

The
ONLY SALES GUIDE
YOU'LL EVER NEED

Workbook

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Chapter One

SELF-DISCIPLINE:
THE ART OF ME MANAGEMENT



Fill in the Worksheet:

In column one, write down a list of disciplines you need to keep. These are things that you will do without end. Unlike a goal, there will be no time in which you will have completed these disciplines.

In column two, write down the frequency in which you must keep these disciplines.

In the final column, write down the outcome you will generate by keeping these disciplines.

Discipline	Frequency	Outcome
Prospecting	Daily	More appointments with better clients

Discipline	Frequency	Outcome

Chapter Two

OPTIMISM: A POSITIVE MENTAL ATTITUDE



Fill in the Worksheet:

Let's prepare you for a Negativity Fast by identifying the sources of infection.

In the first column, make a list of the sources of negativity you encounter regularly. That might be media, social channels, or individuals you interact with frequently.

In the second column, write down how or what makes this source negative.

In the third column, write down your plan to avoid these sources.

Finally, determine what you are going to consume instead (that might be books, audio, new sources of media, or new friends and colleagues).

Source:

Negative Idea:

Avoidance Plan:

Inoculation:

Source:

Negative Idea:

Avoidance Plan:

Inoculation:

Source:

Negative Idea:

Avoidance Plan:

Inoculation:

Source:

Negative Idea:

Avoidance Plan:

Inoculation:

Source:

Negative Idea:

Avoidance Plan:

Inoculation:

Chapter Three

CARING: THE DESIRE TO HELP OTHERS



Define your Circles:

There is a great book by Eugene O’Kelley called *Chasing Daylight*. It’s about how he spent his last 6 or so months after being diagnosed with a form of terminal brain cancer. Accepting his impending death, O’Kelley made a list of people with whom he wanted to “wind down” his relationships.

O’Kelley started with work acquaintances, and as head of KPMG, that was tens of thousands. He worked his way to the small circle that was his immediate family. At the half way point, he realized he got the order wrong.

Make a list of the people who are most important in your life. This is the smallest circle. It’s mostly your family.

Make a list of the family and friends who come right after the small circle. This is the next smallest circle.

Now make a list of the commercial relationships that are critical to your success.

Now draft a communication plan for each of these three groups. How often are you going to call them? How often are you going to see them? What should you be doing to discover how you can help them?

Family & Friends

Close Family

Critical Commercial Relationships



A large light gray circle containing 15 horizontal lines for writing.

Use the following pages to draft your communication plans.

Chapter Four

COMPETITIVENESS:
A BURNING DESIRE TO BE THE BEST



Fill in the Worksheet:

I want to provide you with an exercise that will help you compete more effectively. It’s simple, and it’s profound. In the first column, write down the things that your business does. Your competitors likely do these things, too. In the second column, write down how you do these things differently from your competitors. You won’t do everything differently than your competitors, and you don’t need to. Use column three to capture the reasons why you do things differently. What happens if you do it another way? The last column is for capturing how what you do differently benefits your clients or customers. To compete and win, you need to be different in a way that makes a difference. Defining this makes it easier to explain your value proposition.

WHAT YOU DO	HOW WHAT YOU DO IS DIFFERENT

WHY YOU DO IT DIFFERENTLY

CLIENT BENEFITS

Chapter Five

RESOURCEFULNESS: FINDING A WAY OR MAKING ONE



Resourcefulness

Solve a Real Problem:

The best way to exercise your resourcefulness is to solve real problems. Let's do that here.

Write down one of the major challenges you are struggling with now.

Now write down some ideas as to how you might solve that problem. Don't judge the ideas, just write them down.

If someone else was to look at your problem, what is the first thing they would do to produce a better outcome? (In case you believe your problem can't be solved because it is difficult, know that someone else who isn't constrained by your experience and commitment to the problem will see it differently).

Now, review your ideas and write down the top three ideas that might have merit. Schedule a meeting to review these ideas with someone you trust, who is also the resourceful type. Sharpen these ideas with someone who is super resourceful, and then plan to take action.

Major Challenge:

Ideas:

Ideas to Review:

1. _____
2. _____
3. _____

Chapter Six

INITIATIVE: TAKING ACTION BEFORE IT IS NECESSARY



Plan to Be Proactive:

If there is one thing that is going to improve your results in sales faster than almost anything else, it is switching from being reactive to being proactive. To do so, you have to do a little work.

This exercise should be done weekly. I do it on Sunday each week.

First, make a list of your three most important projects. (Do not choose more than three!)

Second, review the previous three weeks of your calendar. Make a list of the meetings you had, and make note of the follow up activities you may still need to complete.

Next, look at your next week's calendar for existing appointments and commitments. Write down any prep work you need to do for these meetings or commitments.

Important Projects:

1. _____
2. _____
3. _____

List the next thing you need to complete for each project:

1. _____

2. _____

3. _____

Recent Meetings:

Follow Up Activities:

Upcoming Commitments:

Prep work:

Review the lists of important relationships you created in the exercise for Chapter 3: Caring. Make a list of the actions you need to take to be proactive in those relationships:



Take Three Actions:

- 1) Review the lists of important relationships you created in the exercise for Chapter 3: Caring. Make a list of actions you need to take to be proactive in those relationships. Block time on your calendar to take those actions.
- 2) Block time on your calendar for the very next thing you need to complete for each of your three most important projects.
- 3) Block time to do the follow up work from the prior weeks and prepare for the coming week.

Chapter Seven

PERSISTENCE: BREAKING THROUGH RESISTANCE



Persistence

Fill in the Worksheet on the Following Pages:

We are going to stick to what's in *The Only Sales Guide You'll Ever Need* for this exercise. It's so important that you do this work.

Make a list of the top 20 prospective clients (we'll call them Dream Clients) that you have given up on, forgotten, abandoned, or lost to a competitor when you should have won.

In the second column, write down the next action you need to take to restart your pursuit of helping them become a client

After you complete this exercise, tag these contacts in your CRM, so you can easily pull a list each week, and continue your pursuit.

ABANDONED DREAM CLIENTS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

[illegible]

Chapter Eight

COMMUNICATION: LISTENING AND CONNECTING



Communication

Initiate an Uncomfortable Pause.

This is an exercise of a different variety. You can't do this one alone. This is field work.

During your next three face-to-face interactions, pause for 6 beats when the person you are speaking with finishes speaking. This is a long, somewhat uncomfortable pause, but mostly for you. During this pause, keep eye contact with the person speaking, and breathe in audibly.

Notice what is said next. Notice the quality of the interaction.

Write your observations here.

Interaction 1:

Client:

Date:

Interaction 2:**Client:****Date:****Interaction 3:****Client:****Date:**

Chapter Nine

ACCOUNTABILITY:
OWNING THE OUTCOMES YOU SELL



Keep Your Promises:

Okay. You just got here. You just received the book, and you can't be expected to already know everything you know now, or why would you need *The Only Sales Guide You'll Ever Need*?

I am absolving you of accountability for some things you should have done, and at the same time reminding you it's time to straighten these things out. You made promises, and you still have to keep them.

In the first column, make a list of clients you have acquired, and who you promised certain outcomes to.

In the second column, list those outcomes (not what you sold them, but the outcome that it is going to produce).

In the third and final column, write down what you need to do right now to ensure they achieve that outcome.

Client	Commitment	Ownership Activity

Client	Commitment	Ownership Activity



This exercise may not be very easy. If you don't have a documented sales process, you are going to have to do a little more work to think through the commitments you need as you go from target to close.

On pages 127 and 128, you'll find a list of 10 commitments you need to gain in a common, business-to-business deal. The goal in this exercise is to make sure you know which commitments you need, and in their order.

Make a list of the client interactions you have over the normal course of winning a deal. List them out (i.e. First Phone Call, Face-to-Face Meeting, Web Demonstration, etc.). Then write down the commitments you need to gain during each interaction and how it benefits your client to agree to those commitments..

Client Interaction	Commitment Needed	How Client Benefits from Next step

Client Interaction	Commitment Needed	How Client Benefits from Next step

Chapter Twelve

PROSPECTING: OPENING RELATIONSHIPS & CREATING OPPORTUNITIES



Download the Worksheet:

I have a great tool for you to use with this exercise. You will need to go to iannarino.io/prospectingworkbook to view the videos and download the Excel spreadsheet that accompanies the videos.

Use the password: **TOSGprospecting** for access.

Download Worksheet

Chapter Thirteen

STORYTELLING: CREATING & SHARING A VISION



Spin a Yarn:

In this exercise, we are going to work on your stories. I'm going to provide you with the structure, the framework for creating the stories you need to help your clients choose you over your competitors.

We'll start by going back and recalling the state a prospective client was in when you found them, or when they found you. What was wrong? Why were they struggling? Capture these ideas in Column 1.

What did the prospect need as their future state? What would happen once the problem was solved? This prompt isn't about your solution; it's about the outcome your solution provides. These ideas go into Column 2.

In the third column, we need to capture what your prospect needed to change to get those results. They needed your solution, but they may have also had to make internal changes. Make an exhaustive list here. Even if you don't use everything, it's worth capturing.

In the final column, it's good to tell the truth. Producing transformational results isn't easy. If it was difficult, explain why, and what you did to overcome the difficulties. If it took you three times to finally get the results your client needed, explain why. This is how you learned what you know, and it is how you can do better now.

PROSPECT CURRENT STATE

PROSPECT FUTURE STATE

WHAT NEEDED TO CHANGE?

WHERE DID YOU STRUGGLE?
WHAT DID YOU LEARN?

Chapter Fourteen

DIAGNOSING: THE DESIRE TO UNDERSTAND



Forget What I Said Before:

Before we get started here, I want to point you to a book that I mistakenly left off of the recommended reading list. That book is *DISCOVER Questions Get You Connected* by Deb Calvert. It will provide you with questions for your entire sales process.

One thing I mentioned in the book, as a negative, is looking at your prospective client's problems through your solutions. It's good advice because it reminds you that you need to listen, and you need to help your prospective client discover things for themselves, too. But now we are going to ignore this advice for the purposes of this exercise.

Make a list of the last five clients you won.

Now, make a list of the primary challenges they faced, and how they framed the problems. These are called the "presenting problem," but as you know, it isn't always the root cause.

What was the root cause of their problem or challenge? What did you discover that wasn't revealed in your early discovery meetings?

This prompt is tough. But you need to do the work. What question did you ask to get access to the real problem? What questions will you ask when you suspect you know what the real issue is?

The answers here provide you with a new arsenal of questions.

Client	Presenting Problem	Root Cause

Chapter Fifteen

NEGOTIATING: CREATING WIN-WIN DEALS



Answer These Prompts:

This exercise is going to help you negotiate by helping you defend your pricing and the investment you require to deliver results.

Why is your cost higher than your competitors?

(Go back over the work you did in Chapter 4: Competitiveness)

What added risk is your prospective client taking by paying a lower price?

How does a lower price result in a higher cost?

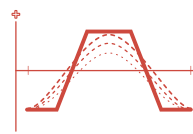
(Does it require more time, more energy, or a greater ongoing investment? Does it need to be replaced more frequently? Does it lessen the impact they make for their clients? Does it leave them exposed to harm in some other way?)

The answers you've written here will help you defend your pricing.



Chapter Sixteen

BUSINESS ACUMEN: UNDERSTANDING BUSINESS & CREATING VALUE



Business Acumen

Identify Your Target Clients' Issues:

There are so many exercises in the book. I want to give you something different to do here. This is a search and destroy mission.

Choose a vertical you are responsible for selling to (logistics, healthcare, information technology, SMBs, etc.).

Search Google for a list of challenges that industry is facing, or the trends that are impacting their business. Make a list of these issues and trends, and collect no less than five articles on each one.

Now, make a list of the ways you can help your prospective clients address these challenges and trends. For extra credit, call three prospective clients, and ask to interview them about these challenges.

Target Vertical:

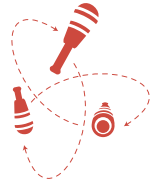
ISSUES AFFECTING YOUR TARGET	SOLUTIONS

TRENDS AFFECTING YOUR TARGET

STRATEGIES

Chapter Seventeen

CHANGE MANAGEMENT: BUILDING CONSENSUS & HELPING OTHERS CHANGE



Change Management

Build Consensus:

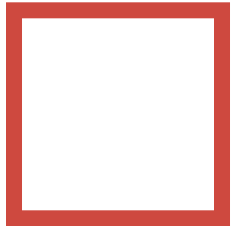
There is no reason to stray from the book here. The best and most important thing you can do follows.

Generate a report of your current pipeline.

Review that report, and find any opportunity where you are engaged with only a single person in your dream client's company.

Schedule with each of the contacts within these opportunities to review who else should be brought into the process of change, and who else will be impacted by a decision to choose you and your solution.

Note: This work isn't easy, but it is essential.



**Check this box once you've
generated your pipeline report.**

CLIENTS WITH ONLY ONE CONTACT

APPOINTMENT DETAILS

Chapter Eighteen

LEADERSHIP: PRODUCING RESULTS WITH & THROUGH OTHERS



Lead:

The first half of *The Only Sales Guide You'll Ever Need* was about personal leadership. You need to be able to lead yourself. If you've done the work up until this point, I'd say you have that well covered.

This may be the most difficult exercise in this entire workbook. But you are more than ready.

Look over your clients to see who you are struggling to implement or execute your solution for right now. Identify one challenging situation that you are going to lead back from the brink.

Now, schedule a meeting with a few people on your team to identify the obstacles, and the potential actions you can take to make a difference. Offer to help do whatever is necessary, including presenting to your leadership team to acquire additional resources.

Go to your client and ask for a meeting to share these ideas, and ask to share some ways they may be able to help you produce better results faster. Tell them what the obstacles are on their side, without being judgmental. Offer to do whatever is necessary to help them with their end.

Finally, schedule follow up meetings to track and share your progress. This is leadership.

CHALLENGING CLIENTS

DESCRIBE THE CHALLENGE

Client to Focus on:

OBSTACLES

SOLUTIONS

Date of Client Meeting:

Who from your team?

Who from their team?

Draft how you will share your team's ideas with your client:

Draft how you will address any obstacles coming from their side:



IANNARINO

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