joel Osteen
44. Maximize the Moment (2001) by TD Jakes
45. Servant Leader (2003) by Ken Blanchard
46. Tough Times Never Last, But Tough People Do (1984) by Dr. Robert Schuler
47. Season of Life (2004) by Jeffrey Marx
48. Who Wants to be a Champion (2006) by Pat Williams
49. 21 Irrefutable Laws of Leadership (1998) by John Maxwell
50. Stay Alive All Your Life (2003) by Norman Vincent Peale

WEBSITE REFERENCES

1. Success.com
2. Inc.com
3. Bestofsales.com
4. Eyesonsales.com
5. Sellingpower.com
6. Speakersroundtable.com
7. Justsell.com
8. Entrepreneur.com
9. Salesmarks.com
10. Smartsalestips.com
11. Quicksalestips.com
12. Businessballs.com
13. SalesMBA.com
14. Thelogicofsuccess.com
15. Sideroad.com
16. Advantagepoint.com
17. Simpletruths.com
18. Cybernation.com
19. Nightingale.com
20. Parablesite.com

BODY LANGUAGE

What is Your Body Saying??

Body language can speak volumes during an interview



"We have all experienced instances in which someone is saying one thing and their nonverbal communication says another. We usually believe the nonverbal," says Susan Bixler, author of five books on professional image and president of The Professional Image in Atlanta. "It's an absolutely critical element in the job interview process. The best resume, the absolute best spoken words don't get an individual a job."

There are many opportunities during a job interview to display bad—and good—nonverbal communication. Here's how to make the most of what your body is saying.

The most important communication is often the unspoken kind.

Shake on it

Your interviewer's initial nonverbal impression of you

comes through your first point of contact—the handshake. Don't be afraid to display a strong, firm handshake. Doing otherwise can make you seem insecure and lacking in confidence.

"You think that's simple—everyone knows how to shake hands—but that's not true," says Sherry Maysonave, communication-image consultant and author of "Casual Power" (Bright Books, \$29.95). "People tend not to slide their palm in far enough, they tend to think it may be bone-crushing."

Don't be timid—slide your palm all the way in and deliver a firm, confident handshake.

Musical chairs

If you have several seating options to choose from, ask your interviewer for instructions—don't just assume and take a seat.

How you sit, too, is as important as where you sit.

"If you are sitting on the edge of the seat it can make you look eager but also scared, like you are ready to bolt out of the room," Maysonave says. "Go ahead and slide to the back of the chair and sit tall and straight. That will make you look confident and comfortable."

Women should not cross their legs and instead sit with their knees together. Men should avoid sitting with their legs too wide apart or crossed with the ankle on top of the knee. Both these positions convey a comfort level that's inappropriate to the job interview situation.

"Anything that creates an intimacy before there's a rapport established will signal to the interviewer that you don't use good judgment and that you resort to inappropriate behavior," Maysonave says. Also, make sure you consistently maintain a comfortable space—about 3

feet—from your interviewer. Shortening that space can feel invasive and, again, inappropriately intimate.

Hands down

Nervous hand habits, like nail biting, hair twirling and hand twitching, can distract the interviewer and, convey nervousness and insecurity. You can sit with your hands clasped together or hold on to a small briefcase or organizer through the interview, Maysonave says. Avoid steepling your fingers, particularly in an upright position, when answering a question.

"This can be perceived as arrogant, saying 'I know more about this subject than you do,'" Maysonave says.

The eyes have it

We have all heard that eye contact is important—it conveys confidence and respect—but too much eye contact can be bad, too.

"You don't want to make eye contact for more than three or five seconds. It's too intense to sustain it the whole time—the key is make it, break it, make it, break it," Bixler says. Avoiding eye contact, especially while answering a question, can convey dishonesty.

Practice makes perfect

Because most forms of nonverbal communication are practiced subconsciously, the best way to get rid of bad habits is to become aware of them. Get a

friend or family member to practice interview situations with you. Using a video camera to tape the mock sessions can be even more helpful.

"Play the video and view it with a critical and detached eye," Bixler says. "Ask yourself, 'What would I like and not like about this person nonverbally? What's making me feel comfortable, making me feel like I can build a rapport with this person?'" Get your mock interview partner to ask the tough questions that would make you nervous and susceptible to bad body language. "Notice what you do under pressure and be conscious of it," Maysonave says. "The awareness is half the battle."

— L.A. Times CareerBuilder, Sunday, Feb. 2,

Body language, or nonverbal communication, can let interviewers know more about you than what you tell them.

Nonverbal cues offer insight into interview

Don't just listen to what your interviewer is saying—watch his or her body language. It can reveal how the interview is going.

"If the interviewer touches her nose, she is disapproving somewhat of what you're saying. If she looks at her watch or shuffles papers, you're not on track," says Maysonave. "If she leans toward you, she is engaged and is really listening and taking you seriously. If she's leaning back far into the chair, she is evaluating you with a critical eye."

If your interviewer suddenly switches gears—from relaxing in the chair to sitting upright, for example—you may have said something that he needs to evaluate from a different perspective.

You can tell a difficult question is coming if the interviewer places his fingertips together in an upright, steeple-like fashion.

"This signals that he has disconnected from the interviewee, and is thinking about what he will say next, possibly considering how to say something unpleasant or uncomfortable or how to ask a delicate or emotionally-charged question," Maysonave says.

And don't ignore the obvious signs.

"If the interviewer stands up, the interview is over," Maysonave says.

The 2-Minute Drill

According to one UCLA study, about 93 percent of a person's communication effectiveness is determined by nonverbal cues. Think of the Three V's: visual (appearance), vocal (voice) and verbal (what you say).

Another study by the University of Toledo concluded that the first 30 seconds make or break the connection between two people who meet for the first time. So when you're on an interview, the interviewer probably has made some conclusions about you before you even say anything!

The Drill

Follow the seven steps in the 2 Minute Drill to guide you toward a best-case interview:

- Appearance counts. When you look good, you feel good. Make sure you look groomed and neat. If you were a book, would someone want to read more?
- Your clothes and accessories should be conservative and neutral, rather than wild and loud. Your clothes are your packaging and should not take attention away from the product.
- Nonverbal communication sometimes conveys a stronger message than verbal communication. When you slouch, whether sitting or standing, you're saying volumes about you and your confidence level. Sit up straight -- like your

mother always told you to. When you stand, make yourself as tall as possible: shoulders back and head held high.

- Eye contact and smiles can indicate a confident and upbeat attitude. You will notice that many job postings ask for enthusiasm and energy. This is a good opportunity to demonstrate your social and interpersonal skills as well as your excitement about the opportunity for which you're interviewing.
- The handshake sends a strong tactile message. Whether your hands are hot and sweaty or cold and clammy, you can try some tricks to control the temperature. To cool your hands, try running cold water on the insides of your wrists. Use hot water if your hands are cool. If you have particularly sweaty hands, try using a deodorant gel (antiperspirant) as a lotion.
- Your voice and the volume of your speech convey a strong impression. Whether the interview's over the phone or face-to-face, you should speak with enthusiasm and energy. Use a firm voice to demonstrate your confidence.

Your vocabulary reveals your communication skills and ability to interact with people, especially ones you've not met before. The words you choose will say something about you, as well as your knowledge of the industry. It is important to use "their" words and talk "their" talk.

— Carole Martin,

<http://interview.monster.com/articles/twominutedrill/>

Book Synopsis on

“Strictly Business Body Language”
‘Using Nonverbal Communication for Power and Success’

by Jan Latiolais-Hargrave

(Synopsis by Gary Tomlinson)
Women’s Edge – September 2007 Issue

In the last twenty years a great deal of research has been carried out in nonverbal communication. Dr. Albert Mehrabian, a noted researcher in the field of nonverbal communication, found that the total impact of a message is about 7 percent verbal (words only), 38 percent vocal (including tone of voice, inflection and other sounds) and a massive 55 percent through nonverbal expressions. This means that only about 7 percent of the meaning in any conversation is contained in the words spoken. The majority of information is communicated by means of a complicated mixture of appearance, posture, gesture, gaze and expression. This means the body, the communication channel over which we have the least control, and understand the least, has the most impact.

Understanding silent speech is important to all of us. It significantly affects our chances of succeeding or failing in any encounter, whether personal or professional. In her book, *Strictly Business Body Language – Using Nonverbal Communication for Power and Success*, Jan Latiolais-Hargrave will give you the answers and the rules of nonverbal selling power. You will learn the language of the body and understand that every time you talk to someone your body supplements what you say with dozens of small gestures, eye movements, changes in posture and facial expressions. This book is a guide to a unique method of communication that could change your life and turn you into a skilled negotiator. You will learn how to:

- Read your buyer’s key nonverbal signals and use the amazingly simple five-part body scan called ‘Nonverbal speed reading.’
- Pinpoint sales resistance and turn it into your advantage.
- Determine which selling strategy will put you in the strongest bargaining position.
- Identify the thought processes of the man who straddles his chair or the woman who holds her drink with both hands.
- Locate the most tactical seating position to take control of an interview or negotiation.
- Recognize verbal objections before they are expressed.
- Close more sales and increase profits.

In her book, Latiolais-Hargrave has summarized many of the studies by the leading behavioral scientists and has combined them with similar research done by people in other disciplines – sociology, linguistics, anthropology, education, psychiatry, family counseling, professional negotiating and selling. To make it immediately useful as

possible, she has extracted twenty-five basic rules for successful silent speech. Rules such as:

- Manage every second of a first meeting. Do not delude yourself that a bad impression can be easily corrected. Putting things right is a lot harder than getting them right the first time.
- Use the smile most suitable to the situation. Smiling inappropriately can create as negative an impression as not smiling at all.
- Never stand directly opposite an unknown male or adjacent to an unfamiliar female. With a man, start at a more side-on position and gradually work your way around to a more frontal one. With a woman, adopt the opposite approach by starting the encounter in a frontal position and then moving slowly to a more adjacent one.

Latiolais-Hargrave's main wish is that by the time you reach the end of her book, you will have a clearer idea of what is meant by the term 'body language,' what kinds of behavior it includes and also, from their omission, what kinds of behavior it is not meant to include.

The entire book considers the role of body language in personal development, with discussion to its role in the area of sales and interactive skills. It examines how effective use of body language can contribute to personal growth and better performance during sales negotiations. In addition, the role of body language in the development of synergic relations is explored, together with its role in establishing rapport, empathy and a sense of togetherness.

This book was originally intended as a working manual for salespeople, sales managers and executives, but any person, regardless of her vocation or position, can use it to obtain a better understanding of life's most complex event – a face-to-face encounter with another person.

You have been reacting to nonverbal communication signals and sending out your body language messages all your life. Responding to these signals in a positive manner instead of reacting to them in a negative way will provide you with an enormous competitive edge. By doing so, you've just added 93 percent to your communication potential.

Enjoy this month's selection, *Strictly Business Body Language – Using Nonverbal Communication for Power and Success* and share it with others in your life because as Alvin Toffler says; "*The illiterate of the 21st Century will not be those who cannot read or write, but those who cannot learn, unlearn, and relearn.*"

7 Things Your Body Language Is Telling Your Boss

August 25, 2013

URL: <http://www.entrepreneur.com/article/228056>

Thinking about wearing that red tie to a meeting with the managing director today? You might want to think again.

Body language and nonverbal communication can have a big impact on your professional life and can ultimately make or break a deal, business relationship or even your financial success, according to a legion of body language books.

"In business, one of the most important things is the impression you give people," Eliot Hoppe, an author and expert on body language, told CNBC.

Body language encompasses body movements, facial expressions and gestures as well as the tone of your voice. Here are Hoppe's top tips to optimize your chances of business success.

1) Posture: People make up their minds about others in just the first four seconds, Hoppe said. "In business, you've got to remember that when you walk into a boardroom, people have already made a decision about you by the time you sit down."

To ensure you go into business meetings as equals walk in with a good posture. "Stand upright, have a brisk walk, you want to convey that you want to be there and are confident," Hoppe said. "If you slump your shoulders--what message will that give?"

We all have "fronts" but you have to make that outward appearance of confidence believable--people can see through it easier than you think.

2) Handshake: Touch can be a big part of body language, get it wrong and you can end up with a black eye or dismissal--get it right and you can literally gain the "upper hand" in a business transaction.

"For most parts of the world, a handshake in business is the norm and just from that you can get an idea if the person is being dominant and aggressive or passive," Hoppe said.

One word of warning: Watch out for the "power play" that can take place.

Simple observations such as a limp or firm handshake are easy. Watch out if when shaking someone's hand the other person tries to turn the handshake so that their hand is on top. "This is a power play," Hoppe said. Most handshake power plays are sub-conscious but occasionally you will find that in order to appear submissive someone will willingly give you "the upper hand."

Also watch what the "free" hand does in a handshake. Does the other person use the second hand to shake your hand or to pat your other arm?

"The higher up [your shoulder] the free hand goes, the bigger the power play," Hoppe said.

George Bush and Tony Blair were a classic case of touch power play, for instance. "Who would pat the other's arm higher up or who would enter a door first was always an issue," Hoppe said.

Just one more thing to remember. Don't hold a drink in the hand you use to greet people. "All people will feel is a cold, wet hand," Hoppe said. "That won't give a good impression."

3) Touch: Never touch your face. It conveys deceit, insincerity and mistrust, according to Hoppe, while touching one's lips can indicate a lack of agreement.

"When you see someone touch their face you instantly distrust them or feel uneasy about them."

4) Tonality: The tone of your voice make up a large part of nonverbal communication.

"If you're trying to convince someone of something pay attention to your tonality. When you're making a statement, command or directive, your voice goes down at the end of the sentence. So if you're trying to convince someone of something, make sure it goes down."

Also, watch out: A person who is trying to deceive someone will tend to raise the voice at the end of a sentence--trying to convince either himself or you.

5) **Dress:** Red and yellow are power colors. Be careful when choosing them. They can either convey confidence or come across as arrogant to your boss.

6) **Feeling vulnerable:** Look at items such as a your colleague or client's pen or glasses--are they chewed at the ends? How do they hold a book or briefcase? Scrutinizing these behaviors indicates how that person approaches negotiations, as well as his thought processes and business confidence.

"When we feel vulnerable we protect our neck area. When another person feels vulnerable too they will try to protect themselves--holding a book or papers over their chest or touching their neck--these are all self-assurance techniques," Hoppe said.

7) **Standing position:** If you want to have the best face-to-face rapport with someone, take a small step to your left so that your right eye is directly facing your colleague's right eye. Hoppe said 75 percent of people surveyed feel more comfortable than when standing to someone's right.

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FIRST IMPRESSIONS

A Second Look at First Impressions

By [Cheryl Ferguson](#)

Free Job Searching Newsletter!

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Cheryl Ferguson is the host of The Recruiter's Studio, a career resources website featuring web cast interviews of people talking about what they do for a living.

A Second Look at First Impressions

No matter how good you look on paper, everything you do from how you treat each member of the interview team, to what you're wearing, to what you say or don't say during the interview is noted, and taken into account in the hiring decision.

If you don't believe me, listen to what I've heard recently from hiring managers about why they won't be moving forward with otherwise qualified candidates.

A Human Resources Director had this to say about a senior level candidate who was being considered for a high visibility position at her company: "He kept me waiting for several minutes while he finished a cell phone conversation in the lobby, failed to recognize me from an earlier meeting, and didn't treat me as a peer during the [interview process](#). A used car salesman came to mind." Arrogance, or the impression that "I'm more important than you, or my time is more valuable than your time," screams "difficult employee" to everyone who comes in contact with this type of individual. A seasoned hiring manager will gladly keep a position open until a candidate with a more professional demeanor comes along.

In the category of "there's no such thing as a sure thing": A senior level executive, familiar with the organization he was interviewing with, was referred in by the CEO to interview for a business development position. He had all the right stuff: industry experience, a golden rolodex, and a term sheet listing deals in the U.S. and abroad. He was so comfortable that he didn't ask any questions of the people on the interview team about their roles at the company, their view of the business, or how they might work together and left them with the impression that he was really not interested in them or the company. Overconfidence can be misconstrued as indifference, and indifference suggests, well, it suggests you could take or leave a job offer. Nine times out of ten, you won't get the offer.

The turn-off for a Quality Control Director and the rest of the interview team at one company: "The candidate, with elbows on the table and toothpick in hand, picked her teeth at lunch." In another instance, a Vice President of Finance heard back from six different people on the interview team that a particular candidate "swore like a sailor" during each of her interviews." Did your mother ever tell you to sit up straight, get your elbows off the table, or watch your language? She did it for a reason. She knew that other people judge us by our behavior. Unsuspecting candidates step in this minefield all the time, blowing their chance for an invitation to join a company.

When asked why he wouldn't be moving forward with a candidate who had applied for an Account Executive position within his organization, the President of the company replied, "His shirt was so wrinkled that it looked like he'd worn it the day before, balled it up in a corner of his room, put it back on the next morning and wore it to the interview. He didn't even bother to try and cover it up by putting a jacket over it. My thought was that if he couldn't even take the time to impress me at our first meeting, what was he going to be like with our customers?" "Dress for Success" was the title of a popular business book in the 70's, and while the rules have relaxed somewhat, employees at high tech or west coast companies may dress more casually than employees in traditional industries or companies on the east coast, there is simply no excuse for wrinkled shirts, thigh-high skirts or coffee-stained ties at an interview.

Interview Mistakes You Can't Afford to Make

Arrogance, overconfidence, bad manners, and sloppy attire are mistakes that no interviewee can afford to make. Professionals know that the sure way to get the offer is to back up their [skill set](#) and experience with a first impression that leaves no doubt in anyone's mind that they're the right candidate for the job.

So, if you've been wondering why you didn't get the offer for a job that you're otherwise qualified for, you may want to take a second look at the impression you left with the people at the company you interviewed with. Actions speak louder than words.

More Interview Resources

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- [How to Interview](#)
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- [Interview Tips](#)
- [What to Wear on an Interview](#)
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Make First Impressions Count

No matter what the social event, whether it's a social gathering, business meeting, or company function you're meeting new people and making instant opinions on them and they're doing the same with you.

Did you know that people make judgements about each other within the first minute they meet? First impressions can easily become lasting impressions. So what do you want those first few seconds to say about you? It's

important to understand how you come across to others and what you can do to make a great first impression.

First Impressions Made in Person

Clothing

Whenever you're meeting people for the first time, whether you're networking, attending a business meeting, or dating, it's essential to look the part. In other words, dress for the specific occasion, even if it means doing a little research up front. Think of how you want to be perceived by the people you're about to meet and dress accordingly.

Conversation

The world doesn't revolve around you, and neither should your conversations. Be sure to engage the other person when you talk, and use their name for emphasis. You can, of course, talk about yourself, but don't make the whole conversation about you, and keep stories short. Look for common ground with the person you're talking to, and share stories about that common interest.

Attitude

Nothing works better in any situation than having and expressing a positive attitude. Let your enthusiasm for any new situation show, and leave your problems at the door.

First Impressions Made on Paper

Cover Letters

Your cover letter might be someone's first impression of your personality and professionalism. Keep it short, that means no more than four or five brief paragraphs. In your first paragraph, create a dynamic and powerful opening that explains why you are writing. Always address the letter to the recipient by name. "To whom it may concern" shows that you have little knowledge or interest in the company.

What's the worst mistake you can make? Misspelling the person's name. Second worst mistake? Misspelling anything else. After all, if you're not careful about your own business, why would anyone think you'll take care of theirs?

CVs

Aim for a single-page CV, but don't cram every single detail into a page with zero margins and tiny type. Make use of white space and go to an additional page only if absolutely necessary. Organise your CV to reflect your most recent job at the top and include dates of employment. Use bulleted sentences, not paragraphs, to describe your work experience. CVs are read quickly, and bulleted sentences are easier to read than long paragraphs. And be sure to spell check carefully. Misspellings and grammatical errors

paragraphs. And be sure to spell check carefully. Misspellings and grammatical errors tell employers you aren't detail oriented.

Business Cards

Business cards also make a great first impression. The most important element is the design and format. Except in special circumstances such as creative professions, colors of the paper and the text should be conservative. The same holds true with the typeface so use basic fonts that are easy to read. The design should be simple and tasteful and it should include your key contact information.

That's why [Avery® Double-Sided Quick&Clean™ Business Cards](#) make such a great first impression! They come in a great range so you can print vivid color and sharp text on both the front and back of the card. You'll have all the room you need to communicate important information about you and your business without giving the card a cramped appearance. By using [Avery Design & Print Online](#), the fantastic free online design tool, you can manipulate images, insert text and create your own image! So armed with Avery Double-Sided Quick&Clean Business Cards and these tips, you'll be able to create a first impression that will also be a great lasting impression.

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The Once-Over

Can you trust first impressions? Initial encounters are emotionally concentrated events that can sometimes overwhelm us—but they often contain important elements of the truth.

By Carlin Flora, published on May 01, 2004 - last reviewed on March 18, 2013

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Bill and Hillary Clinton often tell the story of how they met: They locked eyes across Yale's law library, until Hillary broke the silent flirtation and marched straight over to Bill. "Look, if you're going to keep staring at me, and I'm going to keep staring back, we might as well be introduced. I'm Hillary Rodham. What's your name?" Bill has said he couldn't remember his own name. It was quite a first impression, one so powerful that it sparked a few chapters of U.S. history.

Initial encounters are emotionally concentrated events that can overwhelm us—even convince us that the room is spinning. We walk away from them with a first impression that is like a Polaroid picture—a head-to-toe image that develops instantly and never entirely fades. Often, that snapshot captures important elements of the truth.

Consider one study in which untrained subjects were shown 20- to 32-second videotaped segments of job applicants greeting interviewers. The subjects then rated the applicants on attributes such as self-assurance and likability. Surprisingly, their assessments were very close to those of trained interviewers who spent at least 20 minutes with each applicant. What semblance of a person—one with a distinct appearance, history and complex personality—could have been captured in such a fleeting moment?

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The answer lies in part in how the brain takes first-impression Polaroids—creating a composite of all the signals given off by a new experience. Psychologists agree that snap judgments are a holistic phenomenon in which clues (mellifluous voice, Rolex watch, soggy handshake, hunched shoulders) hit us all at once and form an impression larger than their sum.

We do search for one particular sign on a new face: a smile. "We can pick up a smile from 30 meters away," says Paul Ekman, professor of psychology at the University of California Medical School in San Francisco, and a pioneer of research on facial expressions. "A smile lets us know that we're likely to get a positive reception, and it's hard not to reciprocate."

By the time we flash that return grin, our Polaroid shutter will have already closed. Just three seconds are sufficient to make a conclusion about fresh acquaintances. Nalini Ambady, professor of psychology at Tufts University in Medford, Massachusetts, studies first impressions carved from brief exposure to another person's behavior, what she calls "thin slices" of experience. She says humans have developed the ability to quickly decide whether a new person will hurt or enrich us—judgments that had lifesaving ramifications in an earlier era.

She believes that thin slices are generated in the most primitive area of the brain, where feelings are also processed, which accounts for the emotional punch of some first encounters. Immediate distrust of a certain car salesman or affinity for a prospective roommate originates in the deepest corners of the mind.

The ability to interpret thin slices evolved as a way for our ancestors to protect themselves in an eat-or-be-eaten world, whereas modern-day threats to survival often come in the form of paperwork (dwindling stock portfolios) or intricate social rituals (impending divorce). The degree to

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The Secret That Became My Life

The identity-warping nature of secrets and lies

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City of

which thin slices of experience help us navigate modern encounters—from hitchhikers to blind dates—is up for debate.

Ekman says that people excel at reading facial expressions quickly, but only when a countenance is genuine. Most people cannot tell if someone is feigning an emotion, he says, "unless their eyes have been trained to spot very subtle expressions that leak through." Consider anger: When we are boiling mad, our lips narrow—an expression we can't make on demand when we're pretending.

And the accuracy of a snap judgment always depends on what exactly we're sizing up. Ekman doesn't think we can use a thin slice of behavior to judge, say, if someone is smart enough to be our study partner or generous enough to lend us a bus token. "But we can pretty easily distinguish one emotion from another, particularly if it's on the face for a second or more." Spending more time with a genuine person, he says, won't yield a more accurate sense of that person's emotional state.

First impressions are not merely hardwired reactions—we are also taught how to judge others, holding our thin slices up to the light of social stereotypes. Brian Nosek, professor of psychology at the University of Virginia, studies the implicit attitudes that enter into our calculations. Just because someone carries an ACLU membership card or makes a point to invite their senior-citizen friends to dance-club outings doesn't mean they don't have prejudices bubbling under the surface. Nosek and colleagues administer a quick online test that reveals the beliefs people either can't or won't report.

Called the Implicit Association Test, it asks participants to pair concepts, such as "young" with "good," or "elderly" with "good." If, in some part of his mind, "old" is more closely related to "bad" than to "good," the test taker will respond more quickly to the first pairing of words than to the second. In versions of these tests, small differences in response times are used to determine if someone is biased toward youth over the elderly, African-Americans over Caucasians or for President Bush over President Kennedy. "When I took the test," says Nosek, "I showed a bias toward whites. I was shocked. We call it unconsciousness-raising, in contrast to the consciousness-raising of the 1960s."

As subtle as implicit attitudes are, they can cause serious real-world damage. If an angry person stumbles upon someone of a different race or religion, he is likely to perceive that person negatively, according to research. Anger incites instinctive prejudiced responses toward "outsiders," a finding that has important implications for people in law enforcement and security.

Certain physical features consistently prompt our brains to take first-impression Polaroids with a distorting filter. People who have a "baby face," characterized by a round shape, large eyes and small nose and chin, give off the impression of trustworthiness and naiveté—on average, a false assumption. A pretty face also leads us astray: Our tendency is to perceive beautiful people as healthier and just plain better than others.

Leslie Zebrowitz, professor of psychology at Brandeis University in Massachusetts, argues that we overgeneralize in the presence of baby mugs and homely visages. Humans are hardwired to recognize a baby as an innocent, weak creature who requires protection. By the same token, mating with someone who is severely deformed, and thereby unattractive, may keep your DNA from spreading far and wide. But we overgeneralize these potentially helpful built-in responses, coddling adults with babyish miens who in fact don't need our care and shunning unattractive people who may not meet our standards of beauty but certainly don't pose an imminent threat to our gene pool.

Zebrowitz has found that many baby-faced grown-ups, particularly young men, overcompensate for misperceptions by cultivating tougher-than-average personalities in an attempt to ward off cheek-pinching aunts.

Think of the sweet-faced rapper Eminem, who never cracks a smile, or the supermodel-juggling, hard-partying actor Leonardo DiCaprio.

Not every observer is equally likely to draw unwarranted conclusions about a smooth-cheeked man or a woman with stunning, symmetrical features. People who spend time cultivating relationships are more likely to make accurate snap judgments.

"A good judge of personality isn't just someone who is smarter—it's someone who gets out and spends time with people," says David Funder, a professor of psychology at the University of California at Riverside, who believes in the overall accuracy of snap judgments. Funder has found that two observers often reach a consensus about a third person, and the assessments are accurate in that they match the third person's assessment of himself. "We're often fooled, of course, but we're more often right."

On the other side of the equation, some people are simpler to capture at first glance than others. "The people who are easiest to judge are the most mentally healthy," says Randy Colvin, associate professor of psychology at Northeastern University in Boston. "With mentally healthy individuals," Colvin theorizes, "exterior behavior mimics their internal views of themselves. What you see is what you get."

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DRESS FOR SUCCESS

Types of Business Attire

Business Professional: When attending professional events such as career fairs or interviews, making a first impression is vital. For these events, wearing *business professional* dress is the most appropriate form of attire. Professional dress, for men, simply means a dark business suit, conservative dress shirt worn with a tie, and shined dress shoes. For women, professional dress means a dark skirted or pants suit, conservative dress shirt, hosiery and pumps (closed toe with a heel).

Note: No matter what the recruiter wears for your interview or what the attire is in the work environment for the job you are interviewing for, the appropriate attire for you as a student and interviewee (unless otherwise indicated) is business professional. Remember, the recruiter already works for the company --YOU are the one being evaluated. Wearing business professional attire shows that you take the interview or event seriously.

Business Casual: For less formal events, like employer information sessions, students may choose to wear *business casual* dress. Business casual means neat and appropriate dress that is classic rather than trendy. For men, business casual means suit pants or khaki type pants, typically a button-down collared or polo shirt (tie is optional and a jacket can also be appropriate), and traditional black or brown shoes. Business casual for women means classic dress pants, a well-pressed dress shirt or blouse (traditional button-down, collared is often appropriate), and a coordinating dress shoe. Also acceptable is a skirt and blouse or dress.

Student Attire: For events such as our Business Basics Seminar Series, students may wear their normal everyday attire (unless otherwise indicated). However, this still means looking neat and put-together. Wearing jeans is acceptable, but leave your sweatpants at home.

Note: Asking the recruiter on appropriate attire for an event is always a good safeguard against dressing too formally or too casually.

Important at Any Level: Your clothes must always be clean, pressed and in good condition. Proper fit is the key to any look you choose.

Examples of Common Business Attire for Specific Situations **(unless otherwise stated)**

Business Professional	Business Casual	Student Attire
Interviews	Employer Information Session	Business Basics Seminar Series (except "Bite This")
Site Visits	Etiquette Dinners ("Bite This")	BCC Orientation Sessions
Career Fairs	"Mocks by Majors"	
	(mock interview program)	

Choices in Women's Attire

Item	Business <u>Professional</u>	Item	Business <u>Casual</u>
Suit	Conservative well-pressed – black, navy, gray, brown – suit is best. Choose either a skirted or pants suit, whichever you are more comfortable in.*	Pants	Conservative pressed dress pants in a dark color.
Blouse	Neat, pressed, and clean traditional button-down, collared or simple round neckline shirt in conservative and basic colors such as white or light pastel.	Blouse	Well-pressed button-down, collared dress shirt or blouse. Avoid anything revealing and stick to conservative colors.
Shoes	Clean and presentable dress shoe in an appropriate color matching your suit. Heels are not required but a classic pump is recommended for a professional look. Avoid flashy shoes such as stilettos or platforms.	Shoes	Clean and presentable dress shoe in an appropriate color matching your pants.
Hosiery	Hosiery must be worn with skirted suits and is highly encouraged with pants suits as well. Choose a basic color in a sheer style (no patterns) that is appropriate with your suit color. Keep an extra pair handy as they snag easily.	Hosiery	Wearing hosiery is not required with pants; however, wearing a color coordinating sock is appropriate with your dress shoe.
Accessories & Grooming	If carrying a purse, keep it small and in a color that matches your attire. Avoid distracting jewelry and keep it simple. Stay away from flashy make-up and fingernail polish. Make sure to be well-groomed and have your clothes freshly pressed. Carry a basic black or burgundy portfolio for resumes. Fresh breath is always appreciated; however, choose a mint versus gum.	Accessories & Grooming	Keep things simple and tasteful. No flashy jewelry, makeup, strong perfume, etc. Avoid wearing facial/body piercings, which can be distracting. Carry a basic black or burgundy portfolio for resumes. Fresh breath is always appreciated; however, choose a mint versus gum.

* **NOTE:** Make sure that the skirt length is to the knee when standing. Also, make sure the suit is not too tight and you can sit and move comfortably. Many popular trends feature fashionable suits that are tightly fitted, short in length, low cut tops, and stiletto heels. However, keep in mind that what is fashionable isn't always appropriate for business. Being conservative is the best way to dress.

Business Professional



Business Casual



Choices in Men's Attire

Item	Business <u>Professional</u>	Item	Business <u>Casual</u>
Suit	Conservative well-pressed – black, navy, gray– suit is best. Sleeves of the jacket should extend to the hand. Suit pants should typically match the jacket. Make sure to remove all exterior tags.	Pants	Conservative pressed suit pants, Dockers, or khakis are typical.
Shirt	Neat, pressed, and clean traditional long-sleeved button-down collared shirt in conservative and solid colors; avoid bright colors and patterns.	Shirt	Well-pressed button-down collared dress shirt or polo shirt; stick to conservative colors. A sports coat is optional.
Tie	Choose a good quality (often silk) tie in a conservative color and/or pattern that is properly tied*. Avoid wearing flashy and bold patterns or character prints that are distracting.	Sports Coat	Wearing a sports coat (suit jacket) is sometimes appropriate for business casual; if wearing a jacket, no tie is needed.
Shoes	Clean and shined dress shoe, in a traditional black or brown, coordinating with your suit. Wear dress socks in a coordinated color with your suit.	Tie	A tie is typically not necessary.
Accessories & Grooming	Belts should always be worn and also match your suit and shoes. If wearing a watch, make sure it is conservative. Avoid wearing facial/body piercings, which can be distracting. Carry a basic black or burgundy portfolio for resumes. Wear minimal cologne and have a neat and polished appearance. The focus should be on your answers, not your appearance. Fresh breath is always appreciated; however, choose a mint versus gum.	Shoes	Traditional black or brown leather, clean and shined dress shoe that coordinates with your shirt and pants. Wear dress socks in a coordinated color with your pants and shoes.
		Accessories & Grooming	Keep things simple and tasteful. Have hair controlled and wear minimal cologne. Avoid wearing facial/body piercings, which can be distracting. Belts should always be worn and match your shoes. Carry a basic black or burgundy portfolio for resumes, etc. The focus should be on your answers, not your appearance. Fresh breath is always appreciated; however, choose a mint versus gum.

***NOTE:** Don't know how to tie a tie? Please visit <http://www.tie-a-tie.net/> or <http://www.totieatie.com/> which provides easy-to-follow diagrams as well as simple step-by-step instructions to make sure your tie looks great.

The Button Rule – When wearing a two or three button suit jacket or sports coat, remember the *Button Rule*. When standing, depending on the number of buttons, button either the top or top two buttons - leaving the bottom button undone. When seated, all buttons can be undone.

Business Professional



Business Casual



DRESSING FOR SUCCESS WHEN CONDUCTING BUSINESS

It's important to look neat and tidy and not be too flashily dressed. If you are considered to have an untidy mind - it's as simple as that!

Lynda Cha

idy, you're

P, Flying High

First impressions are important, because there'll be many situations where you won't have the time to get to know someone very well; instead you'll need to decide then and there whether you trust and believe the person who you are dealing with.

By getting first impressions and the image of your employees right, you can expect an increase in sales or positive feedback, simply because your clients will like what they see and start to trust and bond with you more quickly. Clients always feel more understood and valued when they can speak and deal with someone like them.

MICHAELA JEDINAK'S KEY NOTES AND INFO ABOUT POWER DRESSING:

THE FIRST STEP TO POWER DRESSING IS HONEST SELF-ASSESSMENT

Power dressing is about being honest with yourself, and knowing your strengths and weaknesses: the same rules as in business

Every woman has features which are better than others – the skill is bringing the good ones into focus and distracting from the weaker ones

It is important that a senior business woman looks groomed and at her best. You can't afford for your outward appearance to be what is letting you down and there's no excuse for it. A woman in that position has the means and the resources to achieve it. If the problem is a lack of skill or time then get a team that can help you – again, the same rule apply here as in business.

Nowadays it is also much easier to do your clothes shopping since the advent of online shopping, but the difficulty still remains of what to buy and where to look when you're short on down-time. That's why we started Joy of Clothes; to equip you with choices when it comes to how you search - it can be fast and efficient, or it can be an indulgent search but it'll always be a successful one: www.joyofclothes.com. The key is still knowing what to buy.

Defining a signature look: A successful business woman holds her position because of her unique skill set; because nobody else can do what she can. That uniqueness should be reflected in her outward appearance and image too. It shows that she knows what is doing, she is at ease with herself, and that she feels comfortable in her skin. She needs to show that she can make clothes and fashion work for her.

"Power Dressing" means different things for different women - every woman is different in her needs, her build and her personality and therefore everyone needs to be evaluated in their own right.

WHAT ARE POWER OUTFITS?

Power dressing requires clothes which reinforce your performance rather than distracting from it. So you need clothes that you can:

rely on: So you can focus 100% on the job rather than checking if your look is ok

feel comfortable in: the days are long and you'll need to perform different tasks e.g. internal meeting, external meetings, presentations, travelling, client entertaining - you don't want to be fussing around because trousers are too tight, shoes are aching etc. Your clothes must be as multi-tasking as you are; fitting for the various engagements you have throughout the day

Plus you need to be prepared for unexpected situations (same as in business - you need to have a Plan B and be prepared for it, so you don't waste time) and therefore need back-up or emergency supplies in your office, e.g. spare tights, shirts, suit, shoes, tooth brush, socks, underwear

MJ'S METHOD

With each client an evaluation is done before dressing, styling, and shopping. This needs to be done before I can start building with them a "power wardrobe" for their job

I help them by assessing the following criteria:

MOST VIEWED

- Take the Joy of Clothes Style Quiz
- The Guide to Body Shapes: Overview
- The Full Hourglass Body Shape
- The Apple Body Shape
- Wedding Style and Fashion
- Style Me - Women's Dresses
- How to dress big calves
- The Complete Guide to Necklines
- Women's Looks
- Knowing your dominant colours: Overview
- Women's Jeans Size Chart
- Measurement Guides
- The Complete Guide to Jeans
- The Complete Guide to Hosiery



Carol Kinsey Goman, Contributor

I write about leadership, body language, and professional success.

LEADERSHIP | 3/20/2012 @ 3:59PM | 15,691 views

What It Really Means to Dress for Success

My friend Joyce is an entrepreneur. One of the secrets of her success is the way she dresses. Even when traveling for a vacation, Joyce is in a business suit and heels. Her motto: “Wear great clothes. You never know whom you’ll meet!”

She may be onto something.

You can’t *not* communicate. Everything you do makes some kind of statement. The fact that Joyce wears a business suit and not jeans and a tee shirt when she travels sends a message.

The old saying, “You can’t judge a book by its cover” may be true, but book jacket and product packaging designers around the world have created an industry betting that people *do* judge and purchase products based on how they look. And career counselors still advise their clients to dress for the job they *want* – not the job they currently *have*. Counselors know that people are evaluated by their appearance (this is a key body language element in first impressions), and they want their clients to gain a nonverbal advantage by already “looking the part.”

Office-appropriate attire has certainly changed over the years. Formal business suits aren’t a requirement in many workplaces, but the options available often lead to some questionable choices. As one management consultant told me: “In today’s world of business casual, it sometimes does seem like ‘anything goes.’ To be fair, most of my clients’ employees display common sense when making their fashion statements... but I’ve also seen some less-than-subtle expressions of taste (or lack thereof), even in critical engagements.”

Clothes make a strong visual statement about how you see yourself. Comfort may aid productivity but, in this era of “Me, Inc.” and “the Brand Called You,” are flip-flops, sweats, jeans, and flashy or revealing clothing part of how you want to be judged? You might think you are expressing your individuality, but you could also be sending the message that you’re not a serious professional.

Appropriate dress is also a way of expressing respect for the situation and the people in it. So, your look may change depending on the business circumstances. Teresa is a public relations professional – and a master at dressing for the role. She loves to wear hot pink, turquoise and fire-engine red

silk dresses with stiletto heels and lots of bling to work in her [New York](#) City office. But the moment she has to meet with a conservative client, or one who is going through difficult times, Teresa transforms herself into a prim professional whose outfit matches the way she wants to be perceived. (In her words, “The success I dress for is that of my *client*.”) One member of her staff recalls meeting Teresa at the headquarters of a nonprofit religious organization where they were to conduct focus groups. The staff member barely recognized her stylish boss. By dressing more like the client, Teresa fit right in. She looked like one of the nuns!

Clothing has an effect on both the wearer and the observer. It has been proven that people are more likely to give money (charitable donations, tips) or information to someone if that person is well dressed. And if you ever watch actors in a play go through their first dress rehearsal, you’ll see firsthand the amazing transformation that becomes possible only when people dress for the part.

Experiment with your appearance. Notice how people react to you when you wear certain colors or styles. Then, based on those reactions and your career goals, you can make an informed decision about how you want to “package” yourself.

This article is available online at:

<http://www.forbes.com/sites/carolkinseygoman/2012/03/20/what-it-really-means-to-dress-for-success/>

BUSINESS ETIQUETTE

12 Golden Rules of Email Etiquette

March 13, 2012

URL: <http://www.entrepreneur.com/article/228787>

As with any human interaction there are a certain set of unwritten rules of etiquette. Not sticking to the basic etiquette of email can lead to annoyed friends or even get you in quite a bit of hot water at the office and even leave you with your job on the line. Whether you're new to email or painfully clueless, there are 12 absolute golden rules one must adhere to in email communication.

1. Do not - under any circumstances - forward chain letters

A chain email or one of those messages full of inappropriate jokes or pictures are some of the most annoying things you can receive on your email especially when they are from people you actually know. Threatening your friends with possible death for not forwarding a creepy message is never a good idea! Not even if you preface the message with, "I don't normally forward these but"!

2. Respond to group emails appropriately

This is usually a novice mistake. There is a difference between the "reply" button and the "reply all" button when responding to an email. If you're part of a group message which one you choose can make a huge difference. Be very careful when responding to group messages as your response will be sent to everyone else in that group, this has been known to get people in some serious trouble.

3. Use actual English

Text message or chat room short hand is almost never acceptable via email messages. While terms like "lol" or "jk" may save a half of a second in typing a message it can come off extremely unprofessional and even make you look childish. It is better to spell it out and save your image especially in professional messages but even in your private ones.

4. Don't use your company email for private emails

Even if your company doesn't already disallow this, it's simply not a good idea to use your company email for personal use. Many larger companies or companies with proprietary secrets to protect will screen and even sample the emails of their employees. Seriously. You may not want your boss to know your weekend plans so take that extra couple of minutes to send all of your personal messages through your own account.

5. Utilize CC and BCC properly

These cool little tools aren't only great time savers but they've been known to work as proof a message has been sent and save your butt. CC or carbon copy sends a copy of your message to this third party. BCC or blind carbon copy will send a copy to the third party but in secret. The use of BCC is most commonly used when sending a group email to people who may not know each other in an effort to keep the names and email addresses private.

6. Be careful what you say

It's a bit of a creepy thought but every single email ever sent has been saved somewhere in cyberspace. This means being very careful about what you say is more important than you may think. Think about the possible repercussions of your words or if it were to fall into the wrong hands.

7. Lose the attitude

It's easy to forget that there is an actual human being on the other end of the computer. A bad attitude, anger and frustration are still somehow palpable via email messages if you're not careful. Utilize the convenience of email messaging to take a minute or a day to respond to an upsetting message so you don't say something you don't mean -- or at least shouldn't say.

8. Don't be a spammer

If it hasn't happened already your email account will likely be hacked one day. Other than reinforcing that you should change your passwords frequently to protect your personal information, the hackers usually will use your account to spam your friends. Though it's not your fault it's email etiquette to promptly apologize and warn your friends and colleagues of the spamming.

9. Respect laws and regulations

These days there actually are laws and regulations put into place dictating what you can and cannot send, for example bulk messages to receivers in certain countries. Also you should be aware of your companies' policies on using your company email system to promote a side business or a personal cause. Yes you may actually get in trouble for blasting a message to your office advertising that your daughter is selling Girl Scout cookies.

10. Get clarification

If you find an email confusing or the tone of the email is ambiguous it is perfectly fine email etiquette to ask for clarification from the sender. Effective communication is difficult enough, but when you detract the physical human interaction and remove the subtleties of spoken language, meaning can be extremely confusing. Ask questions but don't forget the tact.

11. Delete unnecessary content

When responding or forwarding a message it never hurts to delete unnecessary information. If you find yourself in the midst of a long email conversation you may want to delete the older portions of the conversation to help speed up the sending and receiving process. It is particularly polite to delete that obnoxious send/receive information at the top of the message when forwarding a message. This information is generally unnecessary and a visual eyesore.

12. Keep signatures simple

Using an automatic signature for your email messages is a great feature and is definitely encouraged. What is not encouraged are those email signatures 20 lines long. There is simply no need for this! Convention dictates typically your name, basic contact information, position, and maybe a website link. Pictures of your adorable puppy or long Shakespearean quotes are definitely to be avoided.

The rules of email etiquette are fairly simple and once you're familiar with them become somewhat intuitive as you go along. Sticking to the above 12 golden rules should give you a strong jump-start on still quite a few of email senders out there!

Adam Toren is an Award Winning Author, Serial Entrepreneur and Investor. He Co-Founded YoungEntrepreneur.com along with his brother Matthew. Adam is co-author of the newly released book: [Small Business, Big Vision: "Lessons on How to Dominate Your Market from Self-Made Entrepreneurs Who Did it Right"](#) and also co-author of [Kidpreneurs](#).

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Business Etiquette

By Amy MacMillan

There's a proper way to do everything—from paying for lunch, to making introductions, to schmoozing at a cocktail party. Not only do manners matter, but they're easy to learn and simple to practice every single day.

You are always being judged and you have to learn how to act accordingly. -Hilka Klinkenberg, Etiquette International

The young man at the business lunch daringly flouted the rules, tucked his napkin into his belt, and proceeded to eat his meal. This tiny breach of etiquette went unnoticed until he stood up and walked around the restaurant—with the napkin still tucked in his belt!

Perhaps it wasn't the worst meal faux pas ever, but it didn't slip by his recent dining companion, etiquette expert Rosanne Thomas, president of Boston-based Protocol Advisors Inc.

Your doctoral degree, 150 I.Q., and your father's Wall Street connections won't get you anywhere in life if you chew food with your mouth open.

"Manners matter," says Hilka Klinkenberg, president and founder of Etiquette International in New York. Not only do they matter, but they are easy to learn and simple to practice every single day. "You are always being judged and you have to learn how to act accordingly," says Klinkenberg, who works with business leaders and executives who want to polish their etiquette.

Where have all the manners gone?

Manners have gone the way of the traditional family meal in recent years. "Everybody talks about Gen X or Gen Y...I talk about the 'McManners Generation,'" Klinkenberg says.

Some manners experts blame the disintegration of the traditional nuclear family for the current state of etiquette confusion. "Many people who came into the workplace in the last 10 years came from dual-income families," Klinkenberg notes. "Parents didn't spend the time drilling basic manners and courtesies into their children because they wanted quality time with them."

The good news is that it's never too late to learn civility.

And, even if you weren't raised in a barn, you may not realize that social etiquette, based on gender and chivalry, is not the same as business etiquette, which is based on hierarchy. Here are some basic pointers to remember in business charm.

Don't bear hug the boss

It's not debatable, Thomas says. In the American business culture, the handshake is the only appropriate greeting form, regardless of gender. Some pointers: the grip should be neither too tight nor too limp; pump once or twice from the elbow; avoid the "finger-tip" handshake (men sometimes just extend their fingertips to women); and stay away from the "double-fisted" handshake favored by the clergy, which could be construed as a "power play" mechanism in the business world. Keep your thumb up, and you can't go wrong, Klinkenberg says.

Kissing is the kiss of death in business—don't do it. If you sense you are about to be kissed, get your hand out fast, lock your elbow at 90 degrees, smile, and utter your greeting with a broad

smile.

Note: In some non-traditional business settings such as the art world, or Hollywood, there may be no way to avoid the flagrant "air kiss," or its cousin, the "double air kiss." "Every industry has its own culture, and you have to know what the norms are," Klinkenberg says. "Your behavior and your appearance have to be appropriate to the environment."

Pleased to meetcha

Introductions in the business world are based on hierarchy, Klinkenberg says. Persons of lesser importance are introduced to persons of greater importance, regardless of gender. It goes like this: "Mr. or Ms. Big Shot, I'd like to introduce Mr. or Ms. Lesser Big Shot." But always remember that the client is higher than anyone else in the business organization, and takes precedence over "Mr. Big Shot," when it comes to introductions.

Dietary decorum

It will never be a sticky situation when the paycheck arrives if you remember this one rule, according to Klinkenberg: whomever benefits from the business association pays. "So whether I invite my client or my client invites me, I pay," she says. If there's no clear beneficiary, the person who extends the invitation pays. One exception is when your client invites you to a private club; in this case, plan to reciprocate at a later date.

The tools of the trade

When it comes to silverware, work from the outside in. Start with the knife, fork or spoon that is farthest from your plate. The salad fork is always on the outermost left. The dessert spoon and fork are above the plate. Upon the meal's completion, don't push your plate away, but rather lay your fork and knife diagonally across your plate. Also, remember these tips:

- The meal begins when the host places his or her napkin on his lap; this is your cue to do the same
- Do not season your food before you taste it; your fellow diners might suspect you also make hasty business decisions
- Do not slurp your soup, and do not blow on it if it's too hot to eat
- Do not ask for a drink when you are a guest

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It can take four to 14 months to find the right job... and fewer than 90 days to lose it. According to executive coach Linda Seale, most professional and managerial dismissals are due to failure to understand and fit into a company's culture.

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Have you ever gotten a verbal promise from an employer, then later on wished you had gotten it in writing? Be careful when saying yes to offers that involve future pay increases that aren't in writing.

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- Do not ask for a doggy bag when you are a guest
- Do not drink too much
- When the meal is over, place your napkin on the table to the right of your plate

Good cheer

The company cocktail party is an oxymoron, because it's never a social situation, say the etiquette experts. There are a few things to remember here. One is, don't drink too much. "Just because there's a party and alcohol, never forget that it's a business event," Thomas warns.

Small talk is a great thing to master, but stay away from the "Big Three" topics of religion, sex, and politics. Stick with tried-and-true topics like the weather, sports, books, movies, and restaurants. If you are in a situation where you are not introduced, simply stick your hand out during a pause in the conversation, and introduce yourself, Klinkenberg says. When you are ready to move on and circulate, end each conversation politely with a handshake.

Email etiquette

Both Klinkenberg and Thomas emphasize that company email is never private. "With email, we tend to get a little casual in our grammar or spelling, and we shouldn't," Thomas notes. Use proper salutations; don't use capital letters (the equivalent to shouting), keep emails brief, and address only one topic per email.

Rags-n-riches

Opinions vary widely as to whether corporate America's "dressing down" has caused a slackening in business tone and office courtesy. "Your whole demeanor is affected by the way you dress," Hilkenberg says. Even if your office has a casual dress policy, it's no excuse to wear wrinkled khakis, frayed collars, or scuffed shoes, Thomas says. Although she concedes it's tough to build a top-notch wardrobe when you are saddled with student loans, it's the most important time in your career to look good. "The way we dress at the outset of our careers can have permanent implications." Buy the very best you can afford, and stick with neutral, understated colors, she says.

Manners are not hard to learn, and if you aren't sure how to act, get a book, take a course, or get a mentor to give you some honest feedback, Klinkenberg says.

None of this is difficult, she adds. "It just requires an awareness and constant practice."

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10/05/2010 @ 4:00PM

The New Rules Of Business Etiquette

A couple of months ago, I was coming from a midday yoga class at the office gym when I ran into my new top boss at the elevator. “How are things?” he asked. Fresh from blissing out in corpse pose, I blurted, “It’s August. I’m having trouble focusing.”

“I never have that problem,” he shot back, frowning. Argh, I said to myself. Couldn’t I have said something better than that?

In Pictures: The New Rules Of Business Etiquette

Office etiquette can be tricky in these days of in-house exercising, informal digital communication and open-plan workspaces. For help on figuring out how to behave properly, a new book by Vicky Oliver, a career consultant, offers tips on everything from cubicle conduct to e-mail etiquette. *301 Smart Answers to Tough Business Etiquette Questions* also covers 21st-century table manners (they’re not that different from in the olden days) and what to do when seated between two bores at a business dinner (divide your time between them).

One of the biggest changes of 21st-century office life is the ubiquity of devices like BlackBerrys and iPods. When it comes to them, Oliver has several tips. Despite the fact that everyone else does it, don’t listen to your music in the elevator. “Wearing earplugs is like putting a Do Not Disturb sign on your door,” she says. It sends a message to colleagues that you want to be left alone. It’s an unfriendly gesture at best.

Don’t check your e-mail messages in the elevator either, she adds. “That’s acting like you’re in an isolation tank,” she points out. Unplugging is not just polite, she adds. “If you want to get ahead, you have to break out of your cocoon.” Elevators and hallways are prime spots for friendly, positive interactions with colleagues. Use them.

Oliver also has some contrarian advice about how to navigate open-plan offices and cubicles. Though the architecture of cubicles seems to suggest that workers are available for interruption at all times, most of us like our privacy, she points out. Don’t just barge in, she counsels. Try to announce yourself, either verbally, by saying “Excuse me” or “Knock knock.” Do pause before entering. Try to approach from within your colleague’s sight line. Also consider calling or e-mailing in advance and asking if you can drop by at an appointed time.

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When it comes to communication, be it by phone, text or e-mail, Oliver says many of us need to clean up our etiquette acts. Leaving a voicemail message when you know the recipient isn't there to pick up the phone is bad form, she says: "It's very poor manners. It's a deliberate act of avoidance." The person will know it, too, she adds. If you must leave one, do so shortly before you expect them to be at their desk. "Leave the message five minutes before you imagine them arriving," she suggests. "It sends a weird message when you leave a voicemail late at night."

Speaking of late-night communiqués, Oliver never likes them, even in e-mail. If you get a brainstorm at midnight, go ahead and write that note, but put it in your draft folder and then hit send at 9 a.m.

The same goes for bosses. Oliver says it's bad boss etiquette to harass your employees with notes after hours or on the weekend. If you receive one from the boss on a Saturday, she says, you can safely ignore it for 24 hours. "You are being more than polite by doing that," she says. "You're also carving out a little boundary for yourself."

Oliver is also concerned with excessively casual office attire. If the boss wears jeans, fine, you can too, but it's wise to notch your wardrobe up a degree from super-casual. For instance, if your supervisor wears T-shirts, you should consider adding a blazer and a shirt with a collar. At office retreats or informal offsite office parties, follow the same rule. "Men should not wear Hawaiian shirts and Birkenstocks," she says.

What do you do if, like me, you commit an office etiquette no-no, and say or do the wrong thing at the wrong time? Humor always makes for a good comeback, Oliver advises. I'm still trying to come up with the joke that would have remedied my post-yoga faux pas.

In Pictures: The New Rules Of Business Etiquette

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IMPORTANCE OF SELLING SKILLS



WomensMedia, Contributor

FORBESWOMAN | 8/22/2011 @ 5:14PM | 93,726 views

3 Powerful Skills You Must Have to Succeed in Sales

by Sharon Michaels

A key to successfully sharing and selling a product, service or idea, is to ask questions and then listen quietly and carefully to the answers. Many of us try too hard to convince people to buy instead of discovering what our future customer or client really wants, needs and desires from us.



To succeed in sales remember these three listening and relationship building skills:

S – Sincerity – Listen without an agenda, it's not about your needs.

E – Ethics – Don't try to talk someone into something, listen to what they want.

A – Asking – Serve others by asking questions that will assist them in making a wise buying decision.

Building win-win relationships means remembering that it is not about what **we** want but what the **other person** wants. Here are three relationship building skills that when used regularly will have you increasing sales and creating satisfied loyal customers.

1. Listening sincerely and without an agenda. The buying process is not about you and your wants and needs, it is about the customer. Too many of us come to the sales table with our own agenda. We are sometimes too busy thinking about quotas, promotions and commissions. It's not about us, it's about the wants, needs and expectations of the prospective buyer.

A sales person with an agenda tends to push too hard and often doesn't listen well. Leave your agenda at home. Sincerely focus on your customer and how your product can best serve their hopes, dreams and goals. Zig Ziglar said it best, "You can have everything in life that you want if you just give enough

other people what they want.”

2. Don't talk someone into something, allow them to make their own buying decision. Doing what is right for everyone involved is the ethical thing to do. I'm reminded of a phrase from Dale Carnegie's book, *How To Win Friends and Influence People*, “A man convinced against his will is of the same opinion still.”

Your role in the sales process is to present your product in a clear, concise and truthful manner—with integrity. The best customer is the customer who can make an educated decision based on what is best for them. A loyal customer is an educated customer. You are not in the convincing business, you are in the sharing business. Your job is to ethically offer the product, service or idea, explain the benefits and answer questions. Your customer or client will then make a buying decision based on the information they've been given. Making the sale is about asking questions, answering questions and building a trustworthy win-win relationship.

3. You can serve your client/customer best by finding out what they want, need and expect from what you are offering. Sometimes, we are so excited to share everything we know about what we're offering that we forget it is about your potential customer's expectations. What is important to you may not be important to them.

I'm reminded of a story: A young mother just starting out with a large network marketing company was excited and eager to share her business with other stay-at-home mothers. She was having coffee with a potential recruit as their children played near by. The young mother was eagerly showing her products and explaining the business potential. She went on and on about how she could stay home with her children and didn't have to leave the house to conduct business.

The mother who was listening seemed to suddenly turn off her interest and attention. When our eager young network marketing mother asked her friend to join her in the business, the friend replied with a resounding, “No,” The business-building mother was shocked and saddened, “Why?” she asked. “Because,” her friend said, “I want to be able to do something that allows me to get out of the house and socialize with other adults.”

Moral of the story: Ask questions and listen. Don't assume that what is important to you is important to your future customers.

Successful selling isn't about what you want, it is about how can you best serve the needs of your customers and clients. Coming from a sincere place of service, will help increase sales and develop loyal client and referral base.

Keeping the three elements of **SEA (Sincerity, Ethics, Asking)** in mind, you can easily and effortlessly find new customers and clients who will want to do business with you now and in the future. Selling your service, product or idea is about doing the right thing for everyone involved – it is about building win-win relationships.

BUSINESS INSIDER

6 Ways To Improve Your Selling Skills

[Martin Zwillling, Startup Professionals Musings](#)

Jan. 23, 2011, 8:30 AM 21,251



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All the experts these days are talking about the increasing need for customer focus and maximizing sales. Typically entrepreneurs and even professional sales people think this means more emphasis on the customer selling process, when in fact it means spending more time understanding the customer buying process (view from the customer).

According to Kevin Davis, as outlined in his latest book "[Slow Down, Sell Faster!](#)" and a related article, the single biggest mistake people make is that they try to close the sale too fast. They arrive at the end of their "pitch" just as the customer is beginning to recognize they have a need! They leave the scene just as the prospective customer begins shopping around for a solution by looking at the competition. Not good.

Assuming you are serious about becoming more focused on your customers, and realize that a fast sales pitch doesn't mean more sales, here are some tips from Kevin that every entrepreneur needs to understand even before attempting their first sale:

1. **Work to understand how your customers will buy.** "What are the steps of your customer's buying process?" When the product is simple, and there is no competition, buyers can make a quick decision. But these days, that is rarely the case. Thus most customers need to do some research and learn more first. You need to think about a purchase from the customer's viewpoint, and be there for him.
2. **Define the steps of your sales process in customer terms.** Understanding buying is where selling

should start. Get very clear and specific about the steps customers take as they move through their buying process. Replace your "sales process" labels with "customer actions," which then become the objectives for your team when they call or meet with customers.

3. **Manage the pipeline based on where customers are in their buying process.** What should matter to you is not where you are in their sales process, but where the customer is in their buying process. Ask, "What actions has the customer taken thus far?" And, "What action should they take next, and by when?" The answer to these questions provides you with a better understanding of the true status of the sales opportunity.
4. **Map out who will be involved in the buying decision, and what step they are at in the buying process.** If the buying decision is complex, you need to determine what factors are working for you in the sale, what factors are working against you, and what you can do to put yourself in a better position to win. Don't get ahead of your customer.
5. **Focus on the most influential decision makers.** Often the real buy decision is not made by the person doing the interaction. Find the C-level executives behind the scenes, or the key influencers, or the personal relationship connections that can override simple price and benefit arguments.
6. **Provide coaching early in the sales process; avoid last minute interventions.** We've all heard the complaint about the executive "riding in on a white horse" to save the day and close a deal. The end result of this white-horse ride is often three-fold: white knuckles for the salesperson, a bigger discount for the customer, and lower profit for the company! What kind of win is that?

Speed is important in getting to multiple decision makers quickly, identifying what is important to each player, and knowing where each player is in the buying process. After that, it's time to slow down and stay in sync with each customer's buying process.

Customer focus has nothing to do with your selling process, whether the customers are individual consumers, or large company buyers negotiating a complex transaction. The key is to put yourself in their shoes, and lead them through their own process. Customers want to buy from leaders, not pushers. What a novel way to exceed your customer's expectations!

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Relevant Job Skills for Technology Sales

by Ian Linton, Demand Media 



Technology sales professionals build relationships with key decision makers.

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Technology sales professionals require a range of skills to succeed. They must combine technical knowledge with consultative selling skills and an ability to build relationships with decision makers at many different levels in customer organizations. Successful technology sales professionals provide their customers with solutions to business or technical problems, rather than products.

Product Knowledge

Excellent product knowledge is essential to succeed in technology sales. Sales professionals must be able to present the benefits of their products and services to both business and technical decision makers in clear language that the customer can understand. They must understand how customers use the company's products as well as familiarize themselves with technical features. They must also be able to compare their products with those of competitors so they can deal with customers' queries or objections. Rapid changes in technology make it important for sales professionals to keep up to date with their companies' planned upgrades or new releases and with emerging trends in their industry.

Business Skills

Technology sales professionals need good business skills. Technology purchases represent a strategic investment for many companies, and decision makers must be able to justify their choices to senior executives. Sales professionals must therefore understand investment criteria and tools such as cost/benefit analysis. They must also have the skills to build a business and financial case for the purchase.

Consultative Selling

Consultative selling skills are important in the technology sector. Sales professionals must understand the opportunities and challenges their customers face so they can tailor solutions to their customers' needs. They can build their sector knowledge by reading industry reports and analyzing company information on customers' websites. A depth of sector knowledge enables sales professionals to act as trusted consultants to their customers, demonstrating that they understand the customer's needs and can bring together products and services that represent an exact fit with purchaser requirements.

Relationship Management

Technology sales professionals need good relationship management skills. They must be able to deal with different types of decision makers, including technical managers, purchasing managers, finance executives and business managers. They must also be able to manage the relationships through a long sales cycle that can last several months. Sales professionals communicate with decision makers through face-to-face meetings and maintain contact via email or direct marketing.

Teamwork

Teamwork is essential to success in technology sales. Sales professionals work closely with technical specialists to develop solutions for the client. They also collaborate with the marketing team to develop communication programs and support material, such as presentations or briefing papers, which help to build a preference for the company's products and services.

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(http://consultativeselling.com/complex_sale.html#complexity)

ART OF NEGOTIATION

Effective Negotiation Skills

Effective negotiation is a skill, and like any skill, it can be learned.

Learn How to Negotiate

You may have the opportunity to negotiate salary, benefits, and other job details with an employer. Negotiation should end in an agreement that meets your goals and your employer's. Effective negotiation is a skill, and like any skill, it can be learned. Attend the [Career Workshop](https://www.ldsjobs.org/ers/ct/articles/the-career-workshop?lang=eng) (<https://www.ldsjobs.org/ers/ct/articles/the-career-workshop?lang=eng>) to learn and refine negotiating skills. Then practice your skills. Find a mentor who can coach you through the process and role-play scenarios. LDS Employment Resource Services staff members, your ward or stake employment specialist, or someone in your field can be a good coach.

When to Negotiate

You are in a position to negotiate when the employer understands your value to the organization. During your job search, only negotiate pay and other benefits after a job offer is made. If a potential employer wants to discuss pay expectations or other benefits before extending an offer, ask to discuss money after you and the employer agree you are a match. Suggest that if you both find that you want to work together, you can agree on a salary then.

Prepare to Negotiate

As you prepare to negotiate, find out what the employer's needs are, and try to meet them without losing sight of your own goals and ideals. Consider the following questions:

- What are you looking for in terms of pay, working conditions, and other considerations?
- What does the organization want from you?
- What can you offer the organization?
- What can the organization offer you?
- What kind of environment are you negotiating in?
- What does the industry generally pay for your skills, product, or service?

When you identify your general goals, list some specific things that might be included in those goals, such as:

1. Not working on weekends.
2. Earning \$30,000 a year.
3. Sick leave.
4. Performance review within three months for possible wage increase.
5. Money for relocation.

Evaluate these goals by comparing them to one another. For instance, is number 1, "Not working on weekends," more important to me than number 2, "Earning \$30,000 a year?" Prioritize your goals and prepare options you can suggest if your preferred solution is not acceptable. Anticipate areas that might present problems, and then list several alternatives to resolve these issues.

How to Negotiate

Throughout the negotiation, remember to be open and honest. Negotiations should leave both parties feeling satisfied with the outcome. Here are a few additional points to consider:

1. **Ask questions.** If you ask permission to ask a question, you will lay a foundation for agreement and likely receive a complete answer. Plan for questions you can ask.
 - Ask open-ended questions to gain information and build a relationship. Open-ended questions typically begin with "who," "what," "when," "where," and "why."
 - Use closed-ended questions (questions that encourage short answers, such as "yes" or "no") when you want to gain a concession or confirm a deal point.
2. **Be an excellent listener.** The more information you get, the better able you'll be to uncover others' needs. It will then be easier for you to show how you are able to meet those needs.
3. **Paraphrase to ensure understanding.** Restate in your own words what the other person has said to make sure you understand correctly. Be sure to use different words so that it doesn't sound like you are mimicking.
4. **Get it in writing.** Take notes during negotiations. Notes will help all parties recall what has already been discussed or decided. Be sure to get all offers in writing.
5. **Save issues for later discussion.** Focus on one issue before you move on to the next.
6. **Emphasize your value.** If the organization thinks your monetary expectations are too high, indicate what you think your contribution will be to the organization. Use "[Power Statements](https://www.ldsjobs.org/ers/ct/articles/power-statements?lang=eng) (<https://www.ldsjobs.org/ers/ct/articles/power-statements?lang=eng>)"
7. **Be flexible in your negotiations.** Take the attitude of "I'm just working out the details." Be willing to give up things that don't really matter to you in order to create a feeling of goodwill.
8. **Use silence for consideration.** In response to an offer, restate the offer, sit quietly, and silently count to 10. Allow everyone time to consider. This technique may also prompt the employer to justify the offer, which could continue the negotiation process, or it could lead to a better offer.
9. **Take time to consider offers.** When a final offer is extended, if it is not enough, thank the employer, provide a Power Statement, and ask for time to consider the offer.
10. **Express gratitude.** When you reach an agreement, express gratitude and appreciation. Show how anxious you are to join the organization to make a contribution.

How to Win a Business Negotiation

March 12, 2013

URL: <http://www.entrepreneur.com/article/226009>

If you're in business, you're a **negotiator**. You have no choice. Business doesn't happen unless two or more people enter into a transaction.

This can be as simple as buying inventory or as complicated as a merger of two public companies.

Without transactions, business doesn't happen, and every transaction involves a certain amount of negotiation.

When you're in business, negotiating the best possible deals is a high, if not the highest, priority. As a business owner, you can't know enough about negotiating.

It's a lot easier to describe what negotiation "isn't" than what it is. Let's get some things straight upfront. Negotiation is not:

1. A search for truth, justice and the American way.
2. A friendly discussion at the corner of Starbucks.
3. A quest for the perfect solution to a business problem.

Make no mistake: Negotiation is a game. The goal in negotiation is to win -- to get the best deal you can. Period.

To get ready for any negotiation, you must do three things:

Know your bargaining position.

In every negotiation, someone is in a stronger position and someone is in a weaker position. Where are you? In any negotiation, the side that needs the deal more is the side that gives up the most -- precisely because they need the deal and can't afford to have the other side walk away from the table.

Know how the other side perceives its position.

It isn't enough to know what your real bargaining position is. You also have to consider how each side perceives its position. As any poker player knows, sometimes a mediocre hand can be a winning hand if it's played properly. If your negotiating position isn't great but you see the other side is worried about losing the deal, you can't go wrong by coming on strong and playing to the other side's fears.

Assess your bargaining style.

Are you aggressive or passive by nature? I hate to say it, but in 25 years of studying lawyers, I've found that those who are naturally aggressive, fearless and downright ornery tend to make the best negotiators. People are afraid of them, want to avoid their nasty behaviors and give them what they want. To truly succeed at negotiating, it helps if you can find your inner Rottweiler. Remember, it's a game.

Now that you're psychologically ready to sit down at the bargaining table, it's time to figure out what you need to get out of the deal.

Sit down with a sheet of paper, fold it down the middle, and label each half "deal points" and "trading points." Then list all the points you need to reach agreement on.

Deal points are those you must win -- if you can't get those, you walk from the table and look for another deal. For example, if you paid \$1,000 for a painting and need to get a 20 percent return on your inventory to stay afloat, getting a purchase price of at least \$1,200 is one of your deal points.

Any point that isn't a deal point is a trading point -- nice if you can get it, but you can live without it if you sense it's a deal point for the other person.

In a negotiation, your goal is to get all your deal points and as many of your trading points as possible, recognizing that often you'll have to yield one or more trading points to get your deal points.

Be realistic when identifying your deal points. A lot of things you negotiate for aren't really life or death for your business. If you aren't sure if you really need something or not, it's a trading point.

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The secrets of successful negotiating

Business negotiations require more skill than many realise. Below, based on his recent talk to the faculty's Women In Finance (WIF) networking group, Clive Rich sets out the secrets of negotiating with success, while James Stokes explains (in Box 1 below) how to get into the best 'state' for doing so.

In the wake of the global financial crisis it is more vital than ever to understand the deal-making process. Everybody needs to make deals in order to succeed. Yet negotiation skills are seldom taught or practised.

Technology has prompted the growing importance of deal-making skills for three reasons. First, it has made the world a much more interconnected place, and to reach this potentially much wider audience we all need deal-partners (a 'deal-partner' being anybody with whom you might align or do a deal, such as a supplier, manufacturer, distributor, advertising partner or funding body). Secondly, technology has enabled everyone to operate in everybody else's space, making deal-partners essential in order to compete effectively. Finally, to respond quickly to market opportunities before they disappear, we again need dealpartners to help us execute at pace.

So, how can we maximise the chances of closing deals in our favour, in this new 'deal economy'? The answer is to prioritise the acquisition and development of negotiation skills – not as a training exercise, but as an investment in a precious asset which will deliver a measurable return.

Smaller companies especially may lack the resources to outsource negotiations, meaning their funding, licensing, supplier and distribution deals are done by executives without the necessary negotiating skills. If such people learnt to negotiate smarter it could make all the difference.

Essentially there are three different angles to be managed for a successful negotiation – attitude, process and behaviour. Below are 10 tips which cover those three angles, and will help you negotiate more effectively and get more of what you want.

1. Have a winning attitude

Fear and anxiety can be the biggest barrier to success. If our pattern of thinking convinces us that negotiation is a confrontational process which we are more likely to lose than win, then this will influence our state of mind ('state') when we negotiate. Conversely the more positive our 'state', the more likely we are to succeed. (See Box 1, below, 'Get into a state: the right one'.)

The good news is that our brain is not able to distinguish between states which are 'real' and those which we 'choose' to experience. Therefore it's perfectly possible to manage and influence our own state, and this is what we have to do first when we negotiate.

2. Understand your own sources of bargaining power

To believe you can win, you first need to marshal your bargaining power. Think about who holds the 'aces' in the deals you are negotiating. Someone can have a higher market share than you but if you have the bargaining power in other categories then you can compensate for that. Untrained negotiators often obsess about the power and influence of the other side and forget about the aces of bargaining power that they have on their own. There are nine sources of bargaining power, including expertise, information, and access to influential networks (see Box 2, below, for all nine). These sources are rarely distributed nine-zero in favour of anybody, so you should not be daunted by the perceived power of the other side.

3. Know where you are in the negotiation process

Most negotiations follow a set pattern, with seven recognisable and distinct stages:

- preparation and planning;
- climate setting;
- exploring wants and needs on both sides;
- coinage;
- bidding;
- bargaining; and
- closing.

Knowing what stage you are at, and how to handle that stage, will automatically give you a big advantage.

4. Be prepared

This is an extract from the Finance & Management Magazine, Issue 192, October 2011.

Find out more

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Download the complete article [The secrets of successful negotiating](#) (PDF 70KB/4 pages).

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how to negotiate effectively

1. Know Thyself

When you go into a negotiation, take a personal inventory. How do you feel about negotiation? Do you want to get it over fast? If so, you may give in too quickly, or give away too much. Or, do you want to win, no matter what the cost? If so, you may become adversarial and damage the relationship.

2. Do Your Homework

Know who you're negotiating with before you begin. What's his or her reputation as a negotiator? Win/Win model or Win/Lose model? Does the person want to negotiate with you (Oh Boy!), dread the negotiation (Oh No), or is this a neutral situation (Show Me)

3. Practice Double and Triple Think



It's not enough to know what you want out of negotiation. You also need to anticipate what the other party wants (double think). The smart negotiator also tries to anticipate what the other party thinks you want (triple think).

4. Build Trust

Negotiation is a highly sophisticated form of communication. Without trust, there won't be communication. Instead you'll have manipulation and suspicion masquerading as communication. Be trustworthy. Honor your commitments. Tell the truth. Respect confidences.

5. Develop External Listening

Most people carry on an inner dialogue with themselves. When you're trying to communicate with someone else, this inner dialogue becomes a problem because you can't listen internally and externally at the same time. When you negotiate, turn off your inner voice and only listen externally.



You won't miss important nonverbal messages, facial expressions of voice inflections, when you listen externally.

6. Move Beyond Positions

It's risky to make yourself vulnerable to someone. That's why in a negotiation you begin by stating your position. Later, when the trust has deepened, you and the other party can risk more honesty and identify your true interests. As a negotiator, it is your responsibility to ask questions that will uncover the needs or interests of the other party. If you've also done your job of creating a supportive climate, you're more likely to get honest answers.

7. Own Your Power

Don't assume that because the other party has one type of power, e.g. position power, that he or she is all-powerful. That's giving away your power! Balance power by assessing the other parties source(s) of power, and then your own. While there are many sources of power, they all break down into two categories; internal power and external power. The former no one can take away from you and includes your personal power, level of self-esteem, and self-confidence.

External power fluctuates with your situation. If you're laid off or demoted you can lose position power, for example. If new technology is introduced, you can lose your expertise power. Because the dynamics of power are so changeable, a negotiation is never dead. Be patient; the power dynamics may shift.



8. Know Your BATNA

BATNA stands for Best Alternative to A Negotiated Agreement. The acronym comes out of the research on negotiation conducted by the Harvard Negotiation Project. Before you begin a negotiation, know what

your options are. Can you walk away from the deal? What other choices



do you have? What are the pros and cons of each choice? Don't stop here. Also consider the BATNA of the other party.

9. Know What a Win Is

What is your best case scenario? What is your worst case scenario? The area in between is called your settlement range. If you can reach an agreement within your settlement range, that's a Win! Don't drop below your bottom line; you'll feel bad about yourself and the deal afterwards, and you may not follow-through on your commitments.

10. Enjoy the Process

Negotiation is a process, not an event. There are predictable steps preparation, creating the climate, identifying interests, and selecting outcomes that you will go through in any negotiation. With practice, you will gain skill at facilitating each step of the process. As your skill increases, you'll discover that negotiating can be fun.

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MENTAL PREPARATION

Golden Rules of Goal Setting

Five Rules to Set Yourself Up for Success

Have you thought about what you want to be doing in five years' time?

Are you clear about what your main objective at work is at the moment?

Do you know what you want to have achieved by the end of today?

If you want to succeed, you need to set goals. Without goals you lack focus and direction.



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Goal setting not only allows you to take control of your life's direction; it also provides you a benchmark for determining whether you are actually succeeding. Think about it: Having a million dollars in the bank is only proof of success if one of your goals is to amass riches. If your goal is to practice acts of charity, then keeping the money for yourself is suddenly contrary to how you would define success.

To accomplish your goals, however, you need to know how to set them. You can't simply say, "I want" and expect it to happen. Goal setting is a process that starts with careful consideration of what you want to achieve, and ends with a lot of hard work to actually do it. In between there are some very well defined steps that transcend the specifics of each goal. Knowing these steps will allow you to formulate goals that you can accomplish.

Here are our five golden rules of goal setting:

The Five Golden Rules

1. Set Goals that Motivate You

When you set goals for yourself, it is important that they motivate you: this means making sure that they are important to you, and that there is value in achieving them. If you have little interest in the outcome, or they are irrelevant given the larger picture, then the chances of you putting in the work to make them happen are slim. Motivation is key to achieving goals.

Set goals that relate to the high priorities in your life. Without this type of focus, you can end up with far too many goals, leaving you too little time to devote to each one. Goal achievement requires commitment, so to maximize the likelihood of success, you need to feel a sense of urgency and have an "I must do this" attitude. When you don't have this, you risk putting off what you need to do to make the goal a reality. This in turn leaves you feeling disappointed and frustrated with yourself, both of which are de-motivating. And you can end up in a very destructive "I can't do anything or be successful at anything" frame of mind.

Tip:

To make sure your goal is motivating, write down **why** it's valuable and important to you. Ask yourself, "If I were to share my goal with others, what would I tell them to convince them it was a worthwhile goal?" You can use this motivating value statement to help you if you start to doubt yourself or lose confidence in your ability to actually make the goal happen.

2. Set SMART Goals

You have probably heard of "SMART goals" already. But do you always apply the rule? The simple fact is that for goals to be powerful, they should be designed to be SMART. There are many variations of what SMART stands for, but the

essence is this – goals should be:

- **Specific.**
- **Measurable.**
- **Attainable.**
- **Relevant.**
- **Time Bound.**

Set Specific Goals

Your goal must be clear and well defined. Vague or generalized goals are unhelpful because they don't provide sufficient direction. Remember, you need goals to show you the way. Make it as easy as you can to get where you want to go by defining precisely where you want to end up.

Set Measurable Goals

Include precise amounts, dates, and so on in your goals so you can measure your degree of success. If your goal is simply defined as "To reduce expenses" how will you know when you have been successful? In one month's time if you have a 1 percent reduction or in two years' time when you have a 10 percent reduction? Without a way to measure your success you miss out on the celebration that comes with knowing you have actually achieved something.

Set Attainable Goals

Make sure that it's possible to achieve the goals you set. If you set a goal that you have no hope of achieving, you will only demoralize yourself and erode your confidence.

However, resist the urge to set goals that are too easy. Accomplishing a goal that you didn't have to work hard for can be anticlimactic at best, and can also make you fear setting future goals that carry a risk of non-achievement. By setting realistic yet challenging goals, you hit the balance you need. These are the types of goals that require you to "raise the bar" and they bring the greatest personal satisfaction.

Set Relevant Goals

Goals should be relevant to the direction you want your life and career to take. By keeping goals aligned with this, you'll develop the focus you need to get ahead and do what you want. Set widely scattered and inconsistent goals, and you'll fritter your time – and your life – away.

Set Time-Bound Goals

When you can celebrate success. When you are working on a deadline, your sense of urgency increases and achievement will come that much quicker.

3. Set Goals in Writing

The physical act of writing down a goal makes it real and tangible. You have no excuse for forgetting about it. As you write, use the word "will" instead of "would like to" or "might." For example, "I will reduce my operating expenses by 10 percent this year," not "I would like to reduce my operating expenses by 10 percent this year." The first goal statement has power and you can "see" yourself reducing expenses, the second lacks passion and gives you an excuse if you get sidetracked.

Tip 1:

Frame your goal statement positively. If you want to improve your retention rates say, "I will hold on to all existing employees for the next quarter" rather than "I will reduce employee turnover." The first one is motivating; the second one still has a get-out clause "allowing" you to succeed even if some employees leave.

Tip 2:

If you use a **To-Do List**, make yourself a To-Do List template that has your goals at the top of it. If you use an **Action Program**, then your goals should be at the top of your Project Catalog.

Post your goals in visible places to remind yourself every day of what it is you intend to do. Put them on your walls, desk,

computer monitor, bathroom mirror or refrigerator as a constant reminder.

4. Make an Action Plan

This step is often missed in the process of goal setting. You get so focused on the outcome that you forget to plan all of the steps that are needed along the way. By writing out the individual steps, and then crossing each one off as you complete it, you'll realize that you are making progress towards your ultimate goal. This is especially important if your goal is big and demanding, or long-term. Read our article on **Action Plans** for more on how to do this.

5. Stick With It!

Remember, goal setting is an ongoing activity not just a means to an end. Build in reminders to keep yourself on track, and make regular time-slots available to review your goals. Your end destination may remain quite similar over the long term, but the action plan you set for yourself along the way can change significantly. Make sure the relevance, value, and necessity remain high.

Key Points

Goal setting is much more than simply saying you want something to happen. Unless you clearly define exactly what you want and understand why you want it the first place, your odds of success are considerably reduced. By following the Five Golden Rules of Goal Setting you can set goals with confidence and enjoy the satisfaction that comes along with knowing you achieved what you set out to do.

So, what will you decide to accomplish today?

This site teaches you the skills you need for a happy and successful career; and this is just one of many tools and resources that you'll find **here at Mind Tools**. Click **here** for more, subscribe to our **free newsletter**, or **become a member** for just \$1.

Enthusiasm – The Sixth Key to a Successful Future

In my previous series of articles on the Keys To Your Future, I have given you the first five keys to your success: Focus, Unique, Teamwork, Urgency, and Recommit. The first key, Focus, is what keeps you on track toward your goal. The second key, Unique, describes the unique talents that each person has that help us obtain our goals. The third and fourth keys, Teamwork and Urgency, enable you, with the help of your team, to achieve your goal and keep you moving toward your goal, respectively. The fifth key to your success is to Recommit every day to your goals as consistent daily commitment is essential to your ultimate success. The sixth key to your future is **Enthusiasm**.

Enthusiasm, the final key to your future, may be the most important key of all. Without enthusiasm, the other five keys become virtually powerless. Enthusiasm is the energy, the fuel, the blazing fire that brings about a successful result. A famous writer once said that nothing great ever happened without enthusiasm. If you want to accomplish great things; if you want to realize great goals; if you want to live a great life, you absolutely must possess enthusiasm for everything you do.

Why is enthusiasm so important to success? The reason is that the difference between success and failure is often minute. Two people with virtually the same amount of skill and talent can differ vastly in the amount of success they achieve. This difference can't be attributed to having more ability than the other person. In fact, in many cases, the more successful person actually has less ability. The difference is in enthusiasm.

This difference between success and failure is what we call the "Slight Edge." The Slight Edge means that you don't have to be 10 times or 20 times or 100 times better than the next person. You must simply be slightly better to achieve great success.

In the world of professional golf, less than half a stroke per round separates the top player from the fiftieth or hundredth best player. Yet, this half a stroke difference is the difference between success and failure.

It is the difference between winning many tournaments and not winning. It is the difference between millions of dollars and barely making a living.

How do you take advantage of the Slight Edge? The key is enthusiasm. Enthusiasm is like a magnet. It attracts to you those things that you set out to achieve. It creates the conditions for a successful result. It enables you to take advantage of the opportunities as they present themselves.

Recently, there have been a number of books published about the importance of emotional intelligence. These books have shown that the critical determinant of success is not a person's academic intelligence, but rather their emotional intelligence – their ability to control and manage their emotions in various situations and settings. Enthusiasm is the key to this emotion management. Enthusiasm allows you to control the emotional climate of any given situation.

How do you develop the power of enthusiasm? **There are three critical steps:**

♦ **Interest** – First you must have a strong interest or curiosity in knowing about a specific subject. In other words, if you want to be enthusiastic with people, you must be interested in them. You must want to know about them. You must want to establish a relationship with them. If you want to be enthusiastic about your work, you must be interested in it. You must want to know everything there is about your particular job. You must want to read about it in your off hours. You must want to learn, learn, learn.

♦ **Knowledge** – Many people are interested in any number of subjects, but until they really learn about these things, they never develop the knowledge necessary to create enthusiasm. Action is the key to turning interest into knowledge. When you are interested in something, you must act on it to find out the knowledge that you are seeking. As you build knowledge of the subject you are interested in, this then creates the condition for the third important step.

♦ **Belief** – Belief is where you transform your knowledge from simple academic information and facts to emotional commitment. This is where true enthusiasm



is created. It is not enough just to know everything about a subject – you must believe it. The only way to believe something is to test your knowledge of that subject. By putting your knowledge to the test, you create belief in the validity and truth of that knowledge. This belief generates a strong emotional commitment, which fosters intense enthusiasm.

I enjoy playing golf as much as possible. It is one of my favorite pastimes. I am most enthusiastic about golf when I learn something new about it and actually test it on the golf course and find out that it works. Whenever I learn a new technique or a new skill and practice it on the golf course and improve my score, I become extremely enthusiastic about it. The same holds true for every area of life, whether it be relationships, work, physical fitness, spirituality, or personal development.

Most people are sleepwalking through life, suffering "quiet lives of desperation." Is this going to be the story of your life or are you going to wake up? Are you going to feel the enthusiasm and passion of living a life that you have always dreamed of?

The problem is that most people wait to be enthusiastic about something. Unfortunately, enthusiasm doesn't hit us – it must be created. We must take responsibility for creating this enthusiasm in our lives. It is only then that we can fulfill our dreams and truly accomplish our future.



By Randy Slechta, President of Leadership Management International, Inc. a global leadership and organizational development company.

Benefits of Positive Thinking

Top Five Positive Thinking Benefits

By [Kendra Cherry](#)

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You have probably had someone tell you to "look on the bright side" or to "see the cup as half full." Chances are good that the people who make these comments are positive thinkers. Researchers are finding more and more evidence pointing to the many benefits of optimism and [positive thinking](#).

Such findings suggest that not only are positive thinkers healthier and less stressed, they also have greater overall well-being. According to positive psychology researcher Suzanne Segerstrom, "Setbacks are inherent to almost every worthwhile human activity, and a number of studies show that optimists are in general both psychologically and physiologically healthier."



Positive thinking can be good for your mind and body.

Image by Ariel da Silva Parreira

Even if positive thinking does not come naturally to you, there are plenty of great reasons to start cultivating affirmative thoughts and minimizing negative self-talk.

Positive Thinkers Cope Better With Stress

When faced with stressful situations, positive thinkers cope more effectively than pessimists. In one study, researchers found that when [optimists](#) encounter a disappointment (such as not getting a job or promotion) they are more likely to focus on things they can do to resolve the situation. Rather than dwelling on their frustrations or things that they cannot change, they will devise a plan of action and ask others for assistance and advice. Pessimists, on the other hand, simply assume that the situation is out of their control and there is nothing they can do to change it.

Optimism Can Improve Your Immunity

In recent years, researchers have found that your mind can have a powerful effect on your body. Immunity is one area where your thoughts and attitudes can have a particularly powerful influence. In one study, researchers found that activation in brain areas associated with negative emotions led to a weaker immune response to a flu vaccine. Researchers Segerstrom and Sephton found that people who were optimistic about a specific and important part of their lives, such as how well they were doing in school, exhibited a stronger immune response than those who had a more negative view of the situation.

Positive Thinking Is Good for Your Health

Not only can positive thinking impact your ability to cope with stress and your immunity, it also has an impact on your overall well-being. The Mayo Clinic reports a number of health benefits associated with optimism, including a reduced risk of death from cardiovascular problems, less depression, and an increased lifespan. While researchers are not entirely clear on why positive thinking benefits health, some suggest that positive people might lead healthier lifestyles. By coping better with stress and avoiding unhealthy behaviors, they are able to improve their health and well-being.

It Can Make You More Resilient

[Resilience](#) refers to our ability to cope with problems. Resilient people are able to face a crisis or trauma with strength and resolve. Rather than falling apart in the face of such stress, they have the ability to carry on and eventually overcome such adversity. It may come as no surprise to learn that positive thinking can play a major role in resilience. When dealing with a challenge, optimists typically look at what they can do to fix the problem. Instead of giving up hope, they marshal their resources and are willing to ask others for help.

Researchers have also found that in the wake of a crisis, such as a terrorist attack or natural disaster, positive thoughts and emotions encourage thriving and provide a sort of buffer against depression among resilient people. Fortunately experts also believe that such positivism and [resilience can be cultivated](#). By nurturing positive emotions, even in the face of terrible events, people can reap both short-term and long-term rewards, including managing stress levels, lessening depression, and building coping skills that will serve them well in the future.

Final Thoughts

Before you put on those rose-colored glasses, it is important to note that positive thinking is not about taking a "Pollyanna" approach to life. In fact, researchers have found that in some instances, optimism might not serve you well. For example, people who are excessively optimistic might overestimate their own abilities and take on more than they can handle, ultimately leading to more stress and anxiety.

Instead of ignoring reality in favor of the silver lining, psychologists suggest that positive thinking centers on such things as a belief in your abilities, a positive approach to challenges, and trying to make the most of bad situations. Bad things will happen. Sometimes you will be disappointed or hurt by the actions of others. This does not mean that the world is out to get you or that all people will let you down. Instead, positive thinkers will look at the situation realistically, search for ways that they can improve the situation, and try to learn from their experiences.

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GAINING THE COMPETITIVE EDGE IN THE WORKPLACE, HOW TO BECOME A RAINMAKER, AND GREATNESS



LEADERSHIP WIRED BLOG

COMPETITIVE ADVANTAGE THROUGH PEOPLE DEVELOPMENT

BY THE JOHN MAXWELL COMPANY.

MAY 2, 2012

Share:

Are those with fortunes simply fortunate? Do our life circumstances depend more on fate or choice? Are leaders born or made?

Harvard economist Michael Porter looked at these questions from the standpoint of national economic performance. Why do German engineers, Swiss chocolatiers, and Japanese electronics manufacturers enjoy a competitive advantage over the rest of the world? Is it the luck of being in the right location or something else?

Porter's research contradicted conventional wisdom that industry leadership is explainable by geographical advantages such as plentiful natural resources, cheap labor, and abundant capital. He demonstrated that "a nation does not inherit but instead creates the most important factors of production—such as skilled human resources or a scientific base." Countries develop their elite industries.

The Three C's of Developing a Competitive Advantage

As leaders we sometimes feel like the deck is stacked against us. We envy others with more financial resources at their disposal, a better business location, or a more recognizable brand. The good news is that whatever the external circumstances of our business climate, we have the ability to gain a competitive advantage by developing our people.

How do you create a superior culture of people development? Michael Porter discovered that world-class industries share three common traits: competition, challenges, and connectivity. Each quality is transferable to your organization and can help you tap into your most appreciable asset—your people.

1) COMPETITION

Top global industries develop in countries with intense domestic competition. For example, in Italy's leather-goods fashion industry Gucci continuously must re-invent itself or else Prada and Fendi will steal away its share of the market. Conversely, when a firm enjoys a national monopoly, it lacks the pressure to innovate that comes from attaining global

The JOHN MAXWELL **Co.**

practice. People

...ates us to excel. After writing down our personal best time for a bike race, we then have incentive to do better the next time we ride. In what ways can you foster healthy competition within your organization? How can you encourage people to compete against themselves by setting performance goals?

2) CHALLENGES

Porter found that industries in countries with noticeable disadvantages often ascended to global leadership on account of the creative solutions they invented in order to overcome economic handicaps. As a case in point, Japanese manufacturers in the 1970s and 1980s were limited by scarce natural resources and relatively high-cost labor. Yet by pioneering innovative management techniques (in the areas of quality control and just-in-time production) Japan's automotive and electronics manufacturers attained international renown.

People grow through adversity not ease. As a leader, what are you doing to nudge people outside of their comfort zones?

3) CONNECTIVITY

World-class industries sustain global dominance through the cluster effect—having cutting-edge companies in close proximity to one another. For instance, software developers bunched together in California's Silicon Valley benefit from rapid information flow and immediate technological interchange. Companies piggyback on one another's novel applications to spur a dizzying pace of innovation in the industry.

Within an organization, even a small one, work teams can become isolated from one another. When that happens, people not only miss out on the insights of their peers but also feel powerless to bring about change through their ideas. As a leader, you have responsibility to facilitate communication between upper management and those on the front lines, between customer service and product development, or between accounting and marketing. What steps are you taking to facilitate connectivity between your people? How are you clustering them together so that their ideas are transmitted throughout the organization?

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Secrets of the Great Rainmakers

Article by: [Jeffrey J. Fox](#)

In companies that use salespeople to sell directly to customers, rainmakers are the people who bring in the business. Rainmakers bring in big revenues, big money. Rainmakers bring in new revenues, new customers. Rainmakers sell new applications, new products, and price increases. Rainmakers make the cash register ring. Ka-ching! Ka-ching!

And, rainmakers make big money for themselves. Rainmakers are always the highest paid sellers, and it is not uncommon for rainmakers to be among the highest paid employees in the organization. Rainmakers are rare, but they are everywhere. They are in corporations as super sellers. They are commission only salespeople, entrepreneurs, small business owners, solo practitioners, agents, brokers, and partners in professional firms.

Here is what rainmakers always do that other salespeople don't: First, they sell more! Rainmakers generate more sales revenues than the other people. They sell more through thick and thin. They sell more in good economies and bad. They sell more regardless of the competition. Rainmakers sell more by relentlessly doing things that other salespeople sometimes do or never do.

Here are some "secrets" of the great rainmakers:

Secret One

They carefully and thoroughly do precall homework and pre-call planning for every sales call on a decision maker. They spend at least three hours planning a 15-minute sales call. They might spend three weeks precall planning a five-minute sales call.

Secret Two

They dollarize. Rainmakers don't sell products or services. They don't sell features or benefits. They don't sell technology. Rainmakers sell the dollarized value that their customers get from the product benefits, or get from the technology. Rainmakers don't sell MRI machines; they sell hospitals 10 MRI exams per day at \$2,000 per exam.

Secret Three

Rainmakers always know the answer to one question: "If I (the rainmaker) were the customer, and knowing what I know about my company, about my product, about the competition, about the customer, why would I do business with my company?" The

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rainmaker becomes the customer and honestly answers “why the customer should do business with me.” Knowing “why the customer should do business with me,” in dollars and cents, gives the rainmaker a rock solid foundation for confidently pursuing the sale. Learning the answer to this question must be part of your precall planning.

Secret Four

On every sales call with a decision maker or influencer, rainmakers always ask for the order, or for a customer commitment to a customer action that will lead to an order. The rainmaker does what 90% of all salespeople never do: the rainmaker asks for the business.

Secret Five

In a baseball game, a hitter or batter gets to the plate about four times a game. This means that the batter, barring a strikeout, and regardless of whether he gets a hit or not, has to run to first base three or four or five times a game. Even though running to first base three or four times a game is nothing, a small effort in the totality of the game, some players give up on their hit, assume they will make an out, and dog it to first. The rainmaker never dogs it to first base! The rainmaker never assumes he or she will be thrown out. The rainmaker runs out every hit, and runs full tilt, because the few times the opposition fumbles the ball, or the ball drops in, the rainmaker ends up safely on base. The rainmaker never quits in the sales cycle. The rainmaker always sprints, always goes for the sale. That's why rainmakers are known as “big hitters.” One motto and deep belief of the rainmaker is the “if you, the customer, don't do business with me, then we both lose.” So the rainmaker works every second to make sure the customer wins so the rainmaker wins.

And these are some secrets as to why rainmakers sell more and make more money than the rest of the selling crowd. Now go make it rain! n Source: Adapted from Jeffrey Fox's upcoming new best seller The Secrets of the Great Rainmakers.

Learn more about [Jeffrey Fox](#) and his bestselling program [The Secrets of the Great Rainmakers](#).



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Secrets of the Great Rainmakers

In companies that use salespeople to sell directly to customers, rainmakers are the people who bring in the business. Rainmakers bring in big revenues, big money. Rainmakers bring in new revenues, new customers. Rainmakers sell new applications, new products, and price increases. Rainmakers make the cash register ring. Ka-ching! Ka-ching!

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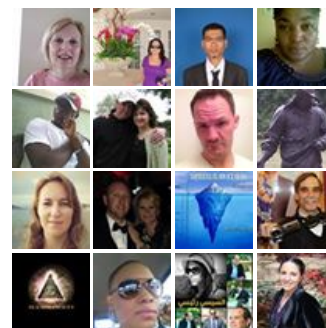
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LEADERSHIP WIRED BLOG

THE NOT SO SECRET PATH TO GREATNESS



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The young girl skipped onto the stage of the dilapidated, half-filled theater hall, her thin voice competing with the noise of an unruly audience. Midway through the first verse of her first song, a beer bottle smashed onto the floor just a yard or so in front of her. The child's voice quaked momentarily, but she continued to sing. "The show must go on" mentality had already been ingrained in her. As she neared the end of the musical number, the girl struggled to find enough breath to finish her performance. The smoke-filled air reeked of cigarettes and made it especially hard to sing. The girl missed a couple of notes as the song ended, curtsied, and then made her exit to a mixture of applause and boos.

When we think of Academy-Award winner Julie Andrews, we picture her twirling, arms outstretched against the beautiful backdrop of the Austrian Alps—melodiously singing the opening stanzas of *The Sound of Music*. Whether as Maria Von Trapp or Mary Poppins, Andrews sings and acts so effortlessly that it's tempting to assume that she was born a star. It's easy to overlook her humble beginnings, the years she spent as a child touring with vaudeville troupes, performing in seedy auditoriums in front of rowdy, working-class crowds in Britain.

We imagine ultra-successful individuals being endowed with almost superhuman talents. In so doing, we surround greatness with a certain kind of mystique and deem it somewhat inaccessible to the average person. However, success is not contingent on having extraordinary, innate ability. Nor does greatness depend upon some mysterious approach to life. There are no secrets to success—only simple truths, principles, and disciplines that have been around for thousands of years. Sadly, we obscure the reality of success by making a number of misjudgments about it.

The Overestimated/Underestimated Realities of Success

(1) We overestimate the person & we underestimate the principles.

Julie Andrews suffered a mid-career swoon during which a number of her movies flopped. However, she rebounded to win a Golden Globe in 1982. As she remarks, "Perseverance is failing 19 times and succeeding the 20th."

Most recently, throat surgery deprived Andrews of the ability to sing. Undaunted, she moved on to other pursuits, and has become a successful author of children's books. When asked about no longer being able to sing,

Andrews is fond of quoting a line from *The Sound of Music*, "When God closes a door, somewhere he opens a window."

The point is that Julie Andrews' stardom cannot be attributed solely, or even primarily, to her charming personality. Rather, she has been aided by her determined perseverance and her irrepressible positive attitude—principles that can be applied by anyone.

(2) We overestimate the luck & we underestimate the work.

We talk about someone's career taking off after making "a big break." Usually, however, the big break was preceded by years of dedicated practice. "I've never minded being disciplined," says Julie Andrews. "I'd always rather have a quiet evening in than go to a wild party. Discipline for me has always been the foundation which leaves me free to fly."

(3) We overestimate the skill & we underestimate the stamina.

Julie Andrews' voice propelled her to stardom, but in her words, "singing has never been particularly easy for me." She was not blessed with such immense vocal prowess that she could bypass intensive practice sessions throughout her career. "As my mother said, I never sprang out of bed with a glad shout. My voice needed oiling and then it took off."

Thought to Ponder

What quality do you tend to overestimate in your personal outlook toward success? Why do you think this is the case?

What element of success deserves closer attention from you? How would prioritizing it benefit you personally and/or professionally?

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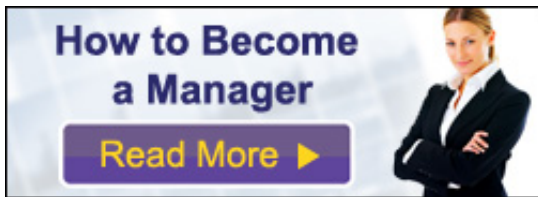


glynnnda • 4 months ago

I have found that there is a lack of encouragement for those who teach leaders in the area of developing relationships. A person can be quite talented and even devoted for years to developing skills, talents and leadership qualities, however if you don't develop good relationships with people who can give you a leg up, you will likely not get anywhere. This is something I have found I have to do in order to get to the department where I want to be in my own workplace. When I look back on other positions I have "won" I realize a lot of that had to do with the relationships I had built and the credibility I gained through those relationships. It's difficult for me, because I am quite independent and an introvert by nature, building relationships is a skill I have had to learn on purpose.

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LEADERSHIP IN THE WORKPLACE



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7 Types of Power in the Workplace

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Sharyln Lauby | ManagerLink

There's a quote by Margaret Thatcher that says, "Power is like being a lady...if you have to tell people you are, you aren't." Personally, I find the study of power fascinating. Dictionary.com defines power as "a person or thing that possesses or exercises authority or influence". So in essence when we use power; we're utilizing our authority to get something.

Everyone has power. Everyone. And, I don't believe that power is a bad thing. The issue becomes what kind of power a person

has and how someone uses that power. Here are some of the common types of power found in the workplace.

- Coercive power is associated with people who are in a position to punish others. People fear the consequences of not doing what has been asked of them.
- Connection power is based upon who you know. This person knows, and has the ear of, other powerful people within the organization.
- Expert power comes from a person's expertise (duh!). This is commonly a person with an acclaimed skill or accomplishment.
- A person who has access to valuable or important information possesses informational power.
- Legitimate power comes from the position a person holds. This is related to a person's title and job responsibilities. You might also hear this referred to as positional power.
- People who are well-liked and respected can have referent power.
- Reward power is based upon a person's ability to bestow rewards. Those rewards might come in the form of job assignments, schedules, pay or benefits.

Now, stop being modest and thinking to yourself...I don't have any power. As you can see, there are lots of different ways power can manifest itself. And for that reason, it's important to realize that power exists in all of us. It's also possible that you have different kinds of power with different groups or situations.

Now, the two biggest mistakes I see with people's use of power revolve around (1) trying to use power they don't have and (2) using the wrong kind of power to achieve results.

To help you identify your 'power zone', take a moment and think about how you try to influence action from others. You could use the descriptions above as a pseudo self-assessment. Rate yourself on a scale of 1-5 in each of the different kinds of power. With 1 being not at all characteristic of you and 5 being quite characteristic.

This can be a (sorry for the pun) powerful exercise. If you're honest with yourself, I hope you'll find the results helpful. Not only for the way you tend to use power but in the way others use power with you.

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Humility is key to workplace leadership

PUBLISHED: 18 Sep 2013 PRINT EDITION: 18 Sep 2013



Nelson Mandela's leadership underlined the importance of humility. **Photo: AP**

John Dame and Jeffrey Gedmin

There are scores of books, articles and studies that warn of the perils of hubris.

Yet the opposite attribute, humility, seems to be neglected in leadership development programs, even though there is evidence that it inspires loyalty, helps build and sustain cohesive, productive teamwork and decreases staff turnover.

To the extent that humility is considered by managers rising through the ranks, it is often misunderstood.

How can we change this?

First, we need to establish a few things. Humility is not hospitality, courtesy, or a kind and friendly demeanour. Humility has nothing to do with being meek, weak or indecisive.

Perhaps more surprising, it does not entail shunning publicity. Organisations need people who understand marketing, including self-marketing, to flourish and prosper.

How can organisations cultivate humility in their leadership ranks?

How would that goal take shape in a formal leadership development program?

As a starting point, we suggest a curriculum designed around six basic principles. If you're a developing leader, you should be taught to:

Know what you don't know. Resist "master of the universe" impulses. You may excel in an area but as a leader you are, by definition, a generalist. Rely on those who have relevant qualification and expertise. Know when to defer and delegate.

Resist falling for your own publicity. Whether we're writing a press release or a self-appraisal, we all put the best spin on our successes – and then, conveniently, forget that the reality wasn't as flawless. Drinking in the glory of a triumph can be energising. Too big a drink is intoxicating. It blurs vision and impairs judgment.

Never underestimate the competition. You may be brilliant, ambitious and audacious. However, the world is filled with other hard-working, high-IQ and creative professionals. Don't kid yourself and assume that they and their innovations aren't a serious threat.

Embrace and promote a spirit of service. Employees quickly figure out which leaders are dedicated to helping them succeed and which are scrambling for personal success at their expense. Customers do so, too.

Listen, even (no, especially) to the weird ideas. People usually only listen to what someone else is saying when they are not confident their own ideas are – or will be – better than someone else's ideas. However, there is ample evidence that you should pay attention: the most imaginative and valuable ideas tend to come from left field, from some associate who seems a little offbeat and may not hold an exalted position in the organisation.

Be passionately curious. Constantly welcome and seek out knowledge, and insist on curiosity from those around you. Research has found links between curiosity and many positive leadership attributes, including emotional and social intelligence. Take it from Einstein. "I have no special talent," he claimed. "I am only passionately curious."

We can't imagine that an individual exposed to the six principles above and encouraged to take them to heart could become anything but a better leader.

John Dame is CEO of Dame Management Strategies. Jeffrey Gedmin is CEO of the Legatum Institute.

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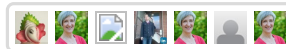


Erika Andersen, (<http://www.forbes.com/sites/erikaandersen/>) Contributor

I cover how people & organizations work, and how they can work better.

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Great Workplaces Arise From Great Leaders



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I've been working with a number of clients lately on how to improve their working environments. It's exciting to see that many senior executives are starting to realize that having a positive, supportive, honest workplace is key to productivity. It seems obvious when you say it out loud – but it so often gets lost in translation; organizations where leaders may be well-intended, but the environment is characterized by confusion, fear, selfishness, dishonesty or lack of appreciation.

And I've noticed that the quality of the workplace mostly comes back to leaders. I've seen a really strong correlation between 'followable' leaders and good environments. That is, when most of the key leaders in an organization are *far-sighted, passionate, courageous, wise, generous and trustworthy*, they create organizations that are good to work in. It makes sense; those are the attributes people look for in a leader before they'll fully commit to that person's leadership, because those attributes say to us: "this person will be safe to follow; he or she has a higher likelihood of leading us to succeed as a group." In other words, we believe that leaders with those attributes will establish the conditions required to succeed...and we're right.

My nephew Spencer shared a great article from Inc.com on our Leading So People Will Follow LinkedIn group (http://www.linkedin.com/groups?gid=4587986&trk=myg_ugrp_ovr) the other day, [6 Roadblocks to an Exceptional Workplace](http://www.inc.com/nancy-mobley/company-culture-roadblocks-to-an-exceptional-workplace.html) (<http://www.inc.com/nancy-mobley/company-culture-roadblocks-to-an-exceptional-workplace.html>). As I read, I realized that the six obstacles that the author, Nancy Mobley, noted all arose from failures in these core leadership attributes. Her first two, "no strategic hiring plan," and "small thinking" happen when leaders aren't *far-sighted*, when they're focused only on the day-to-day and aren't thinking about the kind of organization they want to create. Three of the roadblocks she mentioned, "undervaluing employees," "lack of communication" and "worklife imbalance"

arise from a lack of *generosity*: leaders not understanding the power of sharing information, credit, power, and consideration. Her final roadblock “no accountability,” is a failure of *courage* – leaders who shy away from the hard work of making sure that everyone knows what’s expected of them and gets honest feedback about whether or not they’re doing it.

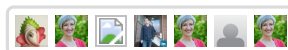
A leader’s passion, wisdom and generosity support the creation of a great workplace, as well. When leaders are both deeply committed and open to alternatives – truly *passionate* – it invites everyone to be passionate in response – and the workplace comes alive. When leaders are *wise* – reflective and thoughtful about important decisions, and actively engaged in thinking and talking about doing the right things, not only for the business, but for employees, and for society – it creates an environment that feels deeply safe and supportive. And *trustworthy* leadership is foundational to a great workplace: when leaders tell the truth and deliver on their commitments (or say why they can’t and what they’ll do instead), it creates an environment that feels solid and reliable, one where people don’t have to retreat into self-protectiveness.

Great leaders establish good workplaces. So if you’re a leader and you’re not happy about the kind of environment that exists in your organization – tag, you’re it. It’s up to you to change the environment; start by becoming the best leader you can be.

Look for Erika’s new book, ***Leading So People Will Follow*** (<http://www.wiley.com/WileyCDA/WileyTitle/productCd-111837987X,descCd-buy.html>), coming next month from Jossey-Bass.

Follow Erika on Twitter [@erikaandersen](https://twitter.com/%21erikaandersen) (<https://twitter.com/%21erikaandersen>).

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STEPS OF THE SELLING PROCESS AND HOW TO MAKE A GREAT PRESENTATION



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The 7 Essential Steps in the Sales Process

1. **Rapport Building** – This is where you Meet & Greet your prospective customer.
 - a. Build rapport and trust – you don't have much time with a first impression.
 2. **Qualifying** – Uncover the Needs & Wants of your prospect.
 - a. Use a combination of open ended and close ended questions
 - b. Ask key questions including Test Closing questions
 3. **Presenting Product or Service** – Show your prospect how your product/service will meet their Needs & Wants.
 - a. Use Feature / Benefit / Feedback system
 - b. Getting commitments along the way
 4. **Presenting price** – Always Present price with choices.
 - a. Summarize customer's interest from the Presenting stage
 - b. Before presenting price eliminate possible objections: Ask, "Aside from the pricing do you have any other questions or concerns?"
 - c. Presenting Promotions – if presenting a promotion be sure to have an end date.
 5. **Closing** – ALWAYS ASK FOR THE CLOSE!
 - a. Assumptive Close – "I can see you love this car, let's go ahead and get your paperwork started."
 - b. Direct Close – "Are you ready to start enjoying this new car today?"
 - c. Reclosing – If you get an objection you need to try and overcome that objection then reclose.
 6. **Overcoming Objections** – Objections are opportunities – don't be afraid of them.
 - a. Be prepared - Common objections for each industry
 - Time
 - Cost
 - Value
 - Commitment Level
 - "Think about it"
 - b. Have script ready to handle each common objection.
 7. **Referrals** - Always ask for referrals.
-

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Six Pixels of Separation - The Blog

Mitch's new book, Available May 21st

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How To Give A Great Presentation (Seriously)

You're doing it wrong.

People hate it when someone says, *"you're doing it wrong,"* but trust me... you're doing it wrong when it comes to how you prepare for a public speech. I'm sure this will upset many people, but let's walk through the typical scenario of how someone is asked to speak and what happens next:

- Step 1: someone gets asked to present on a specific topic.
- Step 2: the presenter agrees to present.
- Step 3: the presenter puts it in the back of their mind that they must prepare for this event, but because speaking in public is so nerve-wracking, they put it off for the last possible moment.
- Step 4: in the week leading up to the presentation, the speaker starts writing down notes and building a PowerPoint deck. It could be more severe than this. Sometimes they write up the speech that they are going to read to the audience (please don't do this).
- Step 5: a day or two (but mostly likely, the night before), the speaker runs through the slides and (if they're really keeners) will practice it formally in front of a mirror a few times.
- Step 6: they deliver their presentation to an unsuspecting crowd.

Sound familiar?

This is, without question, the worst way to ever give a public presentation, and yet this is how the vast majority do it. Why? Because the first time that the speaker is ever going to give this presentation will be the most important time and - possibly - the last time as well. Ultimately, you are taking this material for a test drive when, in fact, that audience is the grand prix. When you are asked to present, the material should already have been road tested, tweaked and perfected (as much as possible). It sounds like a lot of work, doesn't it? Well, that's the point. Most presentations suck because the presenter didn't put in the work. Trust me, as much as you may like U2, you do not want to be there when they first try out a song together for the first time. It takes a lot of work to get that song to the point when it is ready for an album or live show.

This is how to really prepare for a public speech:

- Step 1: someone gets asked to present on a specific topic.
- Step 2: don't agree to speak unless you have enough time to prepare and test the content out live in front of a few real audiences (this can be a simple lunch and learn at your office, joining your local Toastmasters or asking some friends to endure it over some beer and pizza).
- Step 3: don't agree to the topic that is being requested. Let the people who are asking know that you will get back to them in 48 hours with some thoughts on what the topic should be.

- Step 4: spend the next day thinking about what you would like to present and how it will come together. Jot down some simple notes and top line thoughts on the subject.
- Step 5: get confirmation and finalize the speaking topic - to your satisfaction - with the event organizers.
- Step 6: build a plan. Work backwards from the date and create a calendar for when you will prepare your content, rehearse your content, present it to your colleagues and then, ultimately, the event.
- Step 7: build an outline for your presentation. If you have never done this before, check out the work of Nancy Duarte, Nick Morgan and Garr Reynolds. All three of these presentation masters have tons of free content on how to structure a solid presentation.
- Step 8: build your presentation. Have no more than three areas of focus.
- Step 9: enlist some help. If you don't think that your presentation skills are up to snuff, please get some help. Again, Toastmasters is great, a local presentation skills coach or even a local stand-up comedian can best help you massage the content and build proper presentation skills. You will be amazed at what you can learn in just a couple of hours.
- Step 10: rehearse on your own.
- Step 11: rehearse in front of the smaller audiences.
- Step 12: ask them for candid feedback.
- Step 13: integrate the feedback that makes sense.
- Step 14: rehearse in front of another smaller audience.
- Step 15: ask them for candid feedback.
- Step 16: integrate the feedback that makes sense.
- Step 17: ask one of your presentation coaches for their feedback once you have integrated everything from all of your test-run speeches.
- Step 18: integrate your coach's feedback.
- Step 19: practice some more on your own, and watch speakers that you would consider to be great (YouTube is amazing for this). Think about what they're doing that wins you over. Try to integrate those lessons into your own presentations.
- Step 20: step away from the content for a few days.
- Step 21: step back in and keep practicing.
- Step 22: present at the event... and knock 'em alive!

Sounds like a lot of hard work, doesn't it?

It is. The great public speakers make it look easy. It feels like they're presenting the content for the very first time. The truth is that most of them have practiced and road-tested their material for a while. They are constantly nurturing, tweaking and optimizing it. They look comfortable, because they are comfortable and familiar with the content. There may be some content pieces that are brand new, but it is usually an iterative process. Sadly, most presenters are so unprepared that their only goal is to either get to the end of their slides in their allotted time or read their pre-written speech from the podium without wetting their pants. What most presenters fail to realize is that nobody cares about you getting to the end of your slides or if you survived reading a document in public. People are in the audience for two (main reasons):

1. To learn.
2. To be entertained while learning.

No matter how serious the event is, people don't want to be sitting all day and be bored listening to people reading from slides or reading from their printed out Word document. So, the next time you're asked to present, don't just say "yes," unless you're willing to commit the serious time, effort and energy to do it right. Why? Because if you don't take it seriously, you're just perpetuating a world where all of us have to endure another slew of painful meetings and presentations.

Making Sales Presentations

February 24, 2013

URL: <http://www.entrepreneur.com/article/225778>

Your cold calls and follow-up efforts have paid off, and you have made an appointment to visit a prospect in person and make a sales presentation.

How can you make sure it's a success? Four elements determine whether or not a sale will be made:

1. **Rapport:** putting yourself on the same side of the fence as the prospect
2. **Need:** determining what factors will motivate the prospect to listen with the intent to purchase
3. **Importance:** the weight the prospect assigns to a product, feature, benefit, price or time frame
4. **Confidence:** your ability to project credibility, to remove doubt, and to gain the prospect's belief that the risk of purchase will be less than the reward of ownership

Here is a closer look at the steps you can take to make your sales presentation a success.

Before the Presentation

Know your customer's business.

Potential clients expect you to know their business, customers and competition as well as you know your own product or service. Study your customer's industry. Know its problems and trends. Find out who the company's biggest competitors are. Some research tools include the company's annual report, brochures, catalogs, and newsletters; trade publications; chamber of commerce directories; and the internet.

Related: [Understanding Your 'Unique Selling Proposition'](#)

Write out your sales presentation.

[Making a sales presentation](#) isn't something you do on the fly. Always use a written presentation. The basic structure of any sales presentation includes five key points: Build rapport with your prospect, introduce the business topic, ask questions to better understand your prospect's needs, summarize your key selling points, and close the sale. Think about the three major selling points of your product or service. Develop leading questions to probe your customer's reactions and needs.

Make sure you are talking to the right person.

This seems elementary, but many salespeople neglect to do it. Then, at the last minute, the buyer wriggles off the hook by saying he or she needs a boss's, spouse's or partner's approval. When you are setting the appointment, always ask "Are you the one I should be talking to, or are there others who will be making the buying decision?"

Related: [Defining Your Business Goals](#)

In the Customer's Office

Build rapport.

Before you start discussing business, build rapport with your prospect. To accomplish this, do some homework. Find out if you have a colleague in common. Has the prospect's company been in the news lately? Is he or she interested in sports? Get a little insight into the company and the individual so you can make the rapport genuine.

Ask questions.

Don't jump into a canned sales spiel. The most effective way to sell is to ask the prospect questions and see where he or she leads you. (Of course, your questions are carefully structured to elicit the prospect's needs -- ones that your product just happens to be able to fill.)

Ask questions that require more than a yes or no response, and that deal with more than just costs, price, procedures and the technical aspects of the prospect's business. Most important, ask questions that will reveal the prospect's motivation to purchase, his or her problems and needs, and the prospect's decision-making processes. Don't be afraid to ask a client why he or she feels a certain way. That's how you'll get to understand your customers.

Take notes.

Don't rely on your memory to remind you of what's important to your prospect. Ask upfront if it's all right for you to take notes during your sales presentation. (Prospects will be flattered.) Write down key points you can refer to later during your presentation.

Be sure to write down objections. This shows your prospect you are truly listening to what he or she is saying. In this way, you can specifically answer objections by showing how the customer will benefit from your product or service. It could be, for instance, by saving money, raising productivity, increasing employee motivation, or increasing his or her company's name recognition.

Learn to listen. Salespeople who do all the talking during a presentation not only bore the prospect, but also generally lose the sale. A good rule of thumb is to listen 70 percent of the time and talk 30 percent of the time. Don't interrupt. It's tempting to step in and tell the prospect something you think is vitally important. Before you speak, ask yourself if what you're about to say is really necessary.

When you do speak, focus on asking questions. Pretend you are Barbara Walters interviewing a movie star: Ask questions; then shut up. You can improve your listening skills by taking notes and observing your prospect's body language, not jumping to conclusions.

Answer objections with "feel," "felt" and "found."

Don't argue when a prospect says "I'm not interested," "I just bought one," or "I don't have time right now." Simply say "I understand how you feel. A lot of my present customers felt the same way. But when they found out how much time they saved by using our product, they were amazed." Then ask for an appointment. Prospects like to hear about other people who have been in a similar situation.

Probe deeper.

If a prospect tells you "We're looking for cost savings and efficiency," will you immediately tell him how your product meets his need for cost savings and efficiency? A really smart salesperson won't -- he or she will ask more questions and probe deeper: "I understand why that is important. Can you give me a specific example?" Asking for more information -- and listening to the answers -- enables you to better position your product and show you understand the client's needs.

Find the "hot button."

A customer may have a long list of needs, but there is usually one "hot button" that will get the person to buy. The key to the hot button is that it is an emotional, not practical, need -- a need for recognition, love or reinforcement. Suppose you are selling health-club memberships. For a prospect who is planning a trip to Hawaii in two months, the hot button is likely to be losing a few pounds and looking good in a bikini. For a prospect who just found out he has high blood pressure, the hot button could be the health benefits of exercise. For a busy young mother, the hot button may be the chance to get away from the kids for a few hours a week and reduce stress.

Related: [Defining Your Market in 7 Steps](#)

Eliminate objections.

When a prospect raises an objection, don't immediately jump in with a response. Instead, show empathy by saying "Let's explore your concerns." Ask for more details about the objection. You need to isolate the true objection so you can handle it. Here are some ways to do that:

1. Offer a choice.

"Is it the delivery time or the financing you are concerned about?"

2. Get to the heart of the matter.

"When you say you want to think about it, what specifically did you want to think about?"

3. Work toward a solution.

Every sale should be a win-win deal, so you may need to compromise to close the deal: "I'll waive the delivery charge if you agree to the purchase." As you get more experience making sales calls, you'll become familiar with different objections. Maintain a list of common objections and ways you have successfully dealt with them.

Close the sale.

There is no magic to closing the sale. If you have followed all the previous steps, all you should have to do is ask for the customer's order. However, some salespeople make the mistake of simply not asking for the final decision. It's as if they forget what their goal is.

For some, "closing" sounds too negative. If you're one of them, try changing your thinking to something more positive, such as "deciding." As you talk with the customer, build in the close by having fun with it. Say something like "So how many do you want? We have it in a rainbow of colors; do you want them all?" Make sure to ask them several times in a fun, nonthreatening way; you're leading them to make the decision.

This article is an edited excerpt from [Start Your Own Business, Fifth Edition](#), published by Entrepreneur Press.

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HOW TO SELL ON THE INTERNET AND SOCIAL MEDIA

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Grow Sales With Social Media

BY RICK ROBERGE

SPECIAL TO THE WORCESTER BUSINESS JOURNAL

11/26/2012



In the 1970s, I knocked on doors to find my customers and got referred to other customers.

In the 1980s, I made my cold calls using the telephone and got referred to other customers.

In the 1990s, I networked at meetings, mixers and trade shows and got referred to other customers.

In the 2000s, I started using LinkedIn and my blog and got referred to other customers.

The point I'm making here is that the world changes and we need to change to stay relevant. So, here are 10 rules of engagement for your consideration.

1. Know your ideal customer. Who are they? What do they care about? Title? Demographics? Goals? Importance of problems or issues?

2. Know where they hang out. Are they at home surfing

Facebook, Twitter, Google+? Are they on LinkedIn at the office? Are they at real life meet-ups? Do they go to trade shows, chamber events, networking meetings?

3. Be remarkable, relevant and findable. My 80-year-old mother has caller ID. She doesn't answer if she doesn't know the number. Using Nos. 1 and 2, we need to be talking about stuff our customers are talking about where they're engaged in the conversation.

4. Understand that what you think doesn't matter. You have opinions. You have a buying process. You have preferences. Great! People who are trying to sell to you need to understand all that about you. However, your ideal customer may not have exactly the same opinions, processes or preferences, so you need to give them what they want, not what you think they want.

5. Google (search). What words will your customer use to find what they want to talk about? (Hint: It's not your company name and it may not be your product.)

6. Focus on conversation. LinkedIn is approaching 200-million members. It offers forums, groups and Q&A. There are many ways to get involved with the conversation with your B2B customer without advertising. Facebook is approaching a billion users with more diverse demographics, while Twitter, Pinterest, YouTube and all the other social media platforms fill different needs. Remember Nos. 2 and 4 above. It's not where you are; it's where your customers are.

7. Optimize your profile. When your customer notices your remarkable content, they will wonder who you are and click on your profile. Make it contain what they want to see. Use your answers to No. 1 and information you glean from their conversations to appear relevant.

8. Watch for the opportunity to engage! And when you do, do it gently. Don't spook them. Don't pitch them. You may not even want to mention your company or product.

9. Follow a sales process that mirrors their buying process.

10. Don't give a reason to be eliminated. If your customer searches using words you don't know, you're eliminated. If you're too "sale-

sy" in an email or telephone call, you're eliminated.

Today, it's important that what attracts the attention of potential customers be aligned with your process and consistent with the way they buy. n

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How to Find Sales Leads on Social Media

How a gourmet cupcake shop drove sales using social media without driving away customers -- and how you can, too.

January 25, 2011

URL: <http://www.entrepreneur.com/article/217901>

When it comes to using [social media](#) for any purpose, including lead generation, marketers need to recognize and live by a fundamental truth: It's not about them. No one joins a social network because they want to meet more brands. You and your brand are being invited into the new media social channels to entertain and contribute value. If you overstep and launch into a blatant sales pitch, you'll be asked to leave. No one here speaks "interruption marketing."

A study last year by digital agency 360i found that 90 percent of the posts on one platform, Twitter, came from consumers rather than brands, and that 94 percent of those tweets were personal and didn't mention a brand at all. U.S. consumers, Nielsen found in August, spend almost a quarter of their online time in social networks. They aren't there to get pitched--they're there to share the details of their lives with friends and like-minded individuals.

But there are ways to generate new customers within social media, ways that don't violate users' expectations.

I recently ran across a Chicago company that markets high-end gourmet cupcakes for home delivery. Foiled Cupcakes is a pure-play Internet company, with a kitchen in the Windy City but no storefront. Founded in mid-2009, the company isn't any threat to snake king Drake's cakes just yet: Foiled fills about 1,000 dozen orders a month at an average cost of \$38 each. But what's interesting is whom Foiled sells to. Founder and owner Mari Luangrath says 94 percent of her clientele was developed through leads received in social media, specifically Twitter.

She was able to generate these leads within social networks through what might be described as "targeted listening": identifying online conversations that she and her company could become part of organically and building trust by contributing useful content and comments to make herself a welcome guest.

"I'm very comfortable with traditional marketing," Luangrath says. "But I don't want to market to everybody. I want to find the people who want to hear what I have to say and then, at the end of the engagement, purchase my product."

Because Foiled delivers only within the Chicago area, Luangrath and her team opted to start by looking at the Twitter followers of the Chicago public radio station. They also had a basic demographic target: women ages 18 to 40.

With the geo filter in place and a demo profile in mind, Luangrath asked herself which of her own interests might determine whom to follow within that group. She came up with three things: chocolate, shopping and shoes. (Baking was never a contender. Luangrath freely acknowledges that she's the idea person at Foiled, not the executor. "I know nothing about baking. But I do know shoes.")

She started scanning the conversations of this Twitter subgroup to see who was talking about any of those topics. And, in her own words, she began "invading" conversations--politely.

"When someone mentioned, 'I just bought the cutest pair of shoes at Nordstrom,' I'd tweet back, 'Do you have a picture? Show me!'" she says. "Or someone would tweet about wanting boots, and I'd mention that I just saw a cute pair at Macy's.

Or I'd ask a question of the group: 'What do you prefer, heels or flats?'"

After a few such exchanges, Luangrath says, someone inevitably would ask about her Foiled Cupcakes avatar. That

Where to Hear More Leads

Interested in finding Twitter conversations to join? Here are some basic tools to pinpoint the influencers you want to know.

TweetDeck: You may know it as a desktop app for managing multiple Twitter feeds. But you also can use it to save searches for keywords and topics in real time.

Social Mention: Lets you search for keywords not just in Twitter but also in whole categories of media (blogs, networks, photo aggregators, etc.) on about 100 platforms.

TweetScan: Use it free on the website or pay to set up e-mail alerts for keyword scans.

Lithium: Bought Scout Labs last May, a pro-level social media monitoring platform that offers full-featured reporting.

Twitter search: With new tools coming out daily, don't forget the original, which lets you search by keywords, locations, date ranges and more.

would be an organic lead-in to explaining what the company does--and the prospecting had begun.

See? Adding value to the conversation, building trust as a contributor, showing respect for the real reason people were meeting online and only offering the marketing message on request.

It hasn't all been about shoes and chocolate. Luangrath says she also started listening in on conversations that involve brides-to-be planning their weddings, both on Twitter and on TheKnot.com. And on LinkedIn, she joined groups of Chicago administrative professionals--the people who plan office parties--and posted helpful, relevant articles for their use.

"You want to engage people, get feedback and start a conversation," she says. "Then you can say, 'Why don't we drop some cupcakes by and show you what we do?'"

It's a lot more time-consuming than renting a mailing list, and Luangrath says the process would need to be replicated all over should Foiled expand to another metro market. But her company is proof that you can build strong business from leads within social media, and you can do so without becoming a pest.

Of course, everyone likes cupcakes. If you're in the cesspool-cleaning game, good luck to you.

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Three years ago, my wife and I sold our co-op apartment in New York to move into a bigger home – and I created a Facebook page entitled [Dave's House for Sale](#), dedicated exclusively to selling my home. The page actually generated three leads, which led to one offer. But I got a better offer the old-fashioned way, so despite my desire to be able to say I sold my house on Facebook, I had to take the better deal.

Three weeks ago, a client of our partner agency in Turkey, [Likeable Istanbul](#), sold a car on Twitter. Dogus Otomotiv's second hand car dealing brand DOD managed to sell an automobile via its Twitter account ([@DODcomtr](#)) with a proactive strategy and successful customer listening. It is proof that today, no matter what you are selling, you can use social media to your advantage.

It started when Duygu Cakir, a music director and program producer for Super FM, posted a tweet saying she wanted to buy a car. Likeable Istanbul's social media specialist for DOD caught this tweet by constant listening and replied to her. After Cakir's positive answer, DOD started sharing suitable models with her on Twitter.

After considering a few models, Cakir wanted to see a car suggested by DOD and soon after she decided to buy it. DOD wanted to share this sale on social media; so they took a photo of Cakir and her new car and shared it on Twitter (pictured above).

Likeable Istanbul selling cars on Twitter is just one of many examples. [Reyne Haines](#) is an antique dealer who has sold many thousands of dollars worth of items using social media and currently has a \$22,000 silkscreen up for sale on Facebook. [The Mobility Resource](#) credits social media with driving over \$300,000 worth of sales of adaptive vehicles in the last quarter alone. Rock and Roll Fantasy Camp credits social media with driving 25% of its \$6,000-a-pop sales to [its four social media sites](#).

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Whether your job is to sell cars, homes, insurance, antiques, camp, or widgets, you absolutely can use social media to your advantage. But just like hard-selling doesn't work in person, it doesn't work with social media. Here are five simple reminders about the best processes to use when selling through social media:

1. Build relationships first.

It's always easier to make a sale when you build a relationship first. Use social networks such as Twitter and LinkedIn to find prospects and get to know them online before you even think about selling something. Invest your time up front in these relationships, without asking for anything in return. [Show your friendship first.](#)

2. Listen carefully.

[The most valuable business asset of social media is listening.](#) Pay attention to what your prospects are saying online. Monitor their social feeds. Engage when you feel compelled, especially when the conversation has nothing to do with what you're selling.

3. Uncover problems and needs.

If you're listening well enough, you'll notice when your connections, followers and prospects say something that's a hint that they need what you have. That's your opportunity to engage further in a conversation that will lead to a sale.

4. Help people solve those problems.

Demonstrate your expertise and your willingness to help, using great content, great questions and great care. This is your specialty, and whatever it is you're selling, think not of the sale but of the help you're providing to someone whose needs you've uncovered online.

5. Ask for the sale.

Social media purists will tell you that it's all about listening and conversation. And as I said, listening and engagement is super important at the early stages of the sales funnel. But in the end, it's essential to ask for the sale, whether through an online link or a request to take the conversation to a phone call or even an in person meeting. You won't get the sale unless you

[What is LinkedIn?](#) [Join Today](#) [Sign In](#)

Those are the 5 key steps to selling anything using social media. If you're paying attention, you'll note that these are also five key steps to selling anything - anywhere. Long before social media, there was relationship-selling: listening, helping solve problems, and closing. Now, there are lots of social networks and technologies and tools that may overwhelm some people. But to those people who embrace it all, it allows you to sell at greater scale and efficiency than ever before.

Now it's **your** turn. How have **you** used social media to find customers and begin marketing and selling? Which of these tips do **you** think is most important for selling through social media? How do **you** think selling offline is similar to and different from selling online? Let me know your thoughts in the Comments below - and please do share this article with **your** network of salespeople and business professionals.



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Dave Kerpen is the founder and CEO of Likeable Local. He is also the cofounder and Chairman of Likeable Media, and the New York Times bestselling author of *Likeable Social Media* and *Likeable Business*, and the just-released *Likeable Leadership*. To read more from Dave on LinkedIn, please click the FOLLOW button above or below.

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Brand you 2014: five personal branding tips for the year ahead

From emerging trends to dormant ties, marketing strategist **Dorie Clark** shares her top tips on how to build your personal brand in 2014



Don't waste any time in the new year; be proactive and take action to make 2014 all about brand you.
Photograph: Dan Kitwood/Getty Images

Is 2014 going to be the year you get a promotion, or land that job you've been dreaming about? If you really want to reinvent your career and make your professional life more fulfilling, it's time to take decisive action.

But how can you set yourself apart from your peers and ensure you're not stuck waiting around for callbacks? Have a go at these five personal branding tips.

Sharpen your narrative

What do you say when someone asks: "what have you been up to lately?" Don't waste the opportunity, as so many do, with a ridiculous platitude ("not much" or "same old, same old"). It's important to make sure you always have something to contribute to the conversation, which shows you're staying current and interested in new challenges. Talk about a charity you've been volunteering for, or the most exciting project you're doing at work.

Rekindle old ties

When it comes to rebranding yourself, sometimes the people closest to you are the toughest sell. They know you as X, so how is it possible that you could be Y? One professional reinvention secret that you might want to tap in 2014 is rekindling "dormant ties" – [a phenomenon Wharton professor Adam Grant has written about](#).

Dormant ties are people you used to know, but haven't been in touch with for quite a while. You still have a bond with them from days past, but since it's been five or 10 years, they expect that you'll have changed and grown. In the interim, they've picked up new contacts and networks, and may be willing to help you as you pursue even greater opportunities (and, hopefully, you can return the favour).

Seize on an emerging trend

When you're first building a name for yourself, it's hard to be a generalist. If you want to become known as an expert in sports or politics, there's infinite competition. But if you pick an emerging trend, you often have a clear path forward.

As technology thought leader [Robert Scoble told me in a recent interview](#): "If you pick a single niche that isn't well covered – like Google Glass – and you have an authoritative blog, if Google Glass takes off, all of a sudden you're getting invited to press conferences and other events about wearable [technology]. It's a lot easier to get known as a person who covers a niche." What's the emerging trend you can explore?

Learn one new skill

Of course, we'd all like to learn Mandarin, travel the world, and become master golf, tennis and cricket players. If we have jobs and families, we can't do all those things in 2014, but that doesn't mean you can't pick one to focus on. Choose one specific new skill and make a commitment to master it this year. At the start of 2013, I had never conducted a webinar – by the end of the year, I had run nearly 20. Pick your focus area, and you can do the same.

Start creating content

You're always in a stronger position to negotiate terms and conditions when someone comes to you, rather than when you go begging at their door. The best way to ensure they do is "inbound marketing" or "content marketing", ie the practice of creating content that showcases your expertise and is helpful to others.

There are no excuses anymore; starting a blog is free thanks to sites like [Wordpress](#). Don't like to write? Create a video podcast using your smartphone, or simply monologue into the voice memo function of your phone ([as social media guru Gary Vaynerchuk does](#)) and pay someone to transcribe it.

The economy is picking up, and the internet puts more tools at our disposal than ever to meet new people, connect with past colleagues, learn skills for free, and share our expertise. It's time to make the most of it in 2014 by building your personal brand and attracting the right kind of opportunities.

Dorie Clark is a marketing strategist who teaches at Duke University's [Fuqua School of Business](#). Find out more about her new book, [Reinventing You](#) (Harvard Business Review Press) and follow her on Twitter [@dorieclark](#)

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What is personal branding and why is it so important?

The Changing World of Work

The world of work has been changing rapidly during the past decade due to increased globalization, the proliferation of online social media, and technological advances which are blurring the boundaries between work and personal lives.

However, in the past year because of an incredibly difficult economy, changes have been even more rampant. Layoffs are the word of the day and for the FEW remaining jobs that are available, **the competition is INTENSE** to say the least.

Personal Branding has been around for a while and really caught on when Tom Peters authored an article called "[The Brand Called You](#)" in a 1997 issue of Fast Company magazine. In this article, he talks about how everyone is a brand and has a chance to stand out, not just the large consumer products companies with massive marketing budgets.

"Today brands are everything, and all kinds of products and services—from accounting firms to sneaker makers to restaurants—are figuring out how to transcend the narrow boundaries of their categories and become a brand surrounded by a Tommy Hilfiger-like buzz.

"Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called You."

—Tom Peters

Personal branding picked up steam with the founding of the Reach Personal Branding Club in 2001. **In the last 12 months, personal branding has become a household word** as individual job seekers and small business owners try to figure out how to stay afloat in this very difficult economy.

What Makes You Unique, Makes You Successful

Personal Branding is about identifying and then communicating what makes you **unique and relevant and differentiated** for your target audience, so that you can reach your career and/or business goals. If you understand your strengths, skills, passions, and values, you can use this information to separate yourself from your competitors and really stand out.

Personal branding is very powerful because it sends a **clear, consistent message** about **who you are and what you have to offer**. A strong, authentic personal brand helps you become known for what you're good at, sets you apart from everyone else, and can position you as a niche expert.

I became passionate about personal branding more than four years ago when I was transitioning from employment as a career counselor in higher education to a career coach in private practice. At that time, I joined The Reach Branding Club a membership-based personal branding community with resources related to developing and expressing your personal brand. I signed up for one of the early courses in personal branding and began working with the Reach360 Personal Branding assessment. I have since become certified in Reach's 1-2-3 Success!™ process which is a three-phased approach to brand identification, communication, and management.

Extract, Express, Exude; 1-2-3- Success!™

The first and most important step in the process is the **"Extract" phase, where you do your own market external research and introspective analysis**. One of the first steps in the "Extract" phase is the 360Reach Personal Branding Assessment, which has been used by nearly 1 million people worldwide (career professionals, entrepreneurs, small business owners). It is a Web-based confidential personal branding tool that helps you get the real story about how you are perceived by those around you and what sets you apart. **It provides honest feedback about how you are perceived and what your professional reputation is**. These data are synthesized and combined with input provided by you on your VPs (Vision, Values, Passion, and Purpose) and your career goals.

In phase two, the **"Express" phase, you decide how you are going to communicate your**

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**Knowing others is wisdom;
knowing yourself is enlightenment.**

- Lao-Tzu



unique attributes and qualities to the people who need to know about you (your target audience). In this phase, you'll craft your Personal Brand Statement, Branded Bio, rework your resume, elevator pitch, and other career tools that will be essential to reaching the goals you have identified above. A comprehensive communications plan is developed based on your communication style and preferences.

In phase three, the **"Exude" phase, you learn about how to reflect your brand in everything you do**, including your personal network, your use of technology, office surroundings, your identity system, your appearance, your volunteer activities, etc.

Read more about the 1-2-3 Success!™ program in [Time Magazine](#).

Personal Branding is clearly communicating the unique promise of value that you offer.

~ William Arruda, Founder, Reach Branding Club

Personal Branding is a revolution in the way we manage our careers or businesses. It means identifying and communicating what makes you unique, relevant, and compelling so that you can reach your goals. Personal branding means using who you are to get what you want from life.

~ William Arruda, Founder, Reach Branding Club

How Can Personal Branding Help Me in my Job Search or in my Business?

In today's competitive job market, you need to **think of yourself as a brand**. As William Arruda has said numerous times in our training "no one gets excited about commodities."

Once you go through the "Extract" phase in the Reach 1-2-3 Success!™ Program, you move to the "Express" phase where you decide how to communicate your key attributes, qualities, and differentiators. With the help of a Certified Personal Brand Strategist, you'll take the raw data and key nuggets found in phase one and create new and rework existing career marketing documents (resume, elevator pitch, LinkedIn profile, etc.), all of which consistently communicate your "unique promise of value" to decision makers and focus on the immediate value and benefit you can offer a prospective employer. This work will force you to pinpoint with utmost clarity what you are good at and known for.

Branding breathes life into your career marketing documents (which are often quite "flat" and "boring") and creates a vivid way to generate interest in you, helping you land faster and, hopefully, at a higher compensation level. If you are a small business owner or solopreneur, branding helps you narrow down the target market you want to service and develop highly differentiated messages for that audience.

When you navigate a career change, job search, or a business launch with your unique brand, you're working from a position of power.

What are the benefits of a strong personal brand?

- **Personal Branding enhances your self-awareness.** When you go through the Personal Branding process, you develop incredible self-understanding about what makes you unique, valuable, and powerful. It helps optimize and flaunt your strengths.
- **Personal Branding helps you clarify and reach your goals.** Personal branding requires you to be crystal clear on what you want to achieve and helps you set goals to get there.
- **Personal Branding helps you create visibility and presence.** Once you know what is unique and compelling about you or your company, you can use that information to create visibility/presence to those people who will help you achieve your goals.
- **Personal Branding is about differentiation.** Personal Branding will help you differentiate yourself from everyone else who has your job title or who says they are in the same business as you.
- **Personal Branding offers more control and power.** Personal Branding puts you in control of your business, the clients you have, the projects you work on, and how you want to deliver services.
- **Personal Branding creates wealth.** Strong brands charge a premium for their products and services, and differentiated job seekers who know their value can command higher salaries.
- **Personal Branding offers resilience.** Strong brands are successful despite challenges and downturns in the economy because they stand for something unique and are differentiated.

[Why should you hire a Personal Brand Strategist](#) to help you unearth and communicate your brand?

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<http://www.businessweek.com/articles/2013-11-22/the-importance-of-managing-your-personal-brand>

The Importance of Managing Your Personal Brand

By [Roxanne Hori](#) November 22, 2013

You may think that managing your image at work is a no-brainer, but my experience is that people do not take this as seriously as they should. How people perceive you and how you choose to leverage your personal capital (i.e., your advantages at work) are important to your success, but also to your ability to get the right experiences—all of which impact your career progression.

Recently the [Kellogg School of Management's](#) Black Management Association held its annual conference. This year's event focused on cross-cultural influences in the global economy, and one of the panels focused on managing and developing your brand.

There were seven themes covered by the panelists that are important for MBA students to keep in mind when they return to the workforce.

Be yourself. This requires you to be true to yourself, which is helpful as you figure out where you'll be most likely to succeed. This also means you shouldn't try to be someone else, as it leads to pursuits that will be more difficult, less successful, and ultimately unsustainable. Students will often follow the herd vs. being themselves.

Share yourself. Work at sharing your knowledge and gifts with others. This is a great way to burnish your image in the workplace and for others to be able to articulate who you are and your personal assets.

Value your capital/expertise. We all bring different skills, knowledge, and expertise to every situation. Don't diminish the importance of what you have in your portfolio. Your expertise may play to a niche space, but it is still important. Also realize that just because your attributes don't seem special to you doesn't mean they aren't valuable to others.

Value the capital of others. On a team, differences are strengths. Value what others bring to the table, help them contribute and develop their skills and expertise, and listen to their point of view. Your work and perspective can only benefit from this approach.

Cultivate your brand. Always be mindful of your personal brand. Pay attention to how others perceive you and gather input as to how you can improve it. Do you need to spend more time developing a deeper knowledge/expertise in a particular area? Are you leveraging opportunities to showcase your knowledge and its value to your employer?

Empower others to do the same. If you haven't figured it out yet, this isn't all about you. Many people who

are held in high regard and have a strong image and brand have done so in part because they have supported so many others along the way. Think of the movie *Pay It Forward*.

Know the rules of the game. To be successful, it is important to manage your own image and personal capital, but also be aware of how to play the game in your organization. You can be the world's expert on something and be recognized for that, but if you don't understand how to operate successfully in your organization, it doesn't matter.

My experience has been that managing and leveraging your personal capital is not that difficult to do, but it does require your awareness and constant effort.

Getting In guest blogger Roxanne Hori is the associate dean of corporate partnerships at Northwestern University's Kellogg School of Management. Hori has more than 16 years' experience counseling MBA students on careers as head of Kellogg's Career Management Center.

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I WILL WIN

By David Fauchaux

Today is going to be a great day. Today is my day to shine.

I am alive. I am awake. I feel great.

I feel good. I feel fine. I feel this way all of the time.

Why? I'll tell you why -- because I have faith, courage, passion and enthusiasm.

I'll meet the right people in the right place at the right time for the betterment of all.

I'm terrific at remembering names and faces.

When I fail, I only look at what I did right, not at what I did wrong.

I never take advice from anyone more messed up than I am.

I never let a negative thought enter my head.

I see opportunity in every challenge. I have BIG dreams and a GREAT vision.

I have clearly defined goals and expectations.

I was born with potential. I was born with greatness.

I am in control of my life and my destiny.

I am a winner, a contributor, an achiever.

I am unique. I am special. I am me.

I will keep learning. I will never settle. I will go for my dreams. I will rise to the top.

I will never give up. I will never quit. I will succeed.

I will make a difference. I will make every day extraordinary.

I believe everything is possible.

I believe in me. Today, I will win!!!