

ACCELERATOR

The Sales Success Publication

EDITION
Vol. 2 | Issue 5

philmjones
helping your business reach new heights



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Ask those direct questions you've always wanted to ask!

SPECIALS

Spotlight

The vital ingredient in your sales cocktail

Process Focus

The rule of 10.5.2

Guest Interview: Phil Ryan

Lessons in great leadership

Winning Language

The benefit of the benefit

CONTENTS

Diary Dates

Contents



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Inside this month

- 4 Spotlight session**
Confidence - THE vital ingredient
- 6 Process Focus**
The rule of 10.5.2
- 8 Always be closing**
How to ask for more business.
- 10 Guest Interview**
Phil Ryan – Lessons in great leadership
- 18 Winning Language**
The benefit of the benefit
- 18 Simple Tip**
Be accessible
- 19 Business Builder**
Put prices up
- 16 Magic words**
Words to tap into the subconscious brain to reach a decision

EVENTS ENQUIRIES
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Welcome

My name is Phil Jones. I would like to welcome you to this month's edition of Accelerator, your sales success program.

Every day, as business owners and sales professionals, we find hurdles that stand in the way of our success. Attitude is clearly important, but wanting to do something is only part of the journey. Knowing what to do and how to do it is often the missing piece.

You are keen to learn, grow and improve in all areas of your life. I don't have all the answers, but I do have an abundance of tried, tested, and proven methods that have worked for me and if you are prepared to take action, they will certainly work for you, too.



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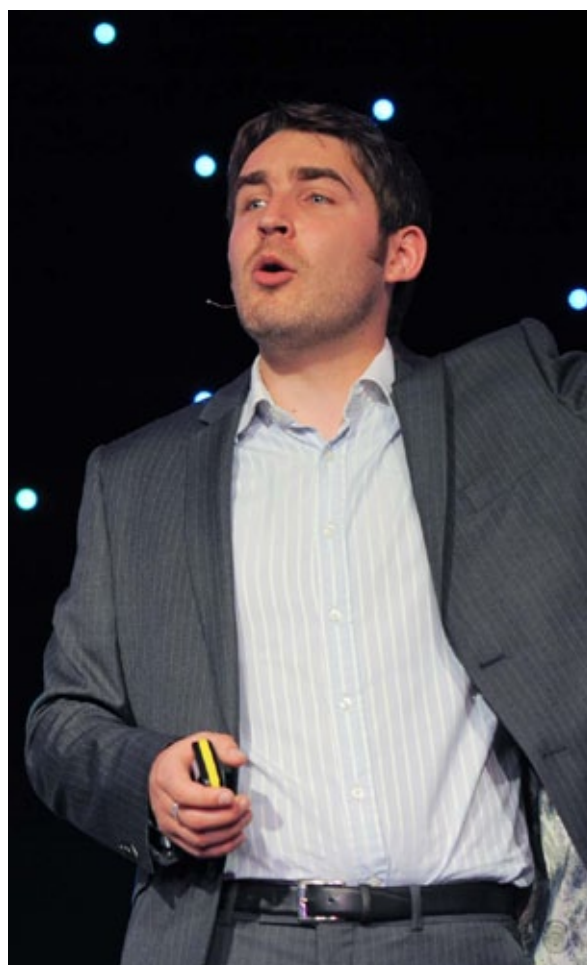
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Who is Phil Jones

An award winning business educator, Phil Jones is committed to helping organisations grow to their true potential.

His vast experience in a variety of sectors has resulted in him being recognised as an authority of **sales psychology and negotiation, for increasing corporate turnover and profitability, and for drastic business development**. A motivational, enthusiastic and inspiring speaker, coach and author, Phil has helped thousands of business owners and sales professionals to realise their route to success and how best to set out to achieve their goals.

Founder of Reaching **New Heights** and **forum Business Development Network**, Phil continues to provide an excellent support system to the local business community – the heart of the UK economy.



SPOTLIGHT

Confidence - THE vital ingredient

This edition's spotlight section is about what I believe to be a vital part of the sales role, a vital part of any business owner's role and it's dealing with what I believe to be the number 1 most important attribute to have to succeed in professional salesmanship.

So many people have their own opinion on what this is. Some say being a great listener or maybe having all the answers or questioning skills – these are all reasons that people would be great at salesmanship... But what I believe to be the number 1 most important point, is confidence.

Having confidence in what we do is essential to succeed. When we've got confidence, we can knock down doors, we can make stuff happen, we feel more alive and we get better results. When we're lacking confidence, our chances of success are significantly reduced. We've all had scenarios, where we're lacking confidence to such a degree that whatever it is that we're trying to sell or whatever decision we're trying to gain from somebody, we would struggle to give it away! Success breeds success and thinking in terms of level of success is something we've discussed in previous programs.

It's fair to say that winning new business is tough, building new business is tough and getting the knock backs that we face when we're trying to get anywhere or we're trying to grow is particularly tough. We need to adopt to develop processes that can help us deal with tough times. Here are 5 points that really help my team and I to boost our own confidence and I'm sure that if you take action and apply at least one of these, it will have an impact on your confidence when you're out in the marketplace too.

1

Understand your "Why?"

I'm a big believer that your business, or what you do in your workplace, should be your vehicle to help you do everything you choose to do with your life. It still beats me the number of people that spend more time planning a two-week holiday than they do planning the remainder of their life. Life

flashes by so quickly. So many people massively underestimate what can be achieved in just four weeks, yet over estimate what they can achieve in 3 or 5 years. Ask yourself this question about your to-do list ... have you ever completed it or do you find that you're always adding to it? If you have ever completed your to-do list, what's the emotion that you find when you get to the bottom? It's often not joy or happiness, but relief. You can think about your to-do list in a completely different way. Create what I call your best ever to-do list. It's the list of all you want to do, be and have in the remainder of your life - the bucket list. Having a bucket list or a best ever to do list really is your "Why?". So when you ask yourself "why am I doing this?", you understand your real reason which should help you perform at your best.

2

Consider who you take your advice from

There's one thing that everybody loves to give - their opinion. Yet so often, opinions are disguised as advice. People want to force their ideas, beliefs and viewpoints on you for you to take action on. Sometimes, those opinions come with no credibility or purpose or they don't come with a focus on you; they come from a self-centred viewpoint from them. Considering whom you take advice from is essential. I'll encourage you to take advice from people whose opinion you trust, people who've walked the walked before them, people who can talk from experience, have seen it and done it, got the t-shirt. Go back to every source that is giving you advice and check their credibility. Many people think they are experts on things because they read the book, seen an article in the paper or watched something on the news. An expert in my eye is somebody who's equipped to give advice and who's got personal experience of the situation that they're advising you around.

3

Visualise your achievements

You know that to-do list that we've never finished...? Have you got a done it list of all the things that you've achieved in your life up until now? We all have tough times and business is going to have ups and downs, so take time to remember

the good times. If you have received testimonials by letter, email or across social networks, take time to visualize them and put them in a place where you can see them. If you see something, you'll believe it. When you believe it, you'll take action and you'll feel better. What about all those great moments in your life, the things that you're most proud of? Whatever gives you the biggest sense of achievement, have pictures of it, have items or in and around you and your workplace that reminds you of the good times, maybe awards, maybe photographs, maybe posters. But whatever it is that reminds you of something that you've achieved in your life, visualize it and put it somewhere you can see it. They'll help you play from a 7, 8, 9 or a 10 out of 10 on a daily basis as opposed to some of those days where you'll be playing from a 2, 3, or 4.

4

4. Get a coach

I'm sure you'd expect me to say so because I am one! But I encourage all of you to have a coach or a mentor. If you're serious about your success, you should have somebody that can give you advice, somebody that can ask you the questions that you're not perhaps capable of asking yourself and most importantly, somebody to hold you to account on all the things that you said you're going to do. People do two things: 1. what they enjoy doing or 2. what they are checked on. When you work for yourself or you're responsible for your own actions - who does the checking? Having a coach might not necessarily be a paid for service. A coach for me is somebody outside of your organization, somebody who's thinking not about how your results impact on them, but how your results and your actions impact on you.



5

5. Make hay while the sun shines.

I was speaking into a good friend of mine a short while ago and the conversation went like this:

Friend: Phil, I don't know what it is; something just seems to have clicked in the business and the last 3 months have been fantastic, but I can't put my finger on what it was that caused it!

Phil: I'm pretty sure I know what it was - remember all that hard work and effort that you put in and the long hours and the prospecting and the exhibitions and the shows and all the marketing activity that you did to make yourself known, over the last 12 months?

Friend: Yeah

Phil: That's what caused this massive uplift in your business right now. It's the activity that you put-in in the past.

The risk that we all face, is that when times are good, we stop taking the action that resulted in times being good which no doubt is going to result in a dry-spell in the future. So please win when you're winning. When times are good, keep moving forward, keep that momentum because if you let that momentum slip at any point in time, to get it moving again at the same pace is either going to require a huge amount of luck or a huge amount of hard work.

Those are 5 techniques that we use to deal with tough times to improve our confidence to make sure that where possible, we all give ourselves the best chances in what can be quite a challenging marketplace.

PROCESS

Process Focus – 10.5.2

This issues process focus is all about customer acquisition; bringing on board new business. If are you looking for more customers right now, then do you know exactly how many and in what timeframe? What beats me is the number of organizations that put out marketing activity, don't get the results that they were looking for and then, worse than that, they expected to fail to achieve the results because if they did they would have ended up with too much business and they wouldn't have been able to cope.

Ensuring that success comes from design rather than by chance is imperative in my eyes. So many of the organizations that we work with are looking for maybe 10, 20, 50, perhaps even 100 new customers – not tens of hundreds or thousands. Just think, what difference would two new customers a week make to your organization? And what if that was two new customers per week, per person selling in your organization?

For many, that's going to be quite a significant difference. This process is going to help you understand how to get two new customers per week. Even if you're looking for two new customers per day, per month or per year - the same process applies and the ratio proves to be true.

If you do something often enough, a ratio appears” Jim Rohn

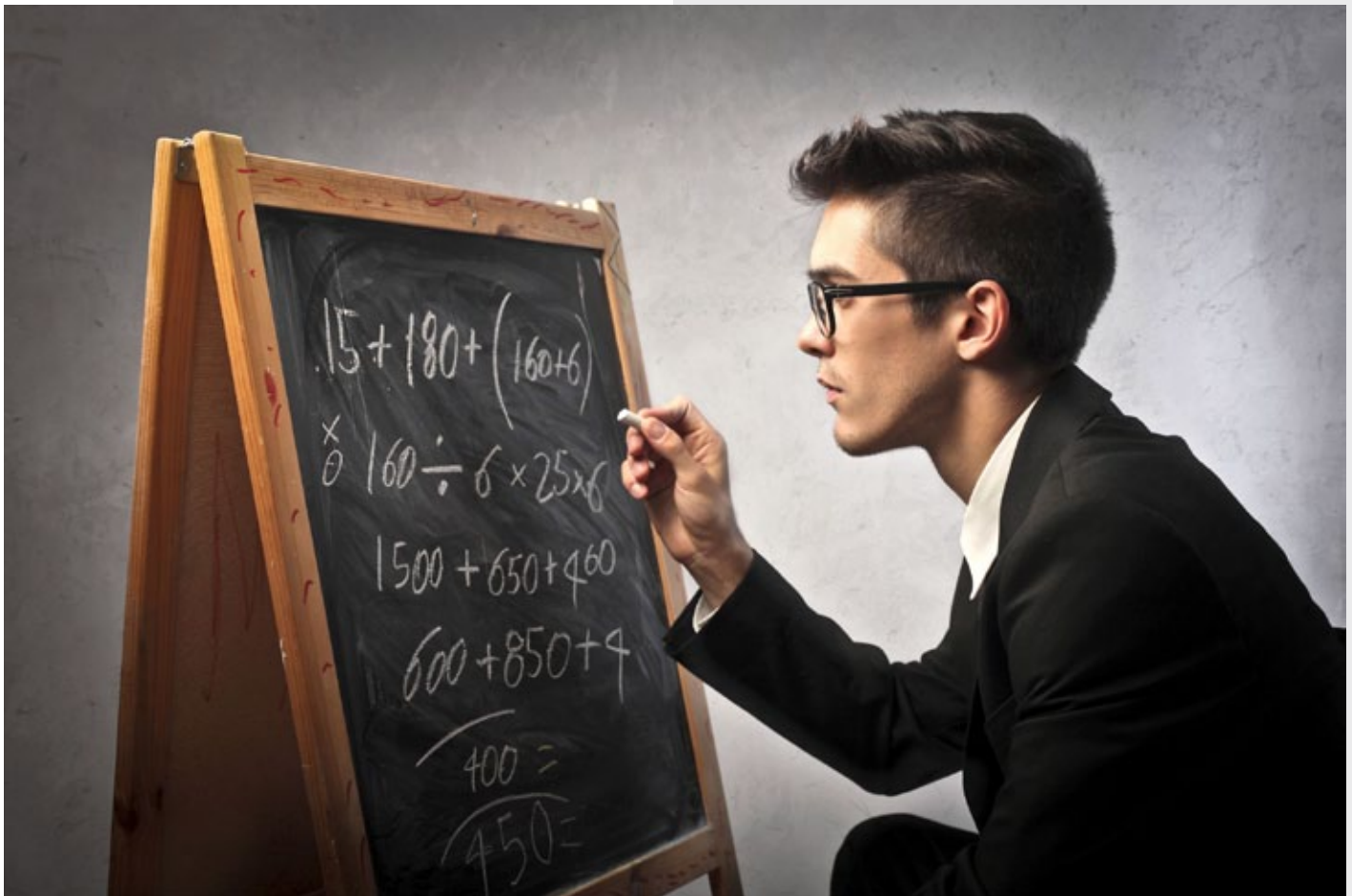
Once a ratio appears, you can improve upon it. Ratios are incredibly important in order to test, measure and improve. This process focus is what I call 10-5-2; a name based on the ratio that it results in. What this means is if you have 10 meetings with potential customers, 5 of them will have a genuine need for what it is that you're looking to sell to them and 2 of them will buy. Sounds simple? Let's just go back to the science on it a little to explain how it really works.

Have you ever bought anything that you didn't plan to



buy? You had an impulse purchase on something that you hadn't designed to go out and buy, but because it was put in front of you at the right time - like that chocolate bar on the till point - you went on board to make a positive decision. Then, think about scenarios where you've already decided that you want to buy something; perhaps a new household appliance or a holiday. In each of those circumstances what so often happens, particularly with the access to the internet, we lean on one of our most trusted advisors. We go to Google and we ask Google what it is that we should buy. Google then gives us loads of choice, and all of a sudden we become educated customers to a point the only variable that we find ourselves talking about between which option we choose is the one that as sales professionals, we hate to talk about - the price. Therefore, if you have a reactionary approach to your sales techniques where you're waiting for the inquiry to find you, the chances are that they're speaking to other people too. Your chances of success are reduced based on the fact that you're in an already competitive marketplace.

Let's take those two examples again. On one side of the fence we've got somebody who's already decided to buy your product or service and therefore is an educated customer. On the other side, we've got an impulse purchase. 10-5-2 works on the success on the latter of those two options. Firstly you need



to understand who your target market is and they become your 10. Then the only thing you need to do is to win an appointment with those people. In an ideal world, in winning that appointment, you won't give away a huge amount as to what your product offering is. At this point you are purely looking to build a relationship, perhaps business owner to business owner or local networker to local networker, to go and meet people in your target market and find ways that you can help each other. You will be surprised at the number of people who accept a meeting without really knowing what it's about. Easy ways to arrange those meetings are to suggest that it's a short meeting then show some gratitude towards the reason why you've picked them. You could say that you've got some ideas that you'd like to bounce off them and then ask for the one thing that everybody loves to give, their opinion.

If you have 10 of those meetings, our ratios and experience tell us that in 5 of those conversations you'll bump into people that through conversation

and questioning will establish a need that they may be able to use one or more of your products or services. All of a sudden you've got 5 people who could buy your products or service, who now know who you are and what you do and now have an experience of transacting with you. What will then happen onwards from there is of the 5 people who've got a genuine need, 2 of them will go on to buy at some point in time in the future.

So if all you're looking to do is to get two new customers a week, then what you're really looking to do is to get 10 simple 15 minute face to face appointments with people that fit your target market. Then trust the fact that 5 of them will have a genuine need. Then trust the fact that providing you're good at what you do and you have a great product offering, 2 of those will go on to buy. I don't know about you but I find that quite simple and I think you could be amazed by the results that you get if you employ 10-5-2 in your business and start that as soon as you possibly can.

ABC

Always be closing - Earn the right to be assumptive



We get the very best results from this technique. And equally, anybody I've coached or trained over a period of time will come back to me months or years later and thank us so much for the introduction to this form of closing because its success rates outweigh any of the others by a country mile. It makes the job so much easier.

One of the biggest reasons why people don't feel comfortable closing sales, transactions or outcomes with a customer is because they are fearful of rejection; they're scared of somebody saying no to them. So because they're so scared of getting a no, they don't ask and therefore they guarantee a no! We don't get paid for maybes. We get paid for a yes and no's allow us to move on. I don't mind a maybe if we know where we're going, we know what's standing in the way or what's stopping it moving forward. But I want a yes or a no because this gives us clarity and clarity gives us direction.

This closing technique is completely rejection free. If it's rejection free, we can all do it. Selling is earning the right to make a recommendation. It's putting yourself in a position where you can say to somebody "Because of the fact that you said A, B, and C, what we recommend is X, Y and Z." And that earning of the right to make a recommendation means that what it is that you're suggesting they do or take action from comes from a knowledge base. It's not what you think they should do; it's what you advise them to do based on your experience and your understanding of what they've told you.

"This closing technique is completely rejection free. If it's rejection free, we can all do it."

If for your entire sales process, the customer's nodded and smiled all the time you've held their hand and advised them and offered your professional expertise, then surely you've earned the right to gain a decision. The trouble is though when you put the spotlight on the decision, all of a sudden, small decisions can seem like big ones and therefore become difficult to make. That creates rejection and objection, and in turn, you're not getting the success that you're capable of. By viewing the scenario slightly differently, what we can do is we can jump people past making the decision by just assuming they're going to say yes. This technique is the assumptive close.

Let's explain some psychology behind this and why an assumptive close is so powerful. What it works on is the fact that if you ever make a series of statements to anybody and follow that series of statements with a question, provided they answer the question; it means that they must have agreed with the statements. Otherwise, they would have challenged you. So let's put this to a simple example using an accountancy practice:

"Well, we've got on well today and I'm certain that we can take care of your accounts for you. What we'd provide for you is we'd do all of your personal taxation, we'd do your end of your accounts and deal with your VAT returns in between they present the price for they'd expect that to be over a 12 months period of time and they jump to the fact that what I'm going to need from you from here is I'm going to need you to complete a simple one page form that we send to the tax office to let them know that we're going to be dealing with your affairs. Now that simple form starts with your name and address. What's the first line of your address?"

By finishing with a question that they are guaranteed to know the answer to, the customer then starts with their name and address and continues through the contact details. This means they've agreed to the decision. I've met very few people who've failed to find the answer to that question!

The only thing somebody can do by alternative is respond with a question. The question might be something like, "So does this mean that you'll be our new accountant from today onwards?" If you receive a question back of that kind of scenario, then all you simply do is answer the question as simply and directly as possible. Which in this scenario, the answer to that question, would quite simply be, 'Yes', followed by no other words. If something is oversold and sounds too good to be true, then typically we're programmed to believe that it is. So closing an assumptive form takes confidence and posture, but it brings fantastic results. Because it doesn't give no as an option, and because your posture and your confidence in its delivery assumes that they'd be daft not to say yes, then your yes ratios will go through the roof.

"We jump people past making the decision by just assuming they're going to say yes."



INTERVIEW

Guest Interview- Phil Ryan

Today's guest interview is with Phil Ryan. Phil is the managing director of The Management Centre, at Bangor Business School in North Wales. In addition to his role at the centre, Phil holds a portfolio of non-executive director positions from leading financial organizations. Phil has successfully developed and managed sales teams with the West Bromwich Building Society, Lloyds TSB and throughout the Lloyds Banking Group. Phil really is a true professional and a gentleman combined with a wealth of invaluable experience all turn together will no doubt bring some useful thoughts for all of us, with expertise in sales, sales management, strategic thinking and creating high performing teams from strong leadership.

Phil Jones: Hi Phil! Good day to you and it's a delight for me to have you here on this short interview for our Accelerator program and I think it was 3-4 years ago now that I met you when you were still on stage speaking at the LMI conference where I was in the audience and it was one of the few times that I sit in an audience really and find myself quite inspired by somebody who's sharing some information. So, staying in touch from there has enlightened me further about you and your career and I'm chuffed to bits to have you sharing some of that experience with us.

Phil Ryan: Thank you.

Phil Jones: So Phil, for the benefit of everybody else listening in, why don't you tell us a little bit about you and your background and where you come from?

Phil Ryan: Okay. Certainly! I think I would describe myself as a banker, which is probably not the most popular profession in the world and that has changed relatively recently. But I guess when you spend 26 years in one profession that sort of impacts you with the identity level. And during that time, I did all the sort of things you'd expect in banking from small business to big business to retail branch

banking but I also had a passion for leadership and management training, developing, coaching my own people, actually running a contemporary sort of self-employed training career during that time and being a member of the professional speakers association which is where you and I met.

Phil Jones: That's right. In terms of you and your business right now, what's new for you at this moment in time?

Phil Ryan: Well, just over 18 months ago, I actually took a change in direction. I went from being in a full time banking role to actually running a training business, which is a subsidiary for a major university in North Wales. That transition happened



One phone call, when the right question is asked, can **absolutely** make such a huge difference.

because the specialism of that training business is actually banking. So they were looking for somebody who'd got the real life experience that got an MBA, which I was lucky enough to do at the OU many years ago, but also could do the leadership and management piece. So having taken over that business, I'm done moving into a new financial year, I'm moving into the position where we've gone from launching the business to actually now putting on to a sustainable footing and getting our name out there, getting our brand out there, getting our portfolio known to people that would want to take advantage of these things that we do.

Phil Jones: Going back a while Phil looking back across your career, I'm a big follower of success and I like to understand where people have been successful and what landmark moments have been in your life or career. What might be one or two things that stand out as scenarios where you've hit success in your own eyes?

Phil Ryan: Well I think, I'd actually focus it down, literally, to one phone call. There was I, happily in my career in banking (that I literally fell into because it seemed like a really sensible thing to do in the early 1980's) when I had a phone call from a training company and the guy had obviously found his way through reception and tracked down the management trainee in the branch and he just asked me a few questions about my background, my aspirations, those kind of things, and then he asked me the killer question. And the killer question was, "Compare to all the other management trainees in your bank, what is it that you're doing differently that they're not that will secure you your next opportunity, your next promotion?" and I was

stunned silence at the end of the phone call as I thought about the answer to that question. And to cut an incredibly long, 10 year, story short, I went along to a seminar as a result of that, signed up for his training course, he represented the company that probably a number of people have heard of and it's called the Dale Carnegie Organization, Dale Carnegie being the man who wrote the book How to Win Friends and Influence People. So I went through their training course, developed my confidence, leadership skills and my ability to stand in front of an audience and probably ignited the passion on the public speaking side. 10 years later, I was actually running programs for them. So, one phone call, when the right question is asked, can absolutely make such a huge difference.

Phil Jones: In terms of success again then, what would you say would be the ingredients or the attributes that would make up a successful person?

Phil Ryan: Certainly that's got to start with a sense of purpose. I think that, if ultimately, the reason why people go to work is to pick up their pay check, whether that's running their own business or whether that's working for somebody else, that starts to tire you out and you end up spending your life looking forward to the next break or the next holiday. If the reason that you're going there is to achieve a result, to ignite a passion, to do something that really makes a difference and the pay check is the kind of icing in the cake, then actually holidays become a little bit of an interruption or there isn't a distinction between work and break anymore because work is fun. Ultimately, when you start to feel like what you do makes a difference at the real impact full level, it's a crossover between what you're good at and what

INTERVIEW

Guest Interview- Phil Ryan

other people also will pay you to do, then people start to succeed at the highest levels.

Phil Jones: You've worked with some sales teams and you've been a salesperson yourself but what would you say the difference is that businesses need right now in order to be able to sell more effectively?

Phil Ryan: *Ultimately, I think there's a skill level that is required in the current climate and the current culture that wasn't required 5 years ago. If you had a reasonable quality product at a reasonable price point and there weren't that many competitors in your part of the world, you could go out there and deliver something and get some reasonably rave reviews. The whole global communication network means that there are buyers and they're considerably more sophisticated no matter what the product might be, considerably more well informed about the opportunities that are out there, considerably better able to access those through a multimedia alternatives. So even if you are buying a solid product and ultimately you can get it in a ship-in from anywhere in the world, at very little cost, over and above what you could buy down the road. All of a sudden, we have to become more in-tune with the needs of the people who are buying our products and services. To become in-tune, we need to be able to connect at the deepest level, we need to be able to develop a level of rapport, we need to be able to create relationships that last considerably longer, because if people are buying from you based on price points, as I would somebody out there that's going to come and cut in on that price point. If people are buying from you because of the level of connection and understanding of their needs, then they'll keep coming back to you.*

Phil Jones: If there was one skill where you could teach everybody you met, what would that be and why?

Phil Ryan: *The thing that's made the biggest difference in my life, so I guess I'm quite passionate*

about this, is to be able to stand up in front of a group of people and converse with them in the same way that two people could just sit down over a drink in a pub. And what I mean by that is that, if you look at all these surveys about public speaking being feared by people, the biggest fear, and people would rather die or be scared of spiders or things like that than actually stand up in front of a group. When you then have the ability to do that in a calm and relaxed way, all of a sudden there are all sorts of subliminal messages about confidence levels, capability levels which you're generating out. So, I would love a world in which all the young people (and that's one of the passions that I have to be able to train these people) have the confidence to be able to stand up on a stage with 200 or 1000 people in front of them and have that ability to communicate. When you can do that, you'd almost feel like you can conquer the world.

Phil Jones: I agree obviously. It's singing from a same sort of platform, I know in a given night I've shared the stage together on any occasions and standing and speaking is an incredible skill. I think if everybody could learn then the world would communicate on far different level.

Phil Ryan: *Absolutely !*

Phil Jones: Let's turn to mistakes. I'm sure for a career as successful as yours, you must have made a few mistakes on that journey too. What are some of the things that stand out in your mind as where you got it wrong and what did that teach you?

Phil Ryan: *Probably the biggest mistake, and I've managed to repeat this several times in my career, so eventually I will work this one out, is not planning far enough in advance. It's always been so absorbed in the passion of what I'm delivering here and right now that maybe the 18 month, 2 year time horizon isn't something that I've thought about enough. I'll give you an example in the world of a career. I don't know whether or not people are thinking about this*

You've always got to be thinking where do I **want** to be in 18 months, 2 years' time

from the perspective of maybe being an employed job or a self-employed job. But, you've always got to be thinking where do I want to be in 18 months, 2 years' time. I've been guilty many, many times of loving what I'm doing. The world around you changes regardless of how good you might be and suddenly waking up one day and thinking, "Well, what I was doing has no change and what I have planned and done differently as a result of this to anticipate this and the answer is not enough." And so, if I were going to give advice to anybody based on the mistakes I've made, it's always have one eye on how the world is changing and where you want to be in 18 months, 2 years' time and be putting seeds into the ground now that help you to prepare for that.

Phil Jones: You've obviously had some advice through the years as well. What's some of the advice that's been passed on to you that you'd happily pass on?

Phil Ryan: *I think probably the, go back to what I said about that phone call and that book, if anyone hasn't read 'How to win friends and influence people', even though the book was actually last published during about 1935, you've just got to pick up a copy of that book, because ultimately, I said earlier about relationship building and rapport building, the core skills and confidences that are taught on the course and are featured in that book about how to connect with people, they're still as relevant today as they ever were. Actually be thinking about the world through the eyes of somebody else. I've done a little bit of NLP training as well and this whole science around this and it's a science, again, teaching the same principles that*

I learned all those years ago I just didn't notice there was a science below them. And that is again about getting in through the other person's world, understanding their filters, and understanding their perceptions. If you can see the world through their eyes, then ultimately you know whether you can help them achieve their goals. If you help them achieve their goals, and then you'll help yourself achieve your goals in the process.

Phil Jones: Okay. So that's you recommending 'How to win friends and influence people', me recommending it in the past and in the previous interview just a couple of months ago, Peter Lee recommending the same book. If people haven't got around to reading that yet then I don't think we can do much more in the persuasion on it!

Phil Ryan: *I think it's probably about £5.95 on Amazon second-hand. So, it's not huge investment.*

Phil Jones: Let's just jump to the other side of work-life, etc. and how do you find balance in what you do because obviously you're a busy guy, you're travelling here, there and everywhere, and your career is quite important to you, how do you find balance between when it's work and it's full on and the time for play?

Phil Ryan: *One of the bits of advice again I was given many years ago or perhaps it was more of a saying and I turned it into advice is you teach that what you most need to learn. And, one of the programs that I love to run is maximize your personal productivity program. I guess most people would know it's a tiny management program and subtly*

INTERVIEW

Guest Interview- Phil Ryan



in the first few minutes of the program I point out that time can't be managed and that's why I don't use phrase time management. And one of the great things about that is if you're running programs on a particular subject, it forces you to live that subject, otherwise you're real hypocrite. You stand up and you say, do this, do this, and you don't do those things yourself. So, work-life balance is something I have to constantly revisit, but every time I get a group of people and I talk about how do you plan and structure your day, how do you make sure that you capture all the promises and commitments that you've made and close down your day making sure you've either delivered on them or diarized them forward or captured them in some kind of system so that you can then shut your brain down and do all the other things rather than do what most people do and that's spend the time when they're at home worrying about work and the time when they're at work worrying about home. So it will be is having some kind of system, and that can be a WH Smith's one page of diary system through to a fancy technology based system. But ultimately, it's what do you do to make sure that you planned and structured your day, that you've captured all the things that you said you're going to do during the day and you deliver on your promises. When you can do that, I think you can get a work-life balance because you have the peace of mind that everything that needs to be done is done.

Phil Jones: In the technological ages we are now, we're communicated to in so many different ways, with emails and social media, etc. How do you try and avoid the distractions and what do you listen to and what don't you listen to? How do you make that stuff work?

Phil Ryan: I'm a great believer in a concept called 'Chunking' and that literally means recognizing that you've got 7, 8, 12, how many hours you choose to devote to your working day and that the night before that working day, you have some kind of plan about how you're going to spend tomorrow. Now, does that mean that you won't respond to

Before I invested a few hundred pounds to go on one of **Tony Robbins'** training courses, I actually bought the book and read it.

things that might crop up during that day? Of course not. But if you can deliver 80% of what you plan to do, you've done a good job. So, if anybody sends me an email for instance, they will get an automated response and that automated response will tell them that I will look at my emails at 3 o'clock every day. It also goes on to say, if you need me more urgently, here's my mobile phone number. So it's not trying to exclude people, it is trying to manage expectations. And religiously, at 3 o'clock every day, I won't have an appointment. So if I'm on site, that's the hour that I will log in and do my emails. I turn off that little annoying thing that pings every time you get an email because otherwise I won't be working on something I can be distracted by it and just taking this concept to the nth degree. If I make phone calls to people, I'll do them in a block. If I don't like playing telephone tag with people, so if I ring somebody and they're not there, I will agree a time with their PA or receptionist that I will ring back and make an appointment and do that as a very firm and clear thing. So it's just having a little bit of structure to the way you go about approaching it that means all that noise can be just channelled and focused because we can only do one thing really well at a time. The question is, "What's the most important use of my time right now?" And when we can answer that question, I think it makes a huge difference.

Phil Jones: Let's just take that to personal development for a second because you've talked about how important it is for you and your career to learn from others and attend seminars and listen to audio programs, etc. How do you decide who the people are that you learn from, because there's lots of information out there, isn't there, in so many

different ways, how do you pick and choose the sources that you learn from?

Phil Ryan: I guess that has got to come from recommendation. You meet somebody and you get a sense of somebody in who they are and what their specialism might be, there are always cheaper ways to access a person's knowledge base for you to make an initial decision. So, if the person's got a book, go ahead and buy the book, it's only going to cost you a few pound, if you like what you read, then maybe explore what they've got to say, maybe go to a live seminar. Certainly, I've mentioned Tony Robbins is one example of many, some people love him, some people hate him, I think he's an interesting character but I've learned a lot from him. But before I invested a few hundred pounds to go on one of his training courses, I actually bought the book and read it. I thought, "Well, if this makes sense to me, then I want to hear the guy live. If he doesn't make sense to me, then I won't" So, it really is about exploring the various options. There are an awful lot of very bad trainers, very bad speakers, very bad personal developers out there and finding those golden nuggets is an absolute key because you can waste your time. However, if you do your research, if you use your network properly to find out what experiences work for other people, it really is slightly easier than the sort of panning for gold, than the good old guys used to do in the wild west and I think that's really the analogy. It's panning for that little nugget of gold.

Phil Jones: What question would you have wished I've asked you today to allow you to maybe share a piece of information that you think would be really valuable to everybody?

INTERVIEW

Guest Interview- Phil Ryan

Phil Ryan: *Well, I think you've done a good job, so that's probably a bit harsh to say! I guess the one area that might not have come out too much is the whole issue around the banking piece because we almost crossover on the basis that was my career for 26 years, it remains my passion and it's not a popular passion. The truth is that the whole banking profession has undergone a massive paradigm shift. If I can briefly share this, then let me just go back to the point when I started and joined the bank, you have to be a professionally qualified banker in order to take up your first most junior management position, that change, that was a mistake and I think the banks are now recognizing that in order to put a capable manager out there in front of a senior client, they need to have a good depths and breadths of knowledge in their industry. People are starting now to come back to places like the institution that I'm part of to do their professional banking qualifications. If you're an accountant, if you're a solicitor, you've got to do qualifications to practice. I'm quite passionate about re-professionalizing the banking industry and saying that if you're going to be the licensed banker, you've got to do those qualifications as well. And I think the brand names that are starting to appear on the high-street now that the Handelsbanken, the Tesco's, the Metro Bank, they are going to embrace that and I think the big brand banks that have maybe ignored that for a little while need to sit up and take notice because ultimately they're going to find market shares stolen from this.*

Phil Jones: *Is there a lesson in that for everybody?*

Phil Ryan: *Yeah. Absolutely! First of all, that the next natural stepping stone if you're not in banking is there's a very good chance that you will have to at some point deal with bankers in terms of ratio and finance for your business or just using that current account facilities. If your relationship with your bank is a faceless organization and you're literally a number to them, you never see the same person twice and you haven't got somebody to*

understand your business, there is a better way. Go find a bank, go find a relationship manager who'll spend some time with you and get to understand your business particularly if you're in a small business and you don't have a bunch of advisors around you, that bank manager can give you that free advice. And ultimately then, if you got somebody that understand your business, when there's an opportunity that might need financing or support, you're more likely to have somebody on your side, more broadly, if I really widen the net, what profession are you in? Are you professionally qualified to do the things that you're doing? That's a rhetorical question for everyone to ask themselves, because ultimately if they haven't got themselves cutting edge in terms of the depth and breadth of knowledge required for their industry, that person runs a risk of somebody else beating them to the winning post. So, it's a message I guess about development, not necessarily formal qualifications although that's a good benchmark but having cutting edge knowledge that makes a difference.

Phil Jones: *And you've touched on professionalism there and being able to say that you're a professional in what you do. If we were trying to define what professional meant, what would be the shopping list of ingredients where somebody could stand up tall and say, "Hey, I'm a professional in what I do?"*

Phil Ryan: *Well, very interestingly, we as a business have made a brand decision to work with a lot of professional organizations that use the chartered status. And as you may be aware, a chartered status means that you can only grant it to one business in a particular industry, it's granted by royal ascent. So ultimately, if you're a manager, the chartered management institute, if you're a banker, the chartered banking institute, there are lots of other institutes out there, issues to sales and marketing management for instance, between that role, I think affiliating with the appropriate chartered organization, at the least gives you the entry level benchmark to professionalism in*



Don't find yourself going down the river of life and then **suddenly** you see that the rapids are 3 or 4 feet ahead of you and you haven't planned for them

your qualification. I'm not saying they're all as good as each other, I'm not saying they haven't got things that they can learn, but at least if you've got some kind of badger that says I know the basics and I've been independently tested, that's step 1. Ultimately, you'd want to be a pathfinder, so going beyond that is what contribution you can make. And again, I'd encourage everybody to think about what organizations do they belong to and what do they contribute to? And personally, as an example, I recently got involved with institute of directors. Do I see myself as a head director? Not particularly, but I understand some of the things that they're trying to achieve and I believe I can help to shape the direction in which that business goes. But you start to meet what's called a community of practice, like-minded individuals who got the similar challenges and I think if you can get involved in an appropriate group for you and your background, then you can make a bigger difference than you would on your own.

Phil Jones: Brilliant! Now, just so people can kind of grasp what we've talked about today in a snapshot, what would you say would be the 2, 3, 4 lessons that you'd want people to have as takeaways listening into this right now?

Phil Ryan: Okay. I guess, number 1 is that, if you are stretching and developing yourself and planning ahead, that's one of the keys to success. Don't find yourself going down the river of life and then suddenly you see that the rapids are 3 or 4 feet ahead of you and you haven't planned for them. And secondly, think about what organizations you can be part of that have similar goals to yourself and you could help to shape so that you got the collective

power of that group as opposed to the single emphasis of the individual and you'll know, you'll get a sense when you're in the right group of people and that the contribution that you're making is one that ignites the passion rather than just as a day job.

Phil Jones: Brilliant! Where can we find out more about you or the centre?

Phil Ryan: There are two web addresses that I'm very happy to signpost. If people are interested in general learning and development, leadership, training, programs in advance selling (which you run for us Phil so they've got to be good!) our website www.themanagementcentre.co.uk is definitely the place to go. If anyone's in the banking profession and wants to know more about our specialism, I am going to plug us and say we're the number 1 business school in the UK in banking, accounting and finance. In that case then, look up something called the chartered banker MBA. If you Google that, you will find us. But either of those websites or can contact through yourself Phil because you know us, we work well together, and by all means always happy to help people, advice people, signpost people.

Phil Jones: And anybody that's up in North Wales or perhaps in Bangor, any point, they've got to come and see the setup at The Management Centre. It's really impressive what the guys have got in and they deliver some great programs. So in behalf of everybody, thanks ever so much. I look forward to catching up with you soon.

Phil Ryan: Thanks Phil.

LANGUAGE

Winning Language – The benefit of the benefit

When talking about our product or service, we've probably all been told to just talk about its features and its benefits. A feature is what it does i.e. a feature of a smartphone would be that it could receive and send emails. The benefit of which could be that it would give you the ability to read and reply to emails at a time to suit you. So they've got the feature and we've got benefit. So many people find themselves talking only about features but you can't just talk about the features of your product or services, you must talk about the results of them too.

I'm sure that's what you're doing right now and I said today I want to teach you something new, something that you can use to get a slightly better result, because for me, features and benefits get you somewhere but it doesn't get you where you need to be. To really win in this environment, we need to go one stage further. We talk about the benefit of the benefit. This gets us to the real reason of why our product or service may well be useful to our customer.

Let's go with the same example - a smartphone device. We know that a smartphone's feature is that it allows you to receive emails to your telephone; but after the

feature ask yourself "So what?" This allows us to give the benefit. The benefit of which is that it would give you the ability to read and reply to emails at a time to suit you.

To get to the true benefit - the benefit of the benefit - we then need to ask "Which means that...", so following the benefit that it gives you the ability to read and reply to emails at a time to suit you, we could go on by saying, "Which means that, the time that you have between meetings can now be better utilised as you can respond to important messages straightaway, delete mails that aren't of any use to you; giving you more time to use as you see fit which could save you time and money."

Using "Which means that..." gives a reason why a smartphone device could be of use to the customer, by giving them a practical example where it would save them time or money - who doesn't need more time or more money!?

Look at your language patterns. When you find yourself giving your next benefit to the customer, use "Which means that..." to give the benefit of the benefit. Your customer will see a cleaner application for your product or service, which will make the decision to buy from you easier.



SIMPLE TIP:

More of a mistake to avoid rather than something to do - be easy to contact so that people can get hold of you so you can win appointments and create business opportunities. I look at my local papers and I see the adverts that people are putting out there and I see mistakes made time and time again by people putting their marketing pieces together yet failing to include vital pieces of information.

One example is a local hotel around 10 miles from my home takes a half page advert in our local paper

advertising a big tribute night that they're running and it was obviously a really important key event for them. They had a headline act and a headline price and the advert looks stunning. They said you must book now early to avoid disappointment. However, it missed two vital pieces of information. Number 1, was the date of the event. Number 2, was the telephone number to contact or arrange a booking!



BUSINESS BUILDER

Business Builder – Put prices up

This issue's business builder is all about increasing the average order value of each and every one of your customers. It's really quite simple to do. It's something that can have phenomenal results but it's something that we all resist doing. Once we've done it, we wonder why we didn't do it months earlier or years earlier. It's simply the case of putting your prices up. As months and years go on and you get more experience, your value increases and you become more knowledgeable. As your value has increased, then in turn your price should increase too. In any profession, if somebody were more experienced they would come at a higher price.

Putting your prices up is so much easier than you perhaps are thinking it is. I've seen a number of examples where people have put their prices up in the past and made a huge scene on what it takes to put their prices up. So they've written letters to their customers and apologize blaming other people, blaming the economy, blaming their suppliers and making a drama out of the fact that their prices have changed.

If you wish to put your prices up and would enjoy the benefits of doing so and it is viable within your industry, all I'd encourage you to do is to simply just do it, just change your prices, if you need to inform your customers, don't overly apologize for it, just send them a communication and say here's our latest pricelist. That way, by not making a big thing about it, it will often just slide on by, allowing you to continue doing what it is that you're great at and continue to get great results only earn more profit for doing so. So, if you can tweak your prices upwards in any way, shape or form, then do it.



So if you want to win more business, make sure that you're easy to contact, make sure your telephone number is readily available on every piece of marketing literature that you put out, make sure it's on the bottom of your email signature, make sure that your email address is accessible.

All of the social networks are becoming increasingly used forms of communication, so please make sure that they can find your Twitter ID easily, that they can find your LinkedIn account, that they can find you on Facebook, that they can

find your YouTube channel. Put those addresses and those links in as many places as possible so people can connect up with you in the most successful and easy way.

And finally, be sure to answer your telephone on all of the numbers that you use. If you promote your telephone number, please make sure a human being answers it, somebody who can take a message, take an order and ensure that what you're not going to do is to lose a single piece of business.

MAGIC WORDS

"Just out of curiosity"

These magic words allow you to preface nearly every direct question that you wish to ask, turning what could be viewed as an unreasonable question into a reasonable one. The words are quite simply, "Just out of curiosity".

If you preface nearly every direct question with the words "Just out of curiosity" the way it is received is remarkably different. It isn't anywhere near as direct or aggressive. So let me give you an example of how you could now deal with the objection that is, "I just need some time to think about it." If you use the magic words here, you say, "Just out of curiosity, what is it specifically that you need some time to think about?" And then be prepared to shut up and wait for the answer. What that question has just done is put you back in control and made it very difficult for your potential customer to do anything other than give you the honest answer as to what it is that they're looking to think about.

The answer to that question, you will be able to work around to find a solution for.

We can tweak the question that precedes "Just out of curiosity" a stage further should we choose to if we really want to get a decision from somebody. We could say, **"Look, just out of curiosity, what is it that needs to happen for you to move forward with this today."** The same is true with the pause afterwards you must wait for them to answer the question. There is a third stage on this if we really want to get a decision on some difficult scenarios. We can say, "Look, just out of curiosity, what's stopping you from moving forward with us at this stage?"

Using "Just out of curiosity" can allow you to turn scenarios, where you're in no-man's land to a point where you're then back in control and far closer to getting the positive decision that you'd hope for.



OUTRO

So that's it and I'm hoping this session has been fun. You have learnt some new ideas, skills, and feel empowered to take action

It's been a pleasure sharing these lessons with you.

Please remember that if you know of just one person who, just like you, would take benefit from receiving this programme, then send it to them! Spread the knowledge and should they subscribe, you have contributed to their future success. Take action.



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