



PubMatic

Module 1.
8th March 2022



Welcome back PubMatic!

Over the next few weeks, we're going to look at the psychology of sales, how the human brain comes to decisions and how we all process information differently.

The method by which individuals buy is unique, as is the way you sell. With this in mind, we will focus on personal, one-to-one coaching to address all your specific sales challenges and goals, as well as getting together for group feedback, idea sharing and creative sessions.

The worst advice in sales history is to 'just be yourself'. If you sell how you'd like to be sold to, you alienate yourself from approximately 75% of your marketplace who will all need to receive advice, information and ultimately 'make a decision' in a different way to yourself.

Together, we're going to look at the different ways people make choices, process information and how you can identify not just how your customer's brain is wired, but how *you* put together your reality and process data.

With practical tips and actions that you can use in meetings and calls to engage at a new level with your clients, through to learning more about yourself and how you view the world around you, this course will take your sales skills and your results to the next level.

Do great things,

A handwritten signature in black ink, consisting of a large, stylized initial 'C' followed by a long, horizontal line that tapers off to the right.

Chris Dawson



Date

Name

To review on *(date)*

To review with *(name)*

What I've learnt

What I'm going to do

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Who's help do I need?

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What tools do I need?

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How will I know when I've achieved what I want?

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Over the next few weeks, we're going to cover...

- **How do *you* make buying decisions?** Recognising the thought process that you use to make purchases and analyse information.
- **Metaprograms** – your client's mental operating system and how to recognise it. How to identify how *your prospect* makes decisions and communicate with them in the appropriate style.
- **Speaking the right language** – lead programmes and how you and your clients perceive the world. Observing the language your client perceives their world in first and replying correctly. (And recognising your own lead language).
- **Influence and persuasion** – the language and approaches you can sprinkle over all your communications to increase your results. The six influences you can use in emails, meetings, phone calls and social media.
- **How to deliver a virtual presentation** that engages and is memorable. The tricks to being remembered, exciting people, and avoiding 'death by PowerPoint'.
- **Personal one-to-one sales coaching** and feedback – You'll receive feedback on your meetings, be able to ask any sales related questions and craft new questions, soundbites and approaches bespoke to your role and selling style.
- **Group coaching** sessions and idea sharing – we can discuss issues from meetings, the sales pipeline and prospecting. Share ideas, make action plans, and have an open forum.



Virtual Reality

'Reality is merely an illusion, albeit a very persistent one.' – **Albert Einstein**

The world is not as it is. The world is how we interpret it through the filters in our conscious mind to our sub-conscious where we develop a paradigm of good and bad and right and wrong.

These filters constantly hard wire how we feel about situations, how we process information and how we make decisions.



Some people when they buy a new TV will do lots of research, read countless reviews and look at tens of websites before finally making a decision when 'they' believe it is the right one for them.

Others will ask for feedback and advice from friends and colleagues about what TV *they* bought and base their decision around this external feedback.

Some people will make a snap decision based on how the TV looks or sounds or if there was a 'special deal' on that day.

You need to buy a new laptop – what is your buying process?



When do you brush your teeth in the morning?

Socks on first or pants on first?

You're building IKEA furniture –

- **Read the instructions cover to cover first**
- **Lay all the pieces out in groups (i.e. all the screws, all the legs)**
- **Just get stuck in**

How do you decide what restaurant to eat at?

You're going on holiday – how do you decide where?

You're cooking – follow the recipe or just wing it?

How do you know when you've done a good job?

How do you feel when you're praised in public?

Is your desk messy or tidy?

Are you usually late/last minute for engagements or early/bang on time?

Spreadsheets – love making and reading them! Or do they make you feel sick?

If we all make decisions and process information differently, how do you know that how you're communicating with your client is how they like to be communicated with?

Sell how *they* like to buy – not how *you* like to be sold to

Metaprograms

A person's Metaprograms are habits or systems they use to sort information. 'Meta-Programs' are essentially the software we have inside our heads that control all other programs, including how we make decisions. We are all programmed differently and run on different operating systems. By recognising your customer's unique operating system and supplying them with the correct data you can influence their decision.

There are many Metaprograms recognised, for PubMatic I have concentrated on six of the most useful the sales profession.



Towards/Away from

In business, **towards** people tend to be dynamic, forward thinking and risk taking. They focus on goals and positive outcomes and will often use words like **future, moving forward** and **vision**. When asked what your product or service could do for them, they are more likely to describe how their business would use you in moving forward, what they would want it to achieve and when. You need to talk to them in future language, setting *targets, outcomes* and *potential achievements*.

Away from people are risk averse. They will often use words like **safety, security, fear** and **protection**. When asked what your product or service could do for them, they can reel off a list of what they 'don't' want it to do. They will worry about the change, what effect it will have on existing systems and the costings involved. You can encourage *away from* people by discussing what may happen if they *don't* buy from you and you must ensure you always talk with integrity and reassurance about dealing with you.

What's most important to you in looking for a new approach?



Options and Procedures

Options people surround themselves with choices. They are identifiable by their overtly open body language and use of words like **alternatives, options, possibilities** and **ideas**. They are happiest when they have choice but struggle to make decisions. Once they've decided their choices are gone, so they feel uncomfortable (this is also buyer's remorse). Quite often, they will end up doing nothing rather than making a decision. **Offer them choice – but not too much choice!** Be flexible, be aware of when they are ready to move forward and reassure them once they've decided that their choice was the right one.

Procedures people are very structured. They will make lists and demonstrate their ideas on their fingers and by making linear movements with their hands. They will use words and phrases like **step by step, firstly, next, procedure**. Take them through the entire sales process. Give them times, dates and lists of when everything will happen. Be clear and concise with your language.



Internal/External

Internal people make decisions and gauge what is right or wrong by themselves. They are happy to make decisions without consulting anyone else and will quite often discuss ideas using 'I'. They want to make up their own minds and will not be influenced by the opinions of the group, other customers, or testimonials. They can sometimes be viewed as cold or arrogant and may well leave awkward silences during discussions. You must make them aware that you are conscious of their need to make decisions internally. *"I know that until you are entirely certain that **this is the best tool for the job** Steve, you can't **give me a decision now**"*

External people value the opinions of others and are permanently asking **colleagues, clients, and friends** what to do. They can be perceived as insecure or lacking self-esteem as they gauge right from wrong, good or bad from what others say. They are heavily influenced by **testimonials, reputations** and **salespeople**. However, you may struggle getting them to make a decision without consulting others. Make sure you have all the decision makers in the room.

INTERNAL V EXTERNAL

Big Picture/Detail

Big Picture people like headlines; the overview. They fear details, reports, spreadsheets and painful, detailed explanations of your goods and services. They may appear to be lackadaisical in their approach and unknowledgeable about their business as they deal in big ideas without concentrating on the finer points. **Ask how they would like their proposals;** lots of details or the big picture? If you hand over a huge, intricate proposal to a *big picture* person, it won't get read and you won't get the deal. Try asking a great question and seeing if you get a big picture response. ***"What made you first decide to look at this?"*** Now listen out for lots of details or a brief overview. Now you know how to present to them.

Details people are unsurprisingly the opposite of big picture. They love details, graphs, charts, and spreadsheets, lengthy and intricate explanations of things. They can often be viewed as boring and long winded as they will talk lengthily about the simplest of subjects. If you're selling to a details person and you only give headlines, they will not have enough information to make a decision. Provide breakdowns of your services, lots of hand outs and brochures and where possible technical information.



Same/Difference

Same people fear change. They love repetition. When comparing two businesses, products or services they will look for the similarities between the two. They may take the same route to work every day, holiday in the same destination every year and dress similarly every week at work. When buying new products or services they will want to be familiar with most of the factors involved. They will rarely invest in anything **totally new, totally different** or **original**. When explaining your goods and services ensure you first explain how similar it is to what they already have before explaining the added bells and whistles.

Difference people love the new and the bold. They rarely stay in the same role at work or even in the same organisation for long as their boredom threshold is very low. They can be seen as **nit-picky** as they can quickly **spot faults** with things and always **find problems** as they spot what is out of place easily. Where possible and when there are multiple decision makers, try engaging the difference person at the end of the sales process. They will find all the details that are wrong and make the offering watertight. Tell them about all the new features and big changes you've made to the original product.

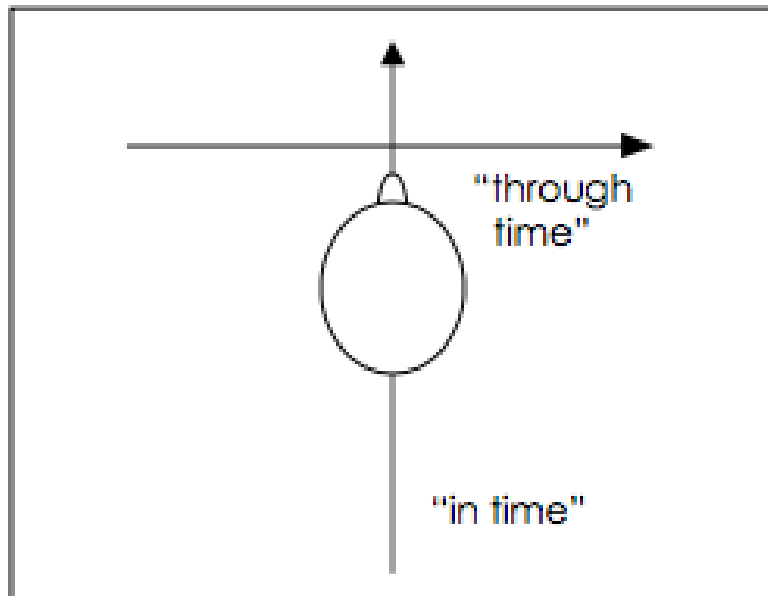


In time / through time

Who do you push for a decision and who needs time and autonomy? How we perceive time changes how we make decisions. There are visible clues to who is 'in-time' and who is 'through time'. Learn them and you can close more sales.

In time people see time stretching out in front of them. The past is behind them and is rarely learnt from. They tend to be fun and 'in the moment' and will give you 100% of their attention when they're with you – once you've left though, you're forgotten as that moment has passed. Look for your clients who are late for meetings, intense with their attention to you, messy desks, badly organised paperwork. You need to ask for next steps at the end of your meeting and show them lots of energy and attention – **these are the people you push**.

Through time people view the passing of time as linear. It stretches from left to right across them allowing them to look backwards and forwards. They learn from mistakes as they will easily review what they've done before and can see an organised route moving forward. Look for tidy desks, immaculate time keeping, hand gestures that move across their body when explaining processes. You cannot rush a through time metaprogram. You need to ask them about their timeline, **what have they done before? How do they see this working for them in two months' time? What more information do they need to help with their decision?**



Typical Timeline Arrangements

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