

HIGH ACHIEVER'S

Network

PRESENTS

HOW TO OUT-POSITION, OUT-COMMUNICATE
AND OUT-SELL YOUR COMPETITION

by
Nido Qubein

16421 N. Tatum, Suite 122, Phoenix, AZ 85032

www.highachievers.com

(602) 569-5255

HIGH ACHIEVERS NETWORK

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HOW TO OUT-POSITION, OUT-COMMUNICATE AND OUT-SELL YOUR COMPETITION

with
Nido R. Qubein

Nido R. Qubein is one of America's top-rated professional speakers and management consultants. He has received some of the most distinguished national awards including the Ellis Island Medal of Honor, a Doctor of Laws degree, Toastmasters International Top Business and Commerce Speaker, The Golden Gavel Medal, and induction in the International Speakers Hall of Fame. He serves as chairman of the National Speakers Association Foundation, Great Harvest Bread Company (200 stores in 38 states), Business Life, Inc., and McNeill Lehman Inc., and is a director of a Fortune 500 financial institution with \$90 billion in assets.

*Our powers to influence the lives of others
and the world around us are as great
as are our abilities to communicate.*

*An average communicator will inform and explain.
A good communicator will demonstrate.
An exceptional communicator will inspire.*

— Thoreau

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P. O. Box 6008 • High Point, NC 27262 • USA
Telephone 336-889-3010 or 1-877-989-3001 • Facsimile 336-885-3001

www.nidoqubein.com

HOW ARE YOU DOING?

*Circle the letter indicating the response
that most accurately represents the way you feel at the moment:*

- 1 I like being the way I am:
(a) all of the time
(b) most of the time
(c) sometimes
(d) never
- 2 I enjoy what I am doing as a profession:
(a) all of the time
(b) most of the time
(c) sometimes
(d) never
- 3 I accomplish my goals:
(a) every time
(b) most of the time
(c) occasionally
(d) never
- 4 I have a positive attitude about:
(a) everything
(b) most things
(c) a few things
(d) nothing
- 5 My closest relationship:
(a) is ideal
(b) could be improved
(c) needs much improvement
(d) is terrible
- 6 My relationships with my fellow workers:
(a) are ideal
(b) could be improved
(c) need much improvement
(d) are hopeless
- 7 If I keep going the way I am, I will:
(a) reach my full potential
(b) do fairly well in relation to my goals
(c) be old before my time
(d) disappoint myself and others
- 8 My personal finances:
(a) resemble Fort Knox
(b) are ample but not all I desire
(c) are barely adequate
(d) are a disaster
- 9 Most of the people I know:
(a) owe their success to knowing me
(b) feel enriched by knowing me
(c) find me to be interesting
(d) find me to be a bore

SCORE YOURSELF!

a = 10 POINTS

b = 7 POINTS

c = 5 POINTS

d = 1 POINT

80 - 90 POINTS

Congratulations!

You're on top of the world.

70 - 79 POINTS

You've got a lot going for you. This seminar should help to reinforce your positive beliefs and actions.

55 - 69 POINTS

Like most of us you have some areas that need major improvement. Pay close attention today!

40 - 54 POINTS

The ideas expressed in this seminar could radically change your outlook on life.

39 POINTS OR LESS

What have you got to lose? Listen, learn, and grow!

PRINCIPLES FOR LIVING

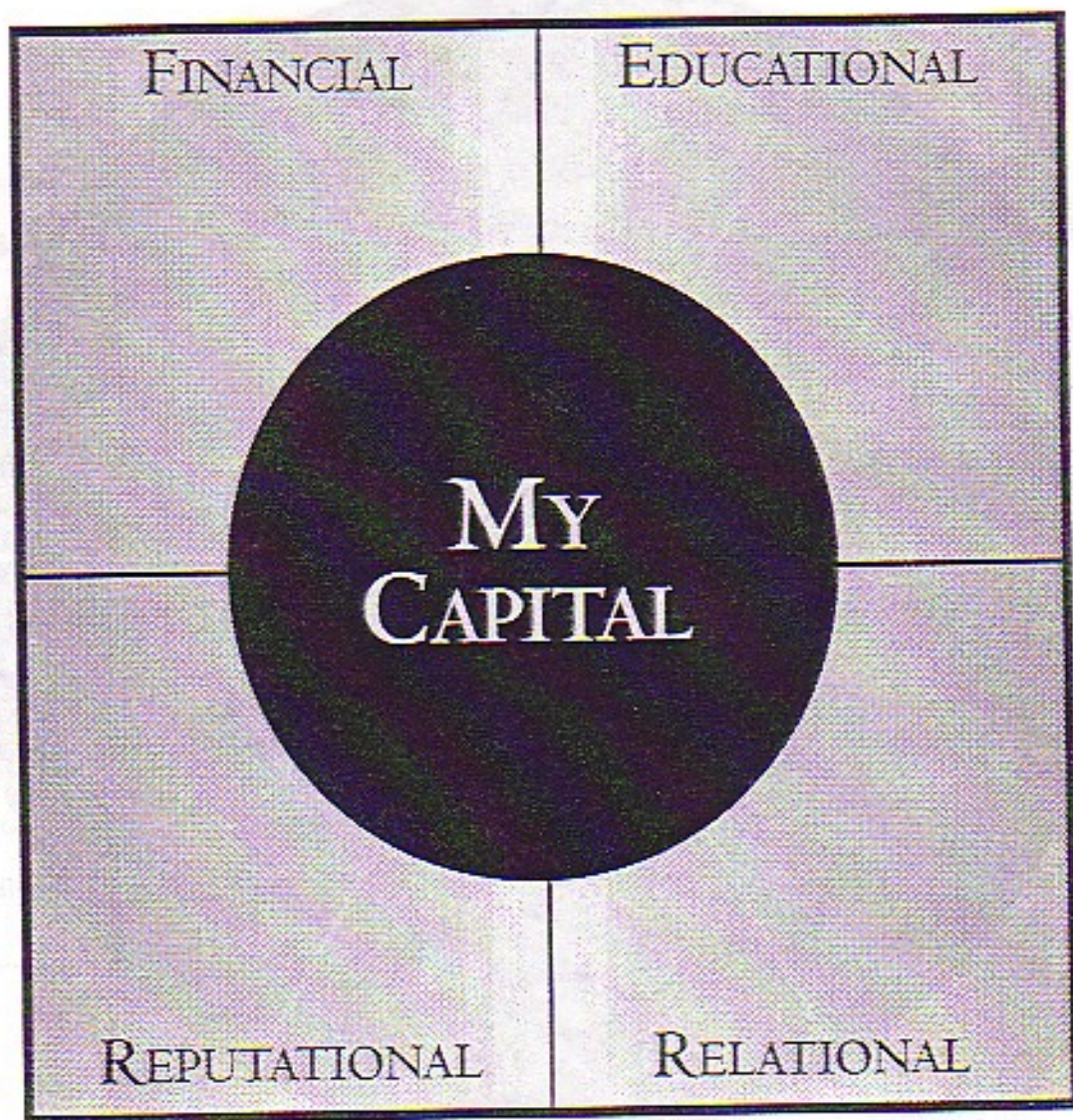
Respect the Individual • Value the Relationship

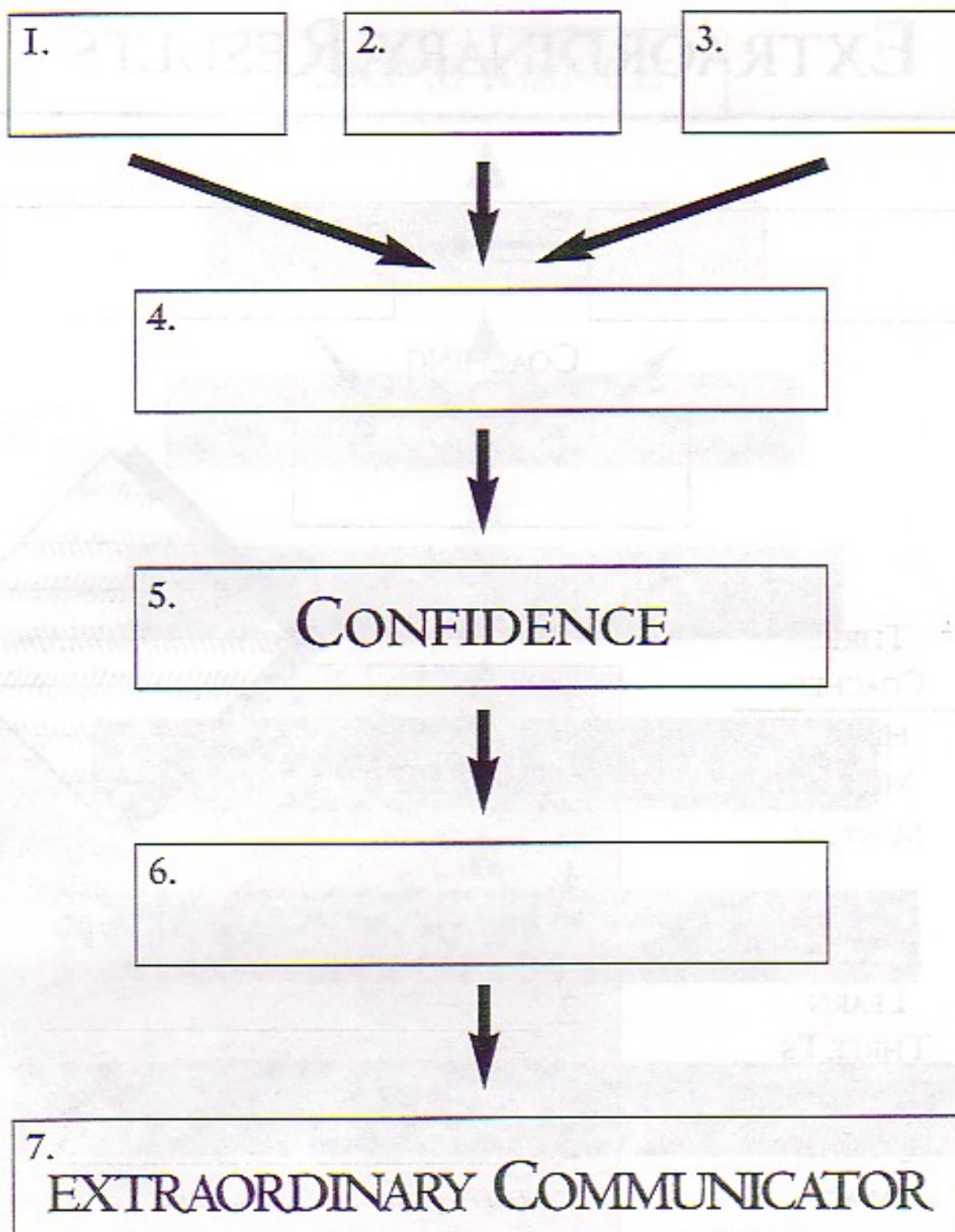
- 1 To be great, you must walk hand in hand and side by side with _____
_____.
- 2 The circumstances in which you find yourself do not define the person you are. It is the _____ you make that will determine the person you become.
- 3 Aristotle: "Excellence is an art won by training and habituation. We are what we repeatedly do. Excellence then is not an act; but a _____."
- 4 Always learn from the experts because the experts have their knowledge _____. If your knowledge is not in order, the more you have the more _____ you become.
- 5 The main question: Are you decidedly _____? If you're not you won't get out of life decidedly _____.
- 6 You cannot make the average _____; you can only make them better. But it's easy to make the _____.
- 7 Good habits are _____ to develop but _____ to live with. Bad habits are _____ to develop but _____ to live with.
- 8 Ask yourself:
 - How well do others understand and value what I offer?
 - How much do others trust me to meet their needs?
 - How much do others like the way I make them feel about doing business with me?



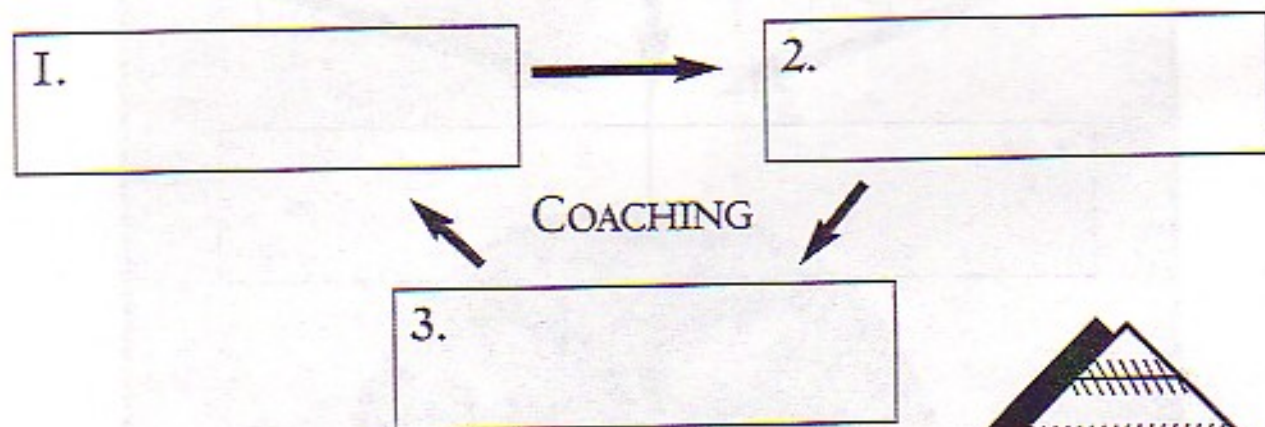
EXTRAORDINARY COMMUNICATOR

PRINCIPLES FOR LIVING





EXTRAORDINARY RESULTS



THREE COACHES

HEROES
MODELS
MENTORS

LEARN THREE I'S

INFORMATION
INSIGHT
IMPACT

THREE D'S

1.
What do you want most to achieve?
2.
First step toward getting what you want.
3.
First thing that will move you toward that.

SIGNIFICANCE



SUCCESS



VALUE



CONGRUENCE



FOCUS



REASON



TRUST

COMMUNICATE VS. _____

- We spend _____% of our time at communication.
- Most people communicate at _____% efficiency rate.
- To communicate effectively you must:

S _____

L _____

O _____

W _____

- To connect is to know the law of identification:
when something becomes personal it then becomes
important.

*"Listen at least twice
as much as you talk
— others will hear
twice as much
of what you say."*

*"Self-centered people
tend to monopolize
the talking;
secure people
tend to monopolize
the listening."*

KEYS TO EFFECTIVE LISTENING

These keys are guides to better listening.

They are the answer to developing better listening habits that can last a lifetime.

KEYS TO EFFECTIVE LISTENING	WHAT THE BAD LISTENER DOES	WHAT THE GOOD LISTENER DOES
Find areas of interest.	Tunes out dry subjects.	Finds opportunities: asks, "What's in it for me?"
Judge content, not delivery.	Tunes out if delivery is poor.	Judges content, skips over delivery errors.
Hold your fire.	Tends to enter into argument.	Doesn't judge until comprehension is complete.
Listen for ideas.	Listens for facts.	Listens for central themes.
Be flexible.	Takes intensive notes using only one system.	Takes fewer notes. Uses four or five different systems depending on speaker.
Work at listening.	Shows no energy output. Attention is faked.	Works hard, exhibits active body state.
Resist distractions.	Distracted easily.	Fights distractions, tolerates other's bad speaking habits.
Exercise your mind.	Resists difficult material; seeks light, recreational material.	Uses heavier material as an exercise for the mind.
Keep your mind open.	Reacts to emotional words.	Interprets color words; does not get hung up on them.
Capitalizes on the fact that thought is faster than speech.	Tends to daydream with slow speakers.	Challenges, anticipates, summarizes, weights the evidence.

COMMUNICATION PRINCIPLES

- 1 ALL PEOPLE ARE MOTIVATED.
—We cannot motivate them.
—We can only guide them by their motivations.
- 2 THE WORKER'S PERCEPTION BECOMES THE SUPERVISOR'S REALITY.
—What they see is what you get.
- 3 THE KEY TO ALL EFFECTIVE COMMUNICATION IS IDENTIFICATION.
—When something becomes personal, it becomes interesting.
- 4 YOU CANNOT CHANGE PEOPLE; ONLY THEIR BEHAVIORS.
—Attack the behavior, not the person.
- 5 WE ALL JUDGE OURSELVES BY OUR MOTIVES; BUT WE JUDGE OTHERS BY THEIR ACTIONS.
—Any of us can do anything we can convince ourselves we are justified in doing.
- 6 PRIDE IS A POWERFUL MOTIVATOR.
—Everybody is proud of something.
- 7 YOU CONSISTENTLY GET THE BEHAVIORS YOU CONSISTENTLY EXPECT AND REINFORCE.
—Reinforcement can be positive or negative.
- 8 PEOPLE DO THINGS FOR THEIR OWN REASONS, NOT FOR YOURS OR MINE.
—Show people what they want and they will move heaven and earth to get it.
- 9 THE BEST WAY TO GET PEOPLE TO PAY ATTENTION TO YOU IS TO PAY ATTENTION TO THEM.
—Little things mean a lot.
- 10 PEOPLE CHANGE BECAUSE OF PAIN.
—When the pain of staying the same becomes greater than the pain of changing, people will change.

*"A leader who
can't communicate can't create
the conditions to motivate."*

*"The organization that can't
communicate can't change,
and the corporation that can't
change is dead."*

PRODUCTIVE GAMES COMMUNICATORS PLAY

THE FACILITATOR

- *Makes it easier for people to do their jobs.*
- *Uses key log techniques to solve problems.*

THE COMPLIMENTER

- *Tries to catch people doing something right.*
- *Gives compliments in public; criticizes only in private.*

THE ENABLER

- *Teaches people how and why, not just what.*
- *Keeps interference to a minimum.*

THE PEACEMAKER

- *Works constructively to settle disputes.*
- *Serves as an advocate to both management and workers.*

THE EMPOWERER

- *Generates enthusiasm.*
- *Helps people discover better ways.*

THE COMMUNICATOR

- *Listens responsively.*
- *Keeps constant dialog going.*

THE GUIDE

- *Sets a good example.*
- *Leads people to peak performance.*

THE CHALLENGER

- *Shows people their potential, without highlighting their failures.*
- *Rewards people for their progress.*

THE ENCOURAGER

- *Helps people believe in themselves.*
- *Lifts people when they feel down, but without assening responsibility for their problems.*

THE EVALUATOR

- *Makes clear what is expected.*
- *Inspects results.*
- *Lets people know exactly where they stand.*

UNPRODUCTIVE GAMES COMMUNICATORS PLAY

THE FOGMAKER

- *Keeps people guessing about what's expected, how well they're doing and what's going to happen.*
- *Figures the fuzzier the instructions the easier it is to find some reason to blame workers.*

THE OLD-TIMER

- *Often laments, "I remember when people used to work for a living."*
- *At every suggestion, replies, "That's not the way we've always done it."*

THE GOD-PLAYER

- *Whatever people do is not good enough.*
- *Uses phrases like, "Any idiot ought to know better than that!"*

THE CAROM SHOOTER

- *Never talks directly to anyone. Takes pot shots at one employee through another.*
- *Carries grievance sack and stuffs feelings down in it.*

THE EXTERMINATOR

- *Motto is, "Come on, make my day!"*
- *Tells people to do it or get fired.*

THE PAPER HANGER

- *Doesn't process paperwork; just shuffles papers.*
- *Motto is "I know it's in here, somewhere."*

THE SOCIAL DIRECTOR

- *Often asks, "Is everybody happy?"*
- *Assumes personal responsibility for everyone's problems.*

THE PROSECUTOR

- *Publicly and loudly attacks anybody who errs.*
- *Assumes everybody's guilty until proven innocent.*

THE DO-IT-YOURSELFER

- *Believes that, if you want something done right, you have to do it yourself.*
- *Is a collector of other people's monkey's.*

THE WIMP

- *Afraid to confront anybody.*
- *Hates everybody but wouldn't dare tell them.*

IGNITOR PHRASES KILLER PHRASES

I like that!	The problem with that is
Keep talking, you're on track	No way it will work here
Go ahead...try it	Impossible under our current system
Keep Going!	We just can't get support for it!
We can do a lot with that idea	It's not a bad idea, but...
That's great, how can we do it?	We've never done it that way before
That's neat, what else do we need?	You haven't considered...
How can we get support for it?	We have too many projects now!
What else do we need to consider?	A swell idea, but...
I think it will fly!	It won't work!
Gee, why not!	We haven't the time!
Wow! Let's try it!	It's not in the budget!
Where would we be without you?	We've tried that before!
Hey, that's a great idea!	Not ready for it yet!
How can we build on that idea?	All right in theory, but can you put it into practice!
Let's get right on it	It needs more study.
I know it will work!	Somebody would have suggested it before if it were any good!
Why not!	Let's discuss it at some other time.
That's the way to go!	You don't understand our problem!

HOW GOOD A LISTENER ARE YOU?

If you would be an effective communicator, you must first learn to be an active listener. Here's a little self-evaluation exercise to help you pin down just how good you are at listening. Rate yourself, on a scale of 1-5, on each statement.

- | | |
|--|---|
| 1. I enjoy listening to people talk.
_____ | 11. I try to understand what the person means. _____ |
| 2. I encourage other people to talk.
_____ | 12. I seek to understand why the person is saying it. _____ |
| 3. I listen, even when I do not particularly like the person talking. _____ | 13. I never interrupt the person talking. _____ |
| 4. The sex of the person talking makes no difference in how well I listen. _____ | 14. If the person hesitates, I encourage him/her to continue. _____ |
| 5. I listen equally well to a friend, an acquaintance, or a stranger.
_____ | 15. I restate what the person has said and ask if I got it right. _____ |
| 6. I put away what I am doing while someone is talking.
_____ | 16. I withhold all judgements about the person's idea or message until I have heard all the person has to say about it. _____ |
| 7. I look at the person talking.
_____ | 17. I listen regardless of the person's tone of voice, attitude, or choice of words. _____ |
| 8. I ignore distractions while listening to a person talk.
_____ | 18. I don't anticipate what the person is going to say - just listen. _____ |
| 9. I smile, nod my head, and otherwise encourage the person to talk. _____ | 19. I ask questions to get ideas explained more fully. _____ |
| 10. I concentrate on what the person is saying. _____ | 20. I ask for clarification of words I do not understand in their context. _____ |

*"Be interruptible.
Don't interrupt."*



"A 'monologue in duet' happens when I think up what I'm going to say while you're saying what you thought up while I was talking."

YOUR SCORE
86-100 POINTS
You're all ears.

71-85 POINTS
You're a pretty good listener.

56-70 POINTS
You're missing a lot.

55 POINTS & UNDER
It might be a good idea to have your ears checked.

SELLING vs. _____

- Nothing is ever bought; everything has to be _____.
- A great salesperson can sell a mediocre product or service much better than a mediocre salesperson can sell a great product or service.
- The 7 P's of Selling:

Your P _____

To P _____

P _____

Of P _____

To P _____

Your P _____

At a P _____

4 Reasons Why People Buy

Gain

Fear

Pride

Imitation

4 Reasons Why People Don't Buy

No Confidence

No Need

No Hurry

No Money

2 Primary Sales Blockers

- (a) You didn't explain it right.
- (b) They didn't believe you.

REMEMBER:

- Your service/product must be better than your competition.
- Your customer must acknowledge you're better.

NINE HABITS OF HIGHLY EFFECTIVE SALESPeOPLE

Top Salespeople...

- (1) Spend ____% to ____% of a sales call letting the customer talk.
- (2) Are better than others at recognizing and responding to _____, even silent ones.
- (3) Are more effective than others at identifying and prioritizing customer _____.
- (4) Typically offer product or service recommendations after ____% or more of the time has elapsed in the call.
- (5) Present recommendations more in terms of customer _____ than in terms of product _____.
- (6) Are more enthusiastic than others about attending _____.
- (7) Listen to motivational tapes in their cars and read inspirational books at home.
- (8) Talk more frequently about what they've achieved than about what they haven't done.
- (9) Smile more than others do.

TRUISMS OF PROFESSIONAL SELLING

- (1) Your company's future sales and profits will be in direct proportion to the depth and quality of your prospect file.
- (2) Sell every feature and benefit as though it were exclusive; for if your competitor fails to bring it up, yours is exclusive in the eyes of the customer.
- (3) Values are perceived as being equal by the customer unless someone explains the difference.
- (4) You and your company are no better than your most marginal competitor, unless you have the ability and the know-how to sell and interpret the difference.

*ALL SALES DEGENERATE TO PRICE IN THE ABSENCE OF
A VALUE INTERPRETER.*

How well do you know your customers...

How well do you know your competitors...

How well do you practice sales strategies...

- Do you know how to access key players?
- Do you know how your product helps your customers satisfy their customers?
- Are your assumptions about your customers accurate?
- Do you understand what's critical to your customers' success?
- Do you understand your customers' business strategies?
- Can you explain how your product provides competitive advantages?
- Do you have a thorough understanding of how your product is used?
- Do you know what happens to your product after it's been used?
- Are your strategies market driven?
- Do you frequently provide customers with new ideas?

- Do you differentiate your offering in new ways?
- Can you maneuver around a price war?
- Do you know your competitors' strategies against you?
- Do you know how to lock-out the competition?
- Can you offer something competitors cannot offer?
- Do you know how to open doors which have been locked by competitors?
- Do you frequently ask "Should I compete?"
- Do you frequently ask "Can I win?"
- Can you negotiate a client contract without compromising your position?
- Can you differentiate your commodity from their commodity?

- Do you know how to discover your customers' critical buying factors.
- Do you use resources efficiently?
- Do you prioritize your opportunities?
- Do you see yourself as a business-person first?
- Do you know the difference between quality and value?
- Do you know how to leverage political forces in your customers' organizations?
- Do you really know how buying decisions are made?
- Do you understand when a customer wants a partner and when they want a vendor?
- Can you describe your competitors' strategies?
- Are you constantly looking for ways to provide value?

How To Position Yourself

- 1** It's not how much you know or what you can do that matters.

It's what other people perceive and believe you can

- 2** Ask yourself:

- a) Why should people do business with me?
- b) How easily can someone else imitate what I do?
- c) When people need what I offer, will they think of me first?

- 3** Position yourself with your:

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

10 COMMON PROBLEMS IN COMMUNICATION

1. Initial rapport is not established with listeners.
2. Body movements are stiff or wooden.
3. Material is presented intellectually, not involving the audience emotionally.
4. Speaker seems uncomfortable due to fear of failure.
5. Eye contact and facial expression are poorly utilized.
6. Humor is lacking.
7. Speaker's intentions are not made clear due to improper preparation.
8. Silence is not used for impact.
9. Energy is low, resulting in inappropriate pitch pattern, speech rate, and volume.
10. Language and material are boring.

~Roger Ailes

TRAINING vs. _____

- Training teaches the _____
- Education teaches the _____
- Training shows people what to _____
- Education shows people what to _____
- Training is anchored to the past.
- Education is focused on the future.
- Training is a program.
- Education is a process.
- Educate yourself and your team to have:
 - (a) A Clear Vision
 - (b) A Solid Strategy
 - (c) Practical Systems
 - (d) Consistent Execution

*If you're as good today as you were a year ago today,
you're worse!*

TO EARN MORE, YOU MUST LEARN MORE.

SUCCESS vs. _____

- Success is _____
- Significance is _____
- Success focuses on _____
- Significance focuses on _____
- Success believes in _____
- Significance believes in _____
- Success motivates you to _____
- Significance motivates you to _____

➡ SIGNIFICANCE LEADS TO PURPOSE

➡ PURPOSE LEADS TO BALANCE

➡ BALANCE LEADS TO JOY

WHAT IS SUCCESS ANYWAY?

- It is not a matter of luck.
- It is not a reward for virtue.
- It is not an accident of birth.
- It is having something to do; somewhere to be; someone to love.

