

C H A P T E R 1 7

*He has not learned the lesson of life who does not every day surmount a fear.*

– Ralph Waldo Emerson



## **HAVE YOU EXPERIENCED ANY OF THESE FEARS?**

You may believe you are unique, so much so that you think that you are the only individual in the entire universe who experiences a particular fear. You're wrong. Absolutely wrong. I mentioned earlier that I was so very fortunate to be in a men's group. For the seven years we were together we shared stories of our childhoods, our parents, our relationships and the fears we lived with. What I learned was that no matter where in the country we grew up, no matter our religion or the culture we grew up in, we were all pretty much the same. Even the guys who said they were in the most popular groups in school still felt the same fears we all did.

I would like to share with you some common fears that all of us have felt at one time or another.

### **ADOLESCENT ANGST**

Remember those mixers in junior high where all the boys were on one side of the gym and all the girls on the other side. Every boy there wanted to meet a girl and dance the evening away with her. But how many boys actually trekked across the dance floor chasm and actually asked a girl to dance? Not very many. Now, why was that?

Fear. Pure unadulterated fear that paralyzed us from even attempting to take that first faltering step. And so we spent the entire evening standing with the other chickens on our side of the gym. Wishing we had the guts to make a move.

Did this happen only once in our lives? Not even close! For many men, me included, it is a lifelong affliction. Starting at age 12-13 and continuing for as many years as the man is single.

Let's examine why this is such a common occurrence. Pretend that this junior high dance is a sporting event and two sportscasters are describing 13 year old Michael Luckman attempting his first mat-ing ritual.

*Hey Bill, there's 13 year old Michael Luckman looking like he's in the bull pen warming up for an approach. You think he'll do it? I don't know Tom. As I'm reading his mind I see he's got his eye on little Susie on the other side of the gymnasium. She's definitely interested in him. She's giving him some very interesting buying signals. She's got her head tilted to the side and she's slowly curling her hair around her fingers, very positive signs. I wonder if Luckman is picking up on them. What do you think Tom? Well Bill as I too read Luckman's mind I get the feeling that he's really unsure of himself. His mind is filled with all kinds of crazy thoughts. He's really scared. I don't think Susie's signals are registering. From experience I think he's feeling the big panic. You know the what ifs. Yea Tom, I know the what ifs. What if I walk over to the other side, with every eye in the place watching me? What if I trip over my big feet and fall down right in the middle of the dance floor? What if I go to ask her to dance and my voice squeaks or I don't know what to say and nothing comes out? Or, the big one Tom, what if I walk over without falling, and I do blurt out, "Would you like to dance?" and then she says no? I've got to walk back across the dance floor alone with everyone staring and laughing at me and thinking, what a loser!*

*Yea Bill I know the fear. Oh, something's happening here. Luckman's friends are egging him on. They're pushing him to make a move. No, No, false start. He's pushing back. No not today. Luckman's chickened out. I hope for his sake this doesn't become a lifelong slump. It would certainly be a shame. Poor Susie. She was really hoping. Maybe another dance Susie.*

## SOUND ADVICE FOR SUSIE AND ALL WOMEN

Have you ever heard of the *Learning Annex*? You'll find them in most urban areas. They offer different classes for adults, from creative writing to belly dancing. Usually these classes are several hours in length, generally held in the evenings or on weekends, and usually reasonable in price.

After my divorce from Susan I took one of their short courses on dating. Here I was, a man of the world in his late 40's, learning dating secrets you would think I would have learned in my teens. Remember what I said earlier about a lifelong affliction. It's true. Men seldom overcome their fear of approaching women. And here's the kicker; the more attractive the woman the greater the fear. Go figure. Men are scared to death and women have no idea why a man who seems interested never actually approaches them. What I learned in that simple Learning Annex class are things women can do to help men overcome their fear. I'm going to share those tips with you now:

- ✓ Practically all guys are scared. If you want to meet someone take some initiative. Smile at them. If he's interested he'll give you a knowing smile back. If he's still too frightened to make a move, then just walk up to him and say hello. Most guys will be flattered. If he's not interested you'll know pretty early in the ensuing conversation. If you're just as scared as he is then you've both got problems. Someone has to make the first move.
- ✓ If you're in a bar or club try not to go there with every one of your girlfriends. If it's difficult for a guy to approach one woman, the fear level goes up exponentially by the number of women present. Walking up to one or two women is scary enough. Walking up to three or more he'd rather be storming the beach at Normandy.
- ✓ You are better off sitting at the bar rather than at a table. A table is often another barrier for the man to cross. He's scared enough to walk across the room feeling every other man's eyes upon him. Will he succeed? Will he fail? A table puts him

at arm's length where he has to shout to be heard. If at the bar sitting next to a friend and the guy is coming over to talk to you, your friend should be more interested in her drink than being part of the conversation. After things get moving she can easily join in the conversation. But not before.

- ✓ If the guy is not a great conversationalist then you carry the ball. Ask him what he does for a living. With follow-up questions of how long he's been doing that kind of work, followed by how he got into that line of work. Remember, everyone likes to talk about their favorite subject, themselves. If he never gets around to finding out about you by asking you questions about yourself, drop him right then and there. Wine and beef get better with age. Not a guy who thinks only of himself.

### **COCKTAIL PARTIES, MIXERS AND NETWORKING EVENTS**

Nothing scares the hell out of more people than going to a cocktail party, mixer or networking event. The very first thing we learn as a toddler when we begin going outside to play with our friends is, "never talk to strangers!" Okay, I could handle that as Little Mike. But Big Mike still feels the fear. It's not easy starting a conversation with a complete stranger. In fact, it's downright unnatural. If God wanted us to talk to strangers he would have given us the very things to say when approaching a stranger. Instead, what actually happens is, our hearts begin to beat faster, our hands get clammy, our mouths go dry and our minds begin to race and then that little voice screams: don't screw it up!

Today people might look at me and say, "Luckman's a great networker. He's a natural schmoozer." But that wasn't always the case. In fact, that isn't even the case today. I am anything but a natural. I never really liked going to networking events. Even today, given the choice of going to a cocktail party or business networking mixer, or staying home and popping some corn and watching a movie, the movie wins hands down.

I really got into going to these various events when I started my

Sandler® sales training business 10 years ago. I needed to meet people to grow my business. If it's a choice of going to networking events or cold calling, networking events win every time, they have food, booze and fear. Cold calling just has fear.

I don't really hate these kinds of events. In fact today I really do enjoy them. Mostly because of the things I've learned and have taught my students over the years. So let me share them with you now:

- ✓ Everyone that's there is there for the same reason you are. To meet new people. At some events you might be looking to meet new friends to socialize with, while at business functions you're looking for people with whom you can eventually do business. So always keep this in the back of your mind; **EVERYONE IS THERE FOR THE VERY SAME REASON YOU ARE!!!**
- ✓ I know that a couple glasses of wine on your empty stomach will loosen you up a bit, but beware. The last thing you want to do is slur your words or worse yet, throw-up on someone. Drink moderately. You do want to get invited back. Don't you? Eat and drink separately and eat first. If you've got a drink in one hand and a plate in the other it's difficult to shake someone's hand.
- ✓ Don't stand in the corner waiting for someone to come up to you and engage you in a conversation. The reason most business networking events are called mixers is because you're supposed to mix with other guests.
- ✓ Your name tag should always be on the right and not the left. This makes it easier for someone shaking your hand to read your name.
- ✓ You don't need some magical opening line. Or as my New Jersey friends say, "Fuged about it!" Just go up to the person, read their name tag and say, "Hi (insert their name), my name is (insert your name)."
- ✓ Typically the company they work for is listed under their

name. If you are unfamiliar with their company then your next question should be, “What does Nuclear Waste Products do?” This isn’t magic. What’s happening is that the person you’re talking to is becoming actively engaged with you. To keep the conversation going the next questions could be, “What do you do there at “Nuclear Waste Products?” I once was at a cocktail party where we didn’t have name tags. I went up to this distinguished looking gentleman and introduced myself. I asked him who he worked for and he replied, IMAX. Well if you’ve ever watched a movie in an IMAX theater it’s quite an experience and I told him so. I then followed with, “What do you do for IMAX?” His reply, “I’m the founder and Chairman of the Board.” Wow! I was impressed to be in such good company!

- ✓ If you’re familiar with the company they work for, then just ask what they do there. A good follow-up question might be, “How did you get into that line of work?” This isn’t rocket science; it’s just the ability to carry on a conversation. Arm yourself with questions that you’d like to ask as if you were just curious about someone. Remember: get them talking about their favorite subject, themselves.
- ✓ When you introduce yourself also offer them one of your business cards. Hand it to them face up. Usually they will reciprocate with one of their own. Quickly scan the card and then engage with your questions while continuing to hold their business card. If you would like to take notes on the card ask them if they mind if you write on their card. In some cultures it’s a sign of disrespect to deface their card.
- ✓ If it’s a business function you can wind up the conversation with the following question, “Who are your ideal prospects?” As they tell you write them down. Then tell them what a pleasure it was to meet them and that you’ll keep their card on file and if you run into anyone in need of their products or services you’d be happy to refer them. Then excuse yourself and find someone else to talk to.

- ✓ One of the best ways to meet new people and overcome your fears is to join an organization. For business people these could include the Chamber of Commerce, the Rotary Club, Toastmasters or a professional organization related to your type of work. For non-business organizations there are the Kiwanis, Lions Club, Optimists, Junior League and many, many others. Here's some sound advice; whichever organization you join, get involved. Join a committee or run for an office or the board of directors. The reason to do this is threefold: One, you'll meet many more people quicker than you would by just attending meetings. Two, the people you will now be associating with are often the movers and the shakers in the community. And three, whenever they have a social event you'll know before you even arrive that there will be quite a few people you know in attendance. This typically will remove a major part of the fear. Plus, as a bonus, you'll probably get a name tag different than the average attendee, stating that you're an officer, or board member or ambassador. I always like to call them my red badge of courage (or white, green, blue, whatever). Wearing the badge allows you to approach any attendee like you were the host. Believe me it works.
- ✓ One last thing; put your business cards in your right hand pocket and the cards you receive in your left hand pocket. In this way you'll never accidentally hand out someone else's card as your own. Or like the banker who handed someone a business card and the recipient said, "I thought you were a banker. This card reads, For a good time call *Trixie and Bubbles*."
- ✓ And last, don't go to a business networking event expecting to meet your ideal prospect. You will probably be disappointed and never go again. You go to these events to meet people who can introduce you to your ideal prospect. It could be their boss, their spouse, a friend or even a neighbor.

## **COLD CALLING FOR FUN (LOL) AND PROFIT**

Since this book started out as a guide to help salespeople overcome their fears we can't ignore talking about the greatest fear generator ever created by man; the telephone. For with the telephone salespeople can now dial out and call a suspect. For those not familiar with the term suspect, a suspect is a potential prospect and a prospect is a potential customer. The buyer only moves from suspect to prospect when you have qualified them by determining a reason to do business. As you learn from Sandler® training, that reason is some form of pain your suspect endures that you can remedy for them with your product or service.

Years ago I came across a study that said the average company will lose 50% of their customer base over a five year period. Customers will go out of business, merge with another company you don't do business with, or God forbid, buy from your competitors. That means a company's salespeople must constantly be searching for new customers. They must be proactive. Not waiting for marketing to drop some leads in their laps. So if new business is so important to a company's survival why do so many companies allow their salespeople to sit on their butts waiting for something to happen? If a salesperson is not actually meeting with a suspect, prospect or customer, or engaged with them on the telephone, then they should be on the phone making cold calls. No excuses!!!

I cannot begin to tell you how many salespeople I hired and fired over the years who in the interview process said to me, "Michael I'm great when I'm in front of a prospect, but not very good over the phone! Bring me the leads and I'll bring you the business." When I heard that it was like a light bulb would go on in the back of my mind, and I'd think, "That makes sense. I'm not very good over the phone myself." And I'd hire them. Then I'd wait for their business to come in. But it was typically a lot less than what I expected. Whenever I called them I'd find them at home waiting for the phone to ring. In good times the phone did ring. But in bad economic times it did not.



Are you familiar with the acronym Y.C.D.B.S.O.Y.A.? It stands for *You Can't Do Business Sitting on Your Ass!* In the world we live in today all salespeople need to be hunters. A hunter can become a farmer or gatherer when the need arises, but a farmer or gatherer can never be a hunter. They just don't have the abilities or prospecting awareness. All salespeople need to know how to go after new business. And that means how to use the phone.

I am not going to profess to you that I love cold calling. I don't. I never have loved cold calling and I'm sure I never will. Do I do it? Yes, I do. Am I good at it? Yes, I am. Do I have to push myself to make cold calls? You better believe it. But I do make them.

So what are you afraid of when calling a complete stranger and engaging them in a conversation:

- You're afraid that you are bothering them. That you're interrupting their day.
- You're afraid you'll forget what to say.
- You're afraid that you'll flub your words and then get all tongue-tied.
- You're afraid they'll get mad at you and hang up.
- You're afraid they won't like you, and your ego (which is never your friend) will get bruised.

Let's take a closer look at those five GIGANTIC FEARS and see if we can knock them down to a manageable size.

1. **You're afraid that you are bothering them.** That you're interrupting their day. Do you believe in your products and services? What do I mean by that? Do you believe that your products and services do what their supposed to do? Do they solve a problem(s) that the buyer is living with? Do you believe that your company offers a quality product or service at a fair price? Do you believe that the buyer's life will improve once they become a customer?

Now you might say, "Hey, I sell toner and ink cartridges. How is their life going to be better once they buy from me?"

Okay. Let's pretend they are currently buying their ink and toner from a competitor and your competitor is often out of stock on key products. The buyer is getting a lot of flak from everyone in the office because they can't make copies or print proposals. The buyer is afraid that if the boss gets wind of it he can kiss his raise goodbye. So if you can guarantee that you'll never be out of stock on the key items your buyer needs, his work environment is going to improve dramatically.

So, does it not stand to reason that if by making that suspect a customer, their life will be better? No more colleagues giving them a hard time. No more fear of not getting a raise. No more kicking the dog and yelling at the kids when they get home. If you believe what you've just read, and you believe that your prospect's life is going to be better because they know you, then you have every right to interrupt their day and talk to them about the pain (problems) they're living with. And then to set a future meeting where you have the opportunity to sit down with them and uncover more of their pains that you can solve.

- 2. You're afraid you'll forget what to say.** Forgetting what to say is definitely a big fear. But easily solvable. Never, never, never make a cold call without a script. Now, I know what you're thinking, "I don't want to sound scripted." And if you don't practice your script that's exactly what you'll sound like. But let me ask you a question? Have you ever seen a movie or TV show? Of course you have. How do you think those actors knew what to say? They weren't just adlibbing the words they spoke. They started with a script. Memorized it. Then practiced the right tonality with the perfect inflection in their voice. You must do the same.

The greatest no-pressure call script that I have ever used is the one I teach my students. It is the script that I was taught when I began training salespeople in my Sandler® training business. The script itself is worth the price of a one-year Pres-

ident's Club sales training program offered by Sandler trainers around the world. Learn it. Use it. And you'll schedule more appointments than you ever dreamed possible.

- 3. You're afraid you'll flub your words and then get all tongue-tied.** Hey, it could happen so what? We're not in kindergarten anymore. All of us flub words now and then. It's really no big deal. I use to believe that if I screwed up on the phone the person I called would remember it forever. That I was definitely going to be the topic of conversation around that person's dinner table that night. And if I were to call her several days later she'd remember me as the idiot salesperson who flubbed his words. Not so. Not even close. Most people don't even remember what they had for lunch the day before, let alone some cold calling salesperson they spoke with for less than a minute earlier that day.

If you're worried about getting tongue tied and not knowing what to say then look to the answer in number 2 above. Use a script. Even though I know my script backwards and forwards I always have it open in front of me when making cold calls, just in case.

- 4. You're afraid they'll get mad at you and hang up.** Sticks and stones will break my bones but words will never hurt me. Not true. Words do hurt. And having someone, anyone reject us can knock us off our game. Who are they rejecting? You? Absolutely not. They're rejecting that slick salesperson they think you are. They're rejecting the interruption. That's why, before we even tell them why we called, they tell us, "Not interested. Don't bother me. We're happy with our current supplier." And a whole host of things just to get rid of us.

The Sandler® script I use and trained my students to use eliminates most of the above issues. I am contractually not at liberty to share it with you in this book. But, I can offer you some suggestions that can help you to overcome some of these issues:

- Never ask the person you are speaking with, “How are you?” You don’t really care how they are. They know you don’t care how they are. And you know that they know you don’t care how they really are. So don’t ask it. It’s a sure sign to the person you called that it’s a cold call. I once had a telemarketer call me and the first thing she asked me was, “Mr. Lukeman how are you today?” The first thing I did was correct her pronunciation of my name and then I said, “I am so glad you asked. I woke up this morning with this pain in my lower back and it’s killing me.” It turns out that she’s a telemarketer for half the day and a massage therapist the remainder. She gave me some good advice to help my back, but I still didn’t buy anything.
- Always use first names. Asking for Mr. Timothy B. Rogers tells gatekeepers that you don’t know Tim. So the next question they’ll ask you is, “what is this in regards to?” Now you’re trapped. Instead just ask for Tim. If they ask you which Tim then respond Tim Rogers. Make it sound like you and he are good buddies. If you aren’t sure if he goes by Tim or Timothy call the company when they’re closed and using their internal phone tree get to Tim’s voicemail. If his outgoing message says, “This is Tim Rogers. I’m away from my desk...” then you know he goes by Tim. Here’s what I say when I get hold of him, “Hi Tim this is Michael Luckman.” He’ll be thinking: why this guy’s name sounds familiar. Then he’ll ask himself, where do I know this guy from? Is he a customer or a resource? That’s exactly what I want him to think.
- You are on the phone for only one reason; to set a future meeting. If you are an inside salesperson you still want to set a future meeting. Too many salespeople, when faced with a willing suspect, go into sell mode. Then the interested suspect looks at their watch and says, “Whoa, I’ve got to cut this short, I have a meeting to go to. Thanks for

all the information. If I ever need anything I'll give you a call." Boom. It's over.

- If you don't want to be hung-up on don't sound like every other salesperson. If you think telling the suspect all about your company and your products or services are going to convince him to invite you in for a meeting, think again. Why should he? You sound like every other salesperson out there, and when you talk about all your features and benefits you sound just like the company he's currently buying from. If he's satisfied with them why even waste his time with you? And this is where he says, "We're happy with our current supplier. Goodbye!"
- Instead of telling the suspect all about your products and services it would behoove you to find out what's not working with his current supplier. Do they ship on-time? What's their percentage of in-stock items that ship complete on the first shipment? Are there quality problems with his current resource? Are there billing problems? Are products coming in damaged? Get suspects talking about these issues and I guarantee you they won't be hanging up on you. Here is a great way for them to start talking about their issues with their current vendor. Ask them, when they say they're happy with their current vendor, "If you could wave a magic wand over your current supplier, what's the one thing you'd like them to do for you, or do differently that they're not doing right now?" Whatever they answer say, "You know I hear that more and more, can you tell me more about that, perhaps give me a recent example?" You now have the prospect talking and that's exactly what you want. You noticed I said prospect, not suspect. The minute you hear the prospect complaining about their current resource and you can solve their problems, they went from a suspect to a prospect.

5. **You're afraid they won't like you, and your ego will get bruised.** As you read over the previous statement ask yourself if it sounds a bit ridiculous. It sure does to me. Remember what I said in a previous chapter about your ego? Your ego is always comparing you to other people. And when it does you're either going to feel superior to them or inferior, there's no middle ground. If you have a high need for approval, always wanting to be liked, and you're in sales, watch out. It's a deal killer and a career killer. Because your need to be liked and accepted is stronger than your need to make the sale. You won't ask the tough questions and when you know the buyer is blowing smoke, you won't challenge them on it. The sales arena is not the place to get your needs met. Get rid of your ego and your high need for approval will disappear with it.

#### LUCKMAN'S LAWS

- ✓ A math problem for men: In the past week there were 3 Susie's you wanted to meet. You were afraid to go up and talk to any of them. How many Susie's will you be going out with this weekend?
- ✓ A math problem for women: There's a cute new guy at your office building you'd like to talk to but you're afraid you'll stumble over your words. Will you be giving yourself a manicure or a pedicure, or both, this coming Saturday night?
- ✓ Mom and Dad advised you never to talk to strangers. But that was when you were a little kid. Now that you're all grown-up it's okay to talk to strangers.