

# **Why Salespeople Sell**

**By Ron Willingham**

If you've sold or managed people who do, you've no doubt noticed that there's a wide difference between people's actual sales performance. This brings up the question, "Why do some salespeople sell well, and others either fail or perform on low levels?"

Many sales managers believe that salespeople will sell well if they have high product knowledge or have the latest customer relationship management systems. Still others believe they only have to teach their people sales skills—that if their people know these skills, they'll be successful.

Which of these are the real reasons why people sell? Actually, neither. While product knowledge, customer relationship management systems and knowing sales strategies are necessary, none address the real reason why your salespeople sell well. After all, don't most of your people have access to the same technology, product knowledge, and training?

The real reasons why people sell well are much deeper and more profound.

## **SALESPEOPLE'S UNCONSCIOUS BELIEFS AND VALUES**

Selling success is largely the result of deep, *unconscious beliefs* rather than *conscious knowledge*.

Every salesperson has internal beliefs about:

1. What selling is.
2. What their own abilities are.
3. What's possible for them to achieve.

Whatever these developed beliefs are, they control salespeople's actions, feelings, behavior and abilities.

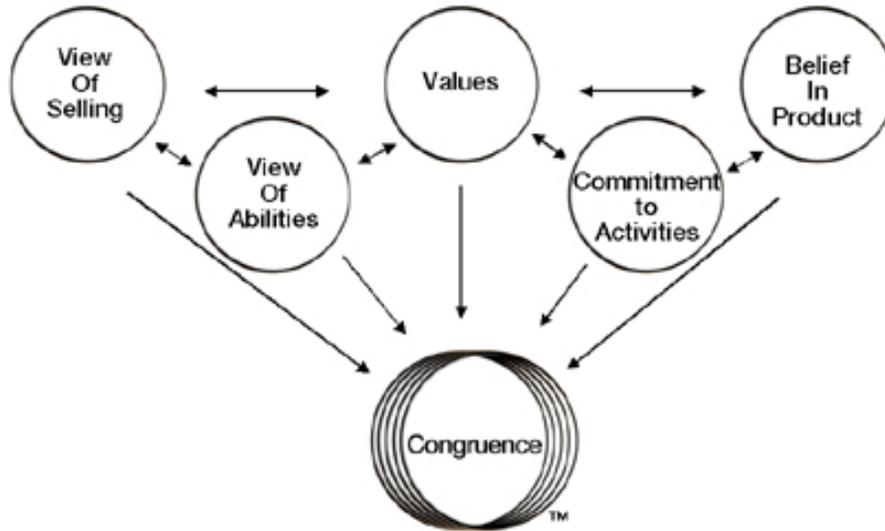
Simply put—they'll perform consistently with the internal self-pictures that have been formed through their previous life experiences. Usually, their performance will not change until these inner beliefs change. This is why most motivation attempts fail, and incentives are only short lived.

## **CHANGE PEOPLE'S INTERNAL BELIEFS AND YOU CHANGE THEIR SALES**

Here's the truth of the matter: Change people's internal beliefs and you'll change their sales. Selling is an *emotional* issue, not an *intellectual* one.

After having 1½ million people in our development courses, in over 65 nations, we've observed the performance of people in many cultures, languages, and organizations. We believe that there are five dimensions that must come into congruence for salespeople to successfully sell.

Take a moment and study the following model. It shows these five dimensions that must be in congruence.



Let me describe each of these dimensions.

*View of Selling* is our unconscious belief about what selling is. Is it a process of convincing, persuading, or getting people to do what we want them to do? Or, is it a process of identifying and filling people’s needs, and creating value for them?

I believe it’s the latter. I also believe that each view creates certain external effects, triggering certain emotions within salespeople.

*View of Abilities* is our inner beliefs about *who* we are, *what’s* possible for us to achieve, and *what* level of success we deserve to enjoy.

When salespeople have a view of selling that’s convincing people to buy from them, whether it’s right for the customer or not, many don’t believe they have the ability to do this. But, when most salespeople learn that selling is identifying and filling customers’ needs, they internally feel good about doing this.

*Values* are the inner rules by which we run our lives. They define the boundaries of our behavior. They define who we are at the deepest levels.

People's view of selling and view of their abilities then interacts with their values. If these views conflict with their internal values, it shackles them. If their view of selling and view of their abilities are consistent with their values, it energizes them. They have confidence and greater performance power.

Many salespeople are taught selling strategies that are in conflict with their values. This can cause them to *emotionally* shut down, and never *consciously* know why. Manipulation, taking advantage of customers, and telling half-truths are all self-defeating.

*Commitment to Activities* is a person's true commitment to the necessary activities that must be done to be successful in selling.

When salespeople have conflicts between the first three parts of this model, they'll almost always have a weak commitment to the necessary activities. But, when these first three dimensions are in congruence, people want to do the activities that will bring them success. So, they demonstrate more confidence, persistence, determination, and stronger work ethic.

*Belief in Product* is an internal conviction that when people buy what you're selling, they'll enjoy more value than if they'd kept the money they paid you. Salespeople who have a deep passion or conviction that the value of their product or service exceeds the cost to customers have high energy and staying power. Their inner convictions tend to impress customers, causing them to trust and respect the salespeople, and drop any resistance.

## **POINTS ABOUT THE SALES CONGRUENCE MODEL**

Please review the following points as you think of the Sales Congruence Model:

1. Conflicts or low levels of sales result whenever gaps occur between the dimensions.
2. Conflicts cause stress and emotional blocks that unconsciously inhibit sales success.
3. The wider the gaps between the dimensions, the more salespeople experience internal stress.
4. As conflicts are reduced, sales power, personal confidence, and effectiveness increase.

Bringing these dimensions into congruence is a *behavioral* issue, not an *intellectual* learning process. It doesn't happen because salespeople *know* about it; it comes from experience.

## **INTEGRITY SELLING® IS A PROCESS OF BRINGING THESE DIMENSIONS INTO CONGRUENCE**

Integrity Selling® is a one year curriculum to help salespeople and managers bring the previous five dimensions into congruence. This emotionally frees them so that they can sell more.

The Integrity Selling® curriculum is:

1. An initial six-hour seminar to learn a six-step customer-focused sales system.
2. A pre-assessment Sales Skills Inventory.
3. An eight-week follow-up to help participants develop unconscious habits of practicing the six-step system.
4. A post-assessment Sales Skills Inventory.
5. Monthly advanced sales meetings for reinforcement.
6. An annual review process.
7. Ongoing manager's coaching.

Our objective is to teach people appropriate customer needs-focused sales skills, and then help them develop what they learn into unconscious behaviors. This causes salespeople to experience significant personal growth.

Decades ahead of anything else called sales training, your trainers or managers can be certified to conduct the Integrity Selling® curriculum in your organization.

## **RESULTS, RESULTS, RESULTS**

When results count, you can depend on Integrity Selling® to bring them. With courses offered around the globe, here is a sampling of some of the results we hear about:

- A national mutual fund company said for every \$1 they spent with us, they enjoyed \$195 in new sales.

- An international health care company reported:
  - 26% sales growth in Japan
  - 28% sales growth in South Africa
  - 15% more time with doctors in Holland
  
- One life insurance manager reported a 33% increase in agent production, with an astounding 50% agent retention.

Yes, results, results, results.

Integrity Selling® . When you really want results.

To find out more about how we might help your organization increase your sales and customer loyalty, please call us or visit our web site.

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