



LEAGUE OF EXTRAORDINARY MINDS

Panel 1 - Interview

Getting Customers to Always Choose You over Everyone Else

Panel Experts (in order):

Joseph Jaffe
Jack Trout
Russell Granger
Stephen MR Covey
Bert Decker
Kevin Hogan
Mike Bosworth

Hi, this is Jay Abraham and I'm here with my partner Rich Schefren. Rich?

Rich: Hi Jay.

Jay: And we want to welcome you to the first of what we think is going to be a lifetime journey we're going to have together with these amazing panel interview sessions.

Today is probably going to be one of the most important and it should be as your first real interactive experience. The title is, "Getting Customers to Always Choose You over the Competition." And, Rich and I have gone to extraordinary effort to bring on the panel, the experts we think represent the broadest spectrum of deep specialized understanding you could possibly gain access to and truthfully most of them you wouldn't have the ability to gain access to on your own, but we have the good fortune of having influence and access to people that have been very gracious to assist us.

Let us now set you up for what the process is going to entail so you'll know, not just for this panel, but for all the subsequent ones that we expect you to be experiencing with us for years to come.

The process Rich and I use is very simple. We will introduce each one of the experts very quickly, but very respectfully. We're not going to really talk to them yet. We'll wait and let them demonstrate to you their mammoth minds by the answers they provide to the questions we're going



to ask. We're going to ask 7 questions normally of a panel. Each question we will ask to be answered by all of our panel members. In other words, we'll ask a question. Then we'll go to each one of our experts for their unique and specialized answer. Rich and I will take turns asking them because we want you to basically get very familiar with both of our styles. Sometimes we'll make comments, sometimes we'll wait until the end. At the end again, we will make an incredible interpretive assessment of what we've all just heard – what the big overriding lessons, issues and insights and epiphanies are and most importantly, what to do with them.

Jay: Now, let us introduce to you our panel. The first panelist I'm going to introduce is Jack Trout. Anybody who knows anything about marketing knows that he's probably the definitive man when it comes to positioning, when it comes to understanding distinction differentiation. He and his company have offices all around the world. He has been either the co-author or the author of more important and impactful books about marketing than anything else. "*Positioning the Battle of Your Mind*," "*Marketing Warfare*," "*Big Brands, Big Trouble*." He's been one of my heroes and he's somebody whose understanding of the most critical elements of differentiation and positioning are unparalleled. He's going to bring incredible perspective to this. Rich?

Rich: Okay Jay. Next, we have Joseph Jaffe and Joseph Jaffe is the resident, I love this, the Chief Interrupter of Crayon, that's his company. Crayon is a very interesting strategic consultancy that teaches really small, medium and the largest corporations around the world, all kinds of ways to use social media and the derivatives to really maximize their reach, to maximize their impact, to deepen their connection with their prospects and customers and ultimately to increase their success and their profitability. So, he's written two books. Soon there will be a third. The first one really changed the landscape of advertising which was, "*Life After the 30 Second Spot*." It was extremely valuable when it came out, it's still valuable today and it really talks about the transition from traditional advertising to more of the advertising that is done today. The next book he wrote was, "*Join the Conversation*," which is probably my favorite book on social media and its power. It's really about how to connect and really understand social media and what you can do with it to grow your company. The one that is going to be coming out soon is "*Flip the Funnel*." I'm not going to be able to do it justice. He's just a master of understanding all things that pretty much anyone online is concerned about whether it's social media, Facebook, podcasting, blogging, etc. And I would say he's probably the top expert that you would want to plug into



when it comes to social media and he's graciously conceded that he will let us pick his mind and really extract those nuggets of exactly what you need to do online today to help grow your business and really cement the bond and get chosen as the ideal for your customers and prospects.

- Rich: Next, we have Kevin Hogan. Kevin is arguably the definitive super-colossal uber-master in the field of persuasion. He's written a total of 19 books – 19 different books on the subject of persuasion. The runaway one that everybody knows is "*The Psychology of Persuasion*," and it's how to persuade others to your way of thinking and he's just masterful at it. Kevin's trained in the field of sales, marketing, leadership, members of government, as diverse as Poland. I'm curious as heck at what he taught them. What in the world he taught the U.S. postal service, I want to hear that too. He's also taught Starbuck's, Microsoft, etc. He's the definitive master and we're going to have great fun with him plumbing the depths of the catacombs of his very, very agile and knowledgeable mind. Back to you Jay.
- Jay: Okay. Thank you. Our next expert and a very, very, very provocative man, he's really got something extraordinary in his achievements – Michael Bosworth. He's a legend. His background is very, very impressive. He got involved in selling disruptive technology in the very early stages and he refined it, he expanded it, he became the preeminent expert, source of understanding, how to masterfully sell something very, very, very hard for people to understand. Over his career, he's developed probably the definitive understanding of solution selling, customer centric selling, those are the titles of his books, but they're more importantly the body of his life work. He understands the selling process – how to work with all the different influences you have deal with in multi-influence selling, how to deal with all the different objections and issues that people subconsciously are struggling with as their listening or reading or watching your sales presentation. He's really built some of the greatest distinctions. His probably biggest claim to fame is he mastered most of sales strategy for Xerox. He now goes around the country teaching it. He's a very prominent venture capitalist and he's graciously agreed to share his enormous wisdom in the selling and influence and persuasion area with us in the answers to his questions today.
- Jay: Russell Granger, another expert on our panel today. We've got an incredible dimension of understanding and expertise represented. He's a lifelong researcher in break-through areas of really the psychology of selling and success, but his latest book is of most interest to Rich and I.



It's called "7 Triggers to Yes." It goes really deep and he goes really deep into understanding the new science of success and the awesome power that persuasion wields in the whole process. Some of the things you're going to hear from him are exceedingly fresh and enormously different than the old rhetoric that has been basically brandished about by a lot of the old time thinkers. It's going to be really exciting. Rich?

Rich: Thanks Jay. Next we have Bert Decker and he's one of the most influential personal coaches in the area of communication, believability and ultimately effective presentations. His clients read like the world icons in business, in investments and in arts. He has had people like Chuck Schwab, the Co-Founder of Twitter and major, major business magnates. He's really coached all types of people on really how to effectively get their message across. He's written really the definitive in seminal books on that topic. The one that's really the classic of how to get your message across is called, "*You've Got to Believe to be Heard*." It's still considered the absolute bible in credible communication. He works with really high level and very impactful communicators at about every walk of life in every type of business. You name an area where communication is critical, where the stakes are exceedingly high, and they bring him in. We're really pleased to have him on board and I'm sure he's going to give everyone a perspective about really what you need to do to your message to make sure that it's believable and credible. Jay?

Jay: In rounding out our super panel today is somebody who's a very dear friend of mine and one of the most really, really deep and profound thinkers and researchers in the field of high leveraged achievement. He's also the son of somebody very prominent – Stephen MR Covey who's the son of Stephen R. Covey, Of Seven Habits fame, but Stephen in his own right is a remarkable man. He was the CEO of the Covey Leadership Center. He engineered the combination of Franklin Covey, but more importantly, when he went on his own, he researched the most important remaining facet of business leverage in the marketplace today and realized that it was trust. When you achieve trust, you sell quicker, you sell more, you sell more people, you sell more frequently, you get more referrals, you shorten the sales process. He wrote a book called, "*The Speed of Trust*," and it has become the most influential, the most impactful, the most referred to business book in the last two years. His take on this whole topic we are going to be focusing on today is going to give the final spin.



So we're going to basically start asking a question and then we're going to go through person by person, their answer and I think you're in for an extraordinary and a business-shifting experience. And, again at the end, Rich and I will then slowly and methodically tell you what we got out of it, what we think you should get out of it and what you need to do to act on what you got out of it.

Jay: First question. **What's the single biggest strategy for moving from distrust, dubious, and suspect to seismic credibility -- what's the single biggest action that our members listening should do first and why and keep in mind you've got small and medium entrepreneurs and they interact and communicate through a number of different methods?**

Jay: Joseph, let's hear your thinking on that.

Joseph: If ever there was a more profound way for any company to join the conversation, yes, but for small businesses to actually compete on a level playing field, this is their time. This is that opportunity. I think that is a critical and a key takeaway.

In my second book instead of talking about the tactics, what I wanted to do was create a framework or maybe build a foundation on three strategic pillars. Those pillars are community, dialogue and partnership. What's so interesting about these three buckets, if you will, is that they don't necessarily have to exist in a digital world. They don't necessarily have to exist in what I call a virtual world. They absolutely exist in the physical world, in the real world. The ability for us and again, any small business owner can appreciate this, to remember and recognize our customers by name, by number, by face. To remember what they ordered the last time they were in. To ask them how their kids are. That kind of dialogue, that kind of recognition, that kind of context in terms of being part of their community is what makes really small businesses tick and what makes them thrive and what makes them grow.

Now at the same time in a digital world where we have databases and we have emails, newsletters and CRM and keyword buys and all of these wonderful tactics that happen to have data and measurability and optimization, we have even more of an opportunity to kind of cheat, to cut corners, to remember exactly who our customers are, what they did last time, what their preferences are, what they like, what they dislike and use that to better serve them.



I think inherent in this different way to conceptualize the way the world works comes at that third pillar that third leg of the stool, partnership - to work with our customers as partners - to listen to them, to learn from them, to respond to them, to bring them in to the actual R&D or innovation process. Through that ownership and that participation, realize that elusive one plus one equals three, end result.

Jay: All right Jack, your answer, please.

Jack: This is a simple one. It is actually the answer to the subject of this discussion, getting customers to choose you over everybody else. How you do that is essentially the biggest strategy. The answer is very simple. It is differentiation. How do you differentiate yourself from your competition? That is the single idea.

Jay: Russell, let's hear your answer.

Russell: Forget the old ways of doing things. We are really off on an exciting new journey to success and profit. The great news is that for the first time in history, we have documented hard science breakthroughs that tell us precisely how to increase our credibility and trust. Perhaps even more important we now know why it is so critical to our success to have that seismic credibility that Jay mentioned with our clients, with our prospects, with our employees, our suppliers, yes, and even our bankers, everyone we contact.

For the first time we can document that most, if not all, decisions are made by emotions, our limbic systems. Live brain, neurological science, has now documented a simple fact. This is, I hope, a takeaway from this session we're having. We are not thinking machines. We are feeling machines that think.

And here's the key to the importance of credibility and trust. Science documents that all sensory input, including your requests for decisions and actions from other people goes to a small element in the brain's emotion based limbic system. You have to remember this word. It is called the amygdala which is the Greek word for almond.

Now the amygdala really is the focal point of our little chat today. The amygdala has two functions. It acts like a switch. The first function is to trigger an immediate emotional decision. That is triggered by the internal



database that we each have built up over our lifetime. If the amygdala's emotion trigger is not immediately activated, guess what happens? The amygdala sends the information which is your request to the pre-frontal cortex for lengthy and literally painful rational cognitive evaluation. You get a delayed response, if any. What do you want from people? You want a quick, easy automatic response and that's what we're going to help share with you today.

Now, here's the all important key as to why credibility and trust are so critical to your success. This little part of the brain, the amygdala, is highly risk sensitive. The flight or fight syndrome resides here. If you are not perceived as credible, trustworthy, the amygdala rejects your request and you don't succeed. You don't get what you want.

So, now let's talk about the "how". We talked about the "why" and the fact that the amygdala is so risk sensitive. Let's talk about the "how". The single biggest action you can take is to target your partner's emotions. The amygdala, not the logic, not the rationality of your presentation, not the great arguments, but you've got to focus on reducing risk for the amygdala.

Now how do we do that? Well, the first huge step is to be perceived as a friend. Find areas of mutual interest, mutual concern, mutual goals, shared ideas. The friendship trigger sets the stage for all emotional triggers to follow. Why? Well, because friendship, bonding, reduces risk for the amygdala. Friendship generates trust and credibility. That's the question that Jay put to us.

Actively search out areas of mutual interest. Bond with your partner. Here's another key, be honest, always. The amygdala can perceive trust and credibility when it perceives honesty.

Another suggestion is to keep your partner first, not your thoughts, not your ideas, not your requests. Ask questions, learn her values, learn the goals and the needs for your partners. Use these thoughts to reduce risk for your partners' emotion, the amygdala.

Jay: Stephen, what's your answer going to be?

Stephen: I would say this, Jay. You always start with yourself, by focusing on your own credibility, your own self-trust, because the self-trust precedes all the



other kinds of trust. It's self-trust that precedes relationship trust, and it precedes organizational trust and market trust. So by starting with yourself, your own self-trust, of being able to answer the question "Do I trust myself?" and answer the question "Do I give to others a person that they can trust? A leader they can trust? A partner they can trust? Am I that type of person for them?" And how you'll best answer that and how your customers and your clients and your partners and your employees will be most responsive in answering in the affirmative that they do trust you, will grow out of your credibility.

Credibility is a function of these four things. It's your integrity, which is referring to your honesty and your truthfulness. When you're believable, you have absolute integrity. It's also, the second one, is your intent. Intent is referring to your motive, to your agenda and to the behavior that follows. And the intent that best builds credibility and trust is when you're seeking mutual benefit. We need to win-win. Yeah, I want to win, but I want your win as much as my own. When people believe that, when they see that, when they sense that, when they experience that, you've become more credible to them.

Those first two, they flow heavily out of your character. You know, integrity, being honest; intent, your motive. That comes from your character. The next two cores of credibility, they come from your competence. And that is, the third one is your capabilities. Those are referring to your talents, your skills, your expertise and your knowledge. And the key question here is, "Are you relevant?" Because if you stay relevant, you'll stay credible. But if you lose relevancy, you'll lose ultimately the credibility that you have. So you're always getting better, improving, staying relevant and current in the market and in your role and your responsibility.

And then finally, the fourth core of credibility is your results. That's your performance, your past performance and your current performance.

So those four dimensions -- integrity, intent, capabilities and results -- if you start there with your own personal credibility as well as then your company's credibility, that's a better starting point, because once you have credibility, then you can build trust very fast by following the credibility with good behavior. But without that credibility, you'll never be able to build or sustain that trust in the long run. So I always say to people where do you start? Start with yourself and start by building your own credibility personally.



- Jay: Bert?
- Bert: Well, you might not be surprised at this coming from me since I've been in communications all my life, but -- and I say this to everybody -- it is to speak out publicly and often and get feedback. A lot of people know that they should use speaking and get out there in the marketplace, particularly with their clients, but in a public venue, you have higher leverage. But the real problem I find is people do not get feedback and that is the single most important thing.
- I'm not talking, Jay and Rich, about just public speaking, although I do encourage people, that's where you're going to get the highest leverage. I'm talking about the touch points you have during a day, considering them as messages, considering them intentionally, making the unconscious communications you do conscious so that you're able to be more effective, more persuasive, make the emotional connection, which we'll talk about a little bit later. But while doing it also get feedback. When people do that, they're going to get confidence and skill.
- I can't stress confidence enough. As a matter of fact, it's kind of interesting because when you look at - I use several examples of confidence or lack of confidence. You see a lot of people on the pop show *American Idol* who don't go that far because of a lack of confidence. And those who are confident tend to go much further because people will believe they have the authority, whether they do or not. And of course you do want the authority in content, but you want the confidence above all.
- So it's really, if I had to give one thing - high leverage, immediate, speak out - be conscious about your speaking out and do it often and get feedback.
- Jay: Kevin?
- Kevin: If you think about it, you want to start with distinction okay. One of the things that I asked you right before we got on the line was did you coin the phrase "unique selling proposition"? And the reason is because that is such an important phrase nowadays in the language of business. It turns out that I think I have it right that you really found it from a person who had not probably done very well in describing it and you came out, you put a diamond edge on it and you made it well-known to everybody.



If there is something that I think of when I think of Jay Abraham , it's USP. You brand yourself. There are other experts that will talk to you guys about all that kind of stuff.

The next would be to get written in your field, to write something that matters. There are a lot of people that talk about doing the book is the business card idea right now.

All of sudden, you know it's like when you get published people look at you with a higher perception. But, now I see a lot of the junk out there today that people have taken this idea and misused it. And so instead of me saying get published, I'm going to say get published with something that matters. Be not only derivative, everybody can be derivative and borrow other people's work, but put the diamond edge on it so you do something that is super important.

You want people to come to your business or to come to your website. The question of trust shouldn't even come to the mind. There should be so much available information that they can just immediately scout you out, pictures of you, video of you, anything that puts you out there so there is nothing hidden about you. You are there. You may not look good. You may look goofy or weird or you might be more complex than the average person it doesn't matter. When your name is attached to it you want people to know who you are in every aspect so you have the same Microsoft Apple type of a branding ability. And the more you let people know about you, the less questions are there, especially the weaknesses.

Jay: Mike, let's hear your perspective.

Mike: I think the major thing for everyone internally especially if you're starting your own business or growing your own business is to reevaluate and redefine your own concept of selling. Gerhard Gschwandtner, the founder of Selling Power Magazine quoted, it was quoted a couple of years ago that the CEOs definition of selling influences the customer experience. It is the DNA of the customer experience.

The traditional paradigm of selling in corporate America, in the enterprise solution marketplace where I've spent most of my time, selling is convincing, persuading, overcoming resistance, getting the prospect to close by the end of your quarter. It's convincing, persuading, overcoming and the number one negative word buyers come up with when they think about the idea of being sold is pressure. People hate feeling pressure.



Engineers hate that definition of selling and yet I've been asked to help organizations improve their selling where all their sales people were engineers because their product is so complex they can only ask an engineer to fill it. Engineers love to solve problems. Once I realized that true selling from my perspective is helping your potential client visualize how, if he or she had your offering, it's a product, it's a service whatever, if he/she had your offering, how they would be able to achieve a goal, solve a problem or satisfy a need.

Now, an engineer can be all over that because engineers love to help customers solve problems.

When you are selling something disruptive and most entrepreneurs have a better mouse trap, that's why they're starting a business. They are selling something where they have superior knowledge than their buyer so they're approaching it from helping people do something that the customer never thought they could do before.

Jay: That's a great start. Rich?

Rich: Yep, okay, so **there are two aspects to credibility, quick-fix and long-term remediation. So what actions would you recommend that can be taken quickly and what actions would you recommend that are more long-term and self sustaining?**

Joseph?

Joseph: I often say to people, actually, the first thing that you should do is nothing which is to actually listen. As the saying goes...God gave you two ears and one mouth and it is time you use that in direct proportion. But, I think that is one kind of more cunning type of answer. It is to listen and learn and therefore know what to do next.

But, in terms of very specific tactics or next steps, you know, the one thing to do is (I'll give you a bunch of them) one is to set up Google alerts or Yahoo alerts and put in certain keywords and phrases. Make sure whenever anybody is talking about you or your competitors or your category, you know about it almost as quickly as they do. It's easy, it's free and it's ridiculously effective.



The second thing to do after you've actually been able to do that is register your name or your domain or your certain keywords on the likes of Facebook and Twitter and Flickr, and all of these sharing and social applications. Because you definitely don't want it to be registered by somebody else, especially your competitor or someone that's really going to use it in a less than toward way.

Longer-term, I often tell people that the seeds of conversation are not magic beans. Often times I talk to people and they expect instant results, instant community, just add water. It doesn't work that way. So, instead of the magic beans that sprouts the giant beanstalk, I think this is about being in it to win it and being in it for the long-haul and making that commitment to use the analogy of making sure there is ample sunlight and water and protection from the crows nurturing and providing that love and that commitment over time that turns a seed today into a giant impregnable oak tree tomorrow.

I feel like the Brothers Grimm with all of these different parables here. Why would you walk away from the goose that laid the golden egg? Why would you not join a conversation that you have a point of view about that you absolutely can add value, that you can participate and even be a key player? That's one part of the answer.

The other part of the answer is if there is misinformation or distrust by not responding to it, let's talk about just something as simple as a negative blog post or a complaint or a piece of criticism. By letting it fester out there, by just ignoring it and pretending that it goes away can add to so much more damage down the road.

I'll give you quick example again. There was recently a very talked about case where two employees at a Domino's Pizza created a series of really, really, disgusting and I mean literally disgusting videos about what really happens in the kitchen at Dominos. They put it on You Tube, long story short, it literally erupted in a massive storm in the blogosphere and on Twitter, etc. etc. The CEO and the corporate communication's people at Dominos chose not to issue a press release because they didn't want to tip their hand and alert people that didn't know about the incident to it. They hoped it would go away but it didn't and it made the major news outlets and hit the mainstream media. And if they had, in fact, in that particular case been proactive about addressing what had happened and the rumors, etc, they might have been able to at least deal with it on their



terms or at least on equal terms as opposed to them being on the back foot.

Rich: All right, Jack, your answer.

Jack: What you got to do is number 1, start with your competition. Find out where they're strong, where they're weak and look for that point of difference - vis-à-vis your competition. Then essentially, once you find that idea, the next thing up is credentials. You call it credibility. I would say credentials. In other words, how do you support your point of difference? Now, this can vary.

There is a bank - Commerce Bank in the Northeast which has since been sold but they were Commerce Bank. In essence they said we're America's most convenient bank. Convenience was their point of difference. They changed their hours. They did a lot of things to deliver that idea but the real credentialing piece that happened was JD Powers did a survey and they say they were essentially—they scored number one on a JD Powers survey for convenience.

In other words, credentials or credibility comes usually with a third party involved who sort of says...no these guys are the best at that. Or, it could come from a long list of customers or happy customers, whoever. But what you've got to do is come – once you say here's what makes me different now I need a set of credentials to support that point of difference. Because if you don't do that then all you have is a claim. That's the problem. So, that's where credibility comes in.

Rich: Russell, what's your perspective on this?

Russ: I think one of the really great examples of the short-route to persuasion is from Caesar Augustus. He activated the authority trigger for credibility with just three words: Veni, vidi, vici. (I came, I saw, I conquered). With just those three words, he established his authority - the emotional reasons why the Romans should join his legions and follow him.

Caesar Augustus used these three words at the beginning of each and every speech he ever made, for each presentation. He immediately established his credibility to all. He didn't have to go into all the data. He hit their emotional trigger. He was a credible winner, a leader and that triggered people to follow him.



How do you take that short route? Well, like Caesar let your contacts know immediately, right up front, who you are and what your qualifications are. It's pretty simple. If you have academic credentials, CPA, MBA, MD, PhD, CPCU, JD, anything like that, let people know. Put these accomplishments everywhere. Put them on your business card, your letter head, your website and let people know. Broadcast the fact that you are credible. Titles generate power. When you combine the friendship trigger with the authority trigger upfront and early, everything else you do becomes so much easier because you allay that risk sensitivity of the emotional system.

Let's transition here to the long-term and self-sustaining actions to maintain that credibility.

When you do your homework upfront and let your partner know it, you will gain long-term credibility.

Another thing that you can do to grow the credibility long-term is to document the success that you have achieved with others in a situation similar to the one that you're in the persuasion process about. If you need to, bring in other experts. You can bring them in physically by consultation or by research. If you don't have the answers don't try to B.S. your way through it, get the experts.

Another idea is to collect and share endorsements about the good work that you have done for others. This is a super long-term credibility builder. Guess what, when you get these endorsements you can use them forever. This is an area that a lot of entrepreneurs, a lot of small business people fail to realize how valuable this is.

The next thing you might do is to write blogs, articles, white papers, anything that you can do to get your area of expertise known and to share this information with other people. You can collect pertinent information from other blogs and articles and email them to your partner on a regular basis. And always remember that others respond with unthinking, automatic compliance when we perceive authority, credibility and trust.

Rich: All right, Stephen.

Stephen: You want to build trust fast with somebody? Make them a commitment and then keep it. Make another commitment to them and keep it. Make



another and keep it. Repeat that process. Make, keep, repeat, make, keep, repeat – it becomes an upward cycle. You can build trust.

You can actually build it far faster than you might think. But be careful, because if you make the commitment and then break it, you'll also lose the trust faster. So you can lose it overnight. Now if you keep doing that long-term, you'll build a reputation and a brand that becomes so strong.

And so for all of us, to build that kind of track record of credibility, of results, of really doing what we say we're going to do where it becomes part of your reputation, part of your personal brand or your company's brand that if XYZ Company says they're going to do it, they will do it. You can count on that. That becomes talked about. It becomes buzzable and it precedes you. And with that, you build trust extraordinarily both fast but you also can sustain it.

So really it's the same answer to the question. It's just on the front end, to do it fast - you want to do it fast? Make a commitment and keep it. Make another commitment and keep it. Over time, how do you get that type of sustainability approach in the long-term approach? Well, you have built that kind of reputation and brand through your behavior consistently manifested over time where you have this long-term track record of results, this long term track record of this kind of credibility. And then that becomes your reputation, your brand.

It precedes you and is an extraordinary, almost like a magnet to attract people employees, partners, customers -- but it also cuts through all the noise and all the clutter that's out there all around you because you're a person that they can trust. And there's so much noise and clutter so people in a time of a lot of noise and clutter, they look to someone that they can trust, to a name they can trust, to a company they can trust, to a brand they can trust, to a person they can trust, to a leader they can trust.

Rich: Bert, what's your answer?

Bert: Well, there are two things that I would recommend people do quickly. One is to - going back to feedback, get on video right away. Get a flip video or everybody probably has a DV video or DVD video now. But get to see yourself, because observed behavior changes, so that can be done right away.



It doesn't even have to be a presentation setting. It can be a mock presentation. It could be a rehearsal. But people really need to know all of the cues, and I'll get into a few of them later on, that they give off where you will gain credibility or not according to how you act and behave as well as of course your content.

Now, I'm going to add another piece. This will seem a little self-serving since we do communication courses, but I would recommend that anybody who has not done a communication course, that has video feedback, like we have a two-day *Communicate to Influence* course which is ideal for it. But there are a lot of people out there doing good work and good communication courses. You really need to do a course and get professional coaching because we are not aware of how we actually come across.

Long-term, people need to get continuous feedback from others. There are three types of feedback. People feedback, it costs nothing and can do it all the time. What I recommend that people do, whether they're clients or not, everybody on the call who is an entrepreneur, who is in touch with their public and their clients often, just start giving people some 3x5 cards after a sales pitch or a call or speech or something like that and just ask three positives, three keepers, as we call them, three pluses, and then three areas that I can improve in. The person writing those down or giving them to you, and it's better to write it down, just a few trigger words, the person who is giving you the feedback, they don't have to know what is right or wrong. They don't have to be skilled and conscious about all the communication elements. But they will give you what is top of mind.

And if you get a lot of people saying, gosh, couldn't hear you. You've got a low voice, a quiver in your voice, that kind of thing. You say, hmm, better do something about my voice. Better listen to my voice. So if you get 3x3 feedback from people that doesn't cost anything, you can do that right away and long-term.

Rich: Kevin?

Kevin: If you had to break credibility down and that's really what this call is about is credibility. There is really a half-dozen things: quickly they're Competence-what you really do know; again, perceived as different than real. Trustworthiness: Doug Hall who wrote "*Jump Start Your Brain*" always called it trustworthiness is timeliness, is the person on time. That's more important than anything, dependability. Is the person going to be



there when they say it? If they are you are in like Flint, you can trust that person. That's huge.

Three would be Expertise: different than competence. Expertise has knowledge attached to it. Likeability is number four. When you do all the research likeability is huge. People who come off as non-threatening or gentle or friendly or funny or confident, they're likable. We just like to be around those people. Composure: like the Miss America contest and all that. Is the person poised? Can the person stand in front of a room or in front of a group or on a telephone call without totally blowing the whole thing? Is the person extraverted? When you do the psychological research that breaks down as big. Extraversion is pretty huge, so people don't want to necessarily do business with a lot of introverted type people because they perceive them as incompetent and not credible.

People want to start with credibility as themselves. We put so much just in the marketing side of credibility as putting it out there as oh, we have great customer service, screw that. Let's start with who you are as a person, are you a good person, do you care about the people that you hang around with, do you care about the people that you do business with? Do you really want your customer to do as well as they possibly can? Then everything comes from there.

Rich: Mike, I'm curious to hear your thinking on this.

Mike: Well, in keeping with my definition of selling, the short-term would be to think about what conversations you or your people, your sales people, your marketing people, your front-line people are going to have to have with potential customers in order for your offering to get sold, funded and implemented. You come up with a targeted conversation list. For instance, if I were selling an enterprise CRM system, I know my sales person is going to have a conversation with a Chief Financial Officer about reducing sales costs. I know my sales person is going to have to have a conversation with that same Chief Financial Officer about his/her being able to do more accurate revenue forecasts. I know my sales person is going to have to have a conversation with the VP of Sales about shortening the sales cycle. They're predictable conversations based around the usage of your product.

Once you do that, then brainstorm, sit down with all your smartest people and get out a flipchart for each targeted conversation, come up with some potential situational for that person, product, usage, visions. That



particular job title, every Friday before he goes home, if he had our product, would be able to do such and such. Try and form it in the usage by the customer of your product. That's short-term.

Long-term, take that same product usage paradigm shift into your actual product training, not only for your new employees but for your customers. .

Most companies when they teach their product to anybody whether it is customers, new employees, or the marketplace, they're putting it out there as a nouns; what "it" does, "it" doesn't do anything. So if they could switch to a customer usage vision of their products, product by product by product, that's the long-term. That will revolutionize not only the startup time for new employees but it will revolutionize the implementation of their products by their customers. It will speed it up dramatically.

Rich: Next question Jay.

Jay: **Most all the people listening, the entrepreneurs, small business owners, professionals, they don't think of themselves as not being credible, trustworthy, believable, connected so what is the best way for them to get themselves a more unbiased viewpoint of what they're really conveying to their marketplace and how do we develop thick enough skin to accept it, appreciate it, and proactively benefit from it?**

Jay: Joseph.

Joseph: I'll speak personally as an entrepreneur. I have to trade on the belief that I know what I'm talking about, otherwise, why would I do this? It can be immensely and intensely humbling when somebody calls you out. So putting yourself out there and being prepared to be criticized or debated is a great means of grounding oneself and staying down to earth while still reaching for the stars, so to speak. That's how I interpret that question. Which is, you know, the best way sometimes, is to put something out there and have people respond whether it is a great post or you don't know what you're talking about. Through blogging and podcasting and now having my own video show first hand, I get a sense of whether I'm on the money or whether I'm completely delusional. That helps to ground me and focus me in terms on how to improve.

Jay: All right, Jack, your answer please.



Jack: They have to do some what I call perceptual research. In other words, what you have to do is get a list of customers or prospects, it doesn't have to be a cast of thousands. It could be just a selected list of what you think is representative. And what you got to do is go out to these people on a blind piece of research and however you want to conduct it whether it is letters or online or whatever and essentially you go to this list and you say...we'd like for you to line up – this is no more than a 90 minutes, excuse me, 90-second questionnaire, as a sure thing – you say we'd like to get your observations on this group of companies, you versus some competition, against a group of attributes. Those attributes tend to represent what your category represents. You ask these people to score on a zero to ten scale. That will give you very quickly how people perceive you versus your competition.

Years ago, I did a lot of work for Papa John's Pizza, back when they were smaller. Now they're a lot bigger. Every year they did some perceptions on quality and good taste in terms of pizza. That's' what they did. And they scored that hands down - they kept winning which is what they were measuring was the idea of better ingredients, better pizza which was the concept. Essentially, the proof of that was how did their customers line them up versus Pizza Hut versus Dominoes versus whomever? So it's understanding that perception in the mind.

Jay: Russell, give us your take on the question.

Russell: Most of us do not see ourselves as others see us. If you really want to know how you're perceived in the marketplace and I strongly suggest you should learn, learning that is easy. It is inexpensive and it is very revealing and will lead to greater profit. If you Google the words, "online survey" you'll get over 69 million hits. So the suggestion is to try one of the more popular programs like *Constant Contact* for example. You can get the full unlimited survey program that costs only \$5 a month over their regular subscription. It is very easy to setup. It is easy for responders to answer and hey, it is easy for you to tabulate. It's a great way to find out what people are really thinking and you do want to know that.

There's another one called *Survey Monkey.com*. It's another popular format and it, too, is inexpensive and easy to use. There are literally hundreds more free and fee based programs. It is critical to know how you, your company and your products and your services are perceived. The good news is today it's easy to find those perceptions.



Here is a little caveat though. However you conduct your survey, be prepared for the worst. A president of a multi-billion dollar company business that I reported to went into literally months of depression when he learned the truth about others perceptions of his credibility and their answers may surprise you and they will also provide you with ways to grow and prosper.

First of all, don't take it personally, accept reality. Realize that the complaints, the problems and the issues are about their perceptions not necessarily about you personally and recognize that there are things you can do and must do to change. You don't need to change yourself. You need to change the things that people are giving you information about. Recognize that this is a learning experience. It may be a tough learning experience but it's valuable. The responses give you a great opportunity to correct, change or tweak issues that are now negatively impacting your success. Remember, what you don't know can and probably will hurt you.

Jay: Stephen, what do you think?

Stephen: You can go at a variety of different levels at this. At one level, it's a gut feel of how are you doing, how do you feel like the trust is there, to a more direct approach of just really asking and saying you know what? It's important. I've learned that in these relationships as a partner here, working with you as a partner or working with you as a customer, that if we can build a relationship of trust, everything is better for all of us. Things work better, it's faster, there's less cost, it's more pleasant, more enjoyable, and we can sustain it. So that's important to me. I imagine it's important to you. How are we doing in this regard, and what can I do to increase the trust?

See, you just basically ask. You don't need a survey or a tool to do that. You can just ask. And then finally, you can elevate it to even a more formal process where you do survey and you do this systematically and you tell people, hey, we want to know how we're doing, how trusted we are and what we need to do more of and what behaviors you need to see more of to build that trust.

How do you get the courage to do this? How do you get the thick skin, to your point, Jay, to do this, to expose yourself? Well, two things. First, you come back to the fact that you know it's economic. If you're not fully trusted then you're paying a price for that. There's a cost for that. So you want to address these economic issues.



It's financial; you can measure it and how important that is. How trust affects speed and cost. But I'll tell you what. You brought this up and I want to highlight it. I'm equally passionate about the qualitative side of trust, of how it also affects energy and joy. When the trust goes down in a relationship or on a team - in a culture - with a customer - with a partner - when the trust goes down, the energy goes down as does the joy and the satisfaction. But when the trust goes up in that relationship, on the team, with the partner, with the customer, the energy goes way, way up as does the joy and the satisfaction. And that's equally exciting to me.

Jay: Bert, what's your take?

Bert: As a matter of fact, there's a great disparity of how we think we come across and how we actually come across to others. And we don't have a clue about it until we see ourselves on video. Observe behavior changes, because once you see yourself, you can become objective and you can develop that thick skin. You won't be as sensitive. You'll see yourself as a delivery system much more so.

The other thing that I've found very helpful in my career is to have mentors. Now there are two aspects to this. One is to pick individuals and ask them specifically to be a mentor. And of course you have to give them value, too. There's nothing in this world that if you don't give -- you don't just want to take value, you've got to give value, too. So think of things you can do for somebody who you respect, who is wise, who can give you coaching, who can be a mentor.

Whatever community you are in, like I'm in the communication speaking business, I'm a professional speaker, and I have speaker's roundtable that has become a mastermind group. And we meet annually, and there are 20 of us, some of the elite speakers in the country. But we don't talk about speaking and communications as much as we do about our lives and giving balanced feedback to each other. A mastermind group is very powerful and I would recommend that as well. People will begin getting an objective view of themselves from those two things.

Jay: Kevin, you're up.

Kevin: When I saw that question, I was like wow, that's good and it is because trying to find an unbiased assessment of your credibility is tough.



I think the best thing you can do is to build up legitimate expertise to start with and then work on the ability to communicate that.

So why am I not going to Starbucks? Why am I not buying Microsoft? Why am I not doing business with Coca Cola? It's because I have an opportunity to go to Kev's diner or Jay's bar or Rich's saloon. It is like wow, I need to have something good going on there. I need some evidence, something to build it up to show me that that's really cool. And, it's going to come down to a first-time experience. It's going to come down to trust and predictability. Well I have this cool time every time I go there.

It's easy to say get the thick skin, right. But the fact is criticism hurts because it's rejection. We all hurt like hell when people reject us and we get angry and frustrated. All I can say is accept the criticism.

Just have integrity, never give it up, always be the brand, always be who you are and don't change from group to group. Then don't cave into pressure to be different than who you are, who you want to be once you invent yourself. I think that will start perception of credibility.

It's really tough when you're starting out because you have to compete with your competitors who have been doing business for a long time so just work on the assumption that everybody should be distrustful of you and work from there.

Jay: Mike, your answer.

Mike: I think for entrepreneurs and by-the-way, if you're an entrepreneur, I've done some angel financing, I'm part of a venture capital group and I have been advising a number of young entrepreneurs in starting their new Internet businesses lately.

One of the key pieces of advice I put in along the subject is on their business card, do not put CEO, put founder. Eventually, you're going to be out looking for money and the people who have money are going to think a lot more of you if you realize that you can look at yourself and say, hey, I've got a brilliant idea and I'm founding a company but that doesn't mean that I'm the CEO of a \$10M company or a \$20M company.

The other thing I would say is that they have to learn to tell a little personal story about themselves anytime they're in front of any potential customer. Their personal story has to make them human. If they can learn to do that,



make themselves human, tell the customer a story of their own learning curve and their own journey and how they went into a few bad places and wrong assumptions before they finally figured it out. If they can make themselves human and not somebody on a pedestal, they're going to do a lot better.

Jay: Take it away Rich.

Rich: **Let's talk about specific tactics. How would you suggest our members make each of their contact points with their market more effective whether it's customer service, marketing, advertising, or simply describing the attributes of their product or service, what can they do to improve performance?**

Rich: Joseph, what's your answer?

Joseph: The first point is if you're going to participate in a conversation, make sure that you actually respond. If you're going to start a blog, make sure that when somebody comments on that blog that you're there to respond to that. These are small things that often times don't get acted upon.

Here is another example. If somebody criticizes or complains in a public forum whether it is your blog or somebody else's blog, you're probably going to be very quick to respond to them. What about the positive compliments? What happens when somebody actually waxes lyrical about how great you are? Do you typically ignore them? You probably do. I used to until somebody called me out for taking advantage of them for not thanking them for their gratitude, for their thanks. So that was another lesson as well that I learned firsthand.

But certainly advice I would give from a very technical standpoint which is everybody that speaks out whether it is positive or negative, whether they are a promoter or a detractor deserves a response. So, looking at that continuum from new media to social media, when it comes to new media, I think the goal is don't go in shallow, go in deep. Make sure that there is commitment there. Make sure that you move beyond just putting a catalogue online - that you're actually able to think about ways to take that consumption experience or that research experience to the next level. The ability to actually sample the product is difficult in an online environment but with 3D tools and 3D modeling, you can really take it to the next level. Putting reviews on a site and being able to enhance your commerce with increased functionality.



Another great way to give your customers something more so that it isn't just a very cold, brittle, sterile transaction. It can be more of an experience. One of the things that I often say today and I talk about the fact that markets, if you think about the ancient bazaars of yesteryear, going back to Aladdin, I suppose, or the story of Aladdin, there were five senses that were always in action at the same time. Food was being cooked, you could smell it, you could taste it, you could hear music, the snake charmers, you could see people juggling the balls. People were pick pocketing. People were negotiating and haggling. There was noise. There was laughter. There was shouting. There was so much life associated with buying and selling stuff.

But today, everything is so clean and so sterile. The malls are so clean you can eat off the floor. You could pretty much eat off the toilet floors although I wouldn't recommend it. I think the point is our websites have become that equivalent. They're cold, sterile, they're inanimate, there isn't conversation happening there. That is where the second part comes in which is the social media component - the ability to really engage customers, but not only on a one on one basis but indeed through their communities as well. Have conversations that aren't always about buying and selling stuff but are about building relationships. You put that all together and you have a pretty sweet one-two punch.

Rich: All right, Jack?

Jack: What they can do is come up with a singular point of difference. What's your idea? What is it that makes you unique or different? Once you have that in hand then you build that concept into every point of contact whether it's a sales call, whether it's an ad, whatever form of communications, that idea, even your calling card should carry that idea. So, in other words, what you're saying is it's not a question of doing something different at these points of contacts, it's sort of taking the same idea and bringing it to life at every point of contact so that people get a sense of it. If service is the whole thing, well then you have to bring that idea to life whether it is on a phone, whether it's in person, if service is your concept every point of contact should just drip service shall we say and care and whatever. That's the key. Where the mistakes are made, everybody doesn't have that singular framework that essentially you should be communicating in every way shape or form you can.



I mean, it's funny. I tell people where is it on your calling card? I'm going to put it on my website...no, no, no, I want it on everything. So that's the deal.

Rich: Russell, what's your perspective on this?

Russell: Specific tactics for marketing, sales, customer contact, advertising all involve the skill of persuasion.

Thanks to the new scientific discoveries, you can easily become more effective in each and every business contact point. The key to becoming more effective in each of these contact point situations is to learn, plan for and then activate the emotional triggers that form the internal navigation system in each and every person you contact whether it is directly or indirectly, face to face, whether it's on email, whether it's on the telephone, recognize that you want to target the amygdala. You want to target the emotional system and that is the best way to get your information across. Forget the old ways that we were taught. Forget trying to be an effective motivator, influencer, persuader, or leader with data, reason, and logic and great argument. Because for the first time, we know definitively that the human brain just doesn't make decisions or take actions based on logic and reasons.

The more specific tactics are to list each of the seven emotional triggers that we have listed in the "7 Triggers to Yes" in the book and in the training program. Then, evaluate each of these elements of each trigger. There are probably 15-20 elements for each trigger. These are the specifics that you really ought to do before any presentation, any face to face situation, and determine which of these trigger elements will work best for each contact situation. This a little bit of work, it is a little bit of homework but it's the way that you will build the confidence in the other person that you are credible, believable, and trustworthy.

Jay: I want to just identify your 7 triggers because I like them so much. You talked about the friendship trigger, the authority trigger, you've got the consistency trigger, the reciprocity trigger, the contrast trigger, the reason why trigger, and the hope trigger.

Rich: All right, Stephen.

Stephen: Wow, it's a great one. Let me recommend this process. It is extremely impactful. In any situation, in these key interactions, in these



relationships, wherever you go, do a couple of key things. The first is declare your intent. Let people know what you're doing and why. And also I would say declare your intent about your desire to make the creation of trust an explicit objective. So you go into a situation and you say, look, it's important to me to build trust. It matters to me. See, I'm very up front about this. I declare my intent to make the creation of trust explicit, deliberate. I want to build trust on purpose. And then the second thing I talked about earlier when I said to signal to people your behavior. You tell them what to look for and why.

And I learned this from Doug Conant. He's the CEO of Campbell's Soup Company. And he told me he does this process. Whenever he goes into any new situation, any new relationship -- with a customer, with a partner, with an employee -- he tells them exactly that. He says, look, I want to build trust. If we build a relationship with trust it's better for everybody. So here's one thing you can know about me. I always will keep my commitments to you. And if I make a commitment, I'll keep it. And you can count on that. And then he says that when he does what he says he's going to do, people recognize it, they see it, they credit it, and they build the trust extremely fast.

And it doesn't have to take forever. It can happen very fast. And we've applied this with many situations, with customers, with partners, with suppliers as well as with employees, with relationships. It works. And so that would be a great process that our listeners and our participants could do, especially if they work with a customer or with a partner is those three steps. First, declare your intent to build a relationship of trust. Second, signal your behavior and tell them what to look for. And then third, do what you say you're going to do. You do those three things - you can build trust very, very fast.

Rich: Bert?

Bert: Everybody should have an elevator pitch about what they do. And not just about what they do, but think in terms of an elevator pitch, a 30-second to 1 minute brief description that can describe themselves, their business, a cause that they have, whatever it might be.

And at the base of it, the first thing anybody needs to know is what's my point? What do I want to get across? So many people tend to be chatters and tend to give features and ramble around a subject rather than getting right to the point. What do I want to accomplish here? So in



an elevator pitch, which should be practiced, rehearsed -- I don't mean memorized -- but I mean you should always be thinking and refining a 30-second, 60-second elevator pitch for those things important to you.

It's very powerful when you are continuously thinking what's the point here and how can I give value? And that is the way our messages should begin and then ultimately be delivered; long messages or short messages.

Rich: All right, Kevin, what's your perspective?

Kevin: The first is customer service. I don't know about you guys but America and growing into Europe and other parts of the world, we appreciate speed. I appreciate speed probably as much as I appreciate anything. We try to get to help the people who need help as instantly as possible. One of the things that I think helped me build my business was that we have this huge sense of urgency when customers have a problem of any kind. We try very, very hard to not get to them that day but literally to get to them - can we get to them within the hour, can we get to them within the half hour, can we solve it for them, as quickly, as rapidly, as instantaneously as possible.

One time a guy wrote and said, "Hey, Kev, I dropped it". I dropped the "Science of Influence" CD set in the bathtub. All 12 CDs, would you replace them? I'm thinking what are you doing with "The Science of Influence" in the bathtub? That was none of my business though. We replaced them immediately because that is what he asked. The customer is not always right but more often than not. So, that's the first thing in customer service - move fast especially when you're early in business because if you don't, there is somebody out there that will take care of them much quicker than you do.

Don't make really goofy claims. So many people make amazing claims. Just be real. Just tell people the truth in your advertising. That's a great contact point that is huge. Marketing, advertising, customer service: Be fast, speak your brand, be really clear. I know a lot of this sounds sooo—we've heard it before but if people will do it, if they'll act quickly when the customer needs help, if they'll advertise and show that and show the testimonial whether it is on the Internet or on television or whatever, that's what people want to see. They want to see that they're taken care of like they're at home; like they don't have anything to worry about when you're doing business with Kevin, or Jay or Rich because we will take care of



you, period, that's the end of the story. Now, everything begins like I say from that point.

Rich: Mike?

Mike: Well, I think I touched on it earlier but if we go back to the ability to focus on situational use of your offering. In other words, you have to be able to list who you're selling it to by job title, by vertical market. So situational use would be to come up with examples in each of those targeted buyers of their daily life - some event in their daily life where if they had your product offering, they could respond to that event differently. That's a specific tactic. So you could make a list of all your targeted buyers. You can make a list then for each targeted buyer of what specific events in their business life or their personal life on an hourly basis, on a minute by minute basis, on a daily, weekly, whenever. What do they run into situationally where today, without your product it's much more cumbersome, costly or difficult than it would be if they had your product.

Rich: Okay Jay.

Jay: Alright. **If you were to give our members a single exercise, one exercise, that would constantly put them on the path to growing their trust, the believability, connectivity, credibility, bonded relationship, what would you recommend and what do you think the benefits that will compound and accrue to them from doing that?**

Jay: Joseph.

Joseph: There are two ways of being able to test the waters. One is to do a very top line of what I call conversation audits. In other words, by going and taking stock of some of the primary tools out there, the Facebook, the You Tubes, the iTunes, the Twitters, etc. - The Flickr, The Technoraries of the world, in other words representing the blogosphere.

That's one way to take stock, which is you walk away from there really getting a sense as to whose talking, how influential they are, what kind of authority they have, what the sentiment is (positive/negative or neutral/indifferent) and of course, the final part is exactly what they're talking about as well. That's probably a good exercise.

The other one is the equivalent of – you know what, if you want to find a specific answer out, ask the damn question. You can do it in your store;



how's my service, how is everything going, is there anything that I can do to make your experience better? We can also do that question and ask that question in an online environment and in a social media environment.

In my second book I actually spoke about AccuQuote which is a company that deals in insurance. They just asked that question. They said, "How can we service you better? What is the one thing that we could do to make a difference?" Literally, I got hundreds and hundreds and hundreds of comments that started pouring in. You want to get an answer? Ask the question. You know what, be prepared as well, to deal with the answer and also be prepared to actually do something about that answer.

Jay: Jack, tell us your answer.

Jack: They've got to really say, look, here is my idea now I want to measure it among my customers and prospects. How am I doing? So that's critical. And obviously versus my competition – so that's very, very critical.

It really is finding that one simple concept and saying this is what I'm going to be. Specialization is a very important part of that. In other words, what one thing do I do brilliantly because that is all I do for the most part, most of what I do, focus, staying right with and not drifting off and trying to chase other people's business at some point in time. Those are all the aspects of – look, Marlboro, what are they about? Cowboys in Marlboro country for decades. Now, do you think they should fuss around with menthols and ultra-lights and stuff like that? That's ridiculous. Real cowboys don't smoke that stuff.

In other words, you have to stay with what you are and not try to drift off and try to do other things that really if they don't undermine your business, they don't make any sense to what you're doing.

I came across an appliance - small company, they service appliances. Essentially all they really want to do was focus on one type of appliance which was really amazing and expensive appliance. That's what their deal was and that was their claim to fame. This is what we specialize in. This is what we do. We'll show up in a truck and because we specialize on this one type of appliance, we've got all the parts. We're ready to rumble here.

In other words, yes, they are narrowing their marketplace but they are also differentiating themselves from a lot of other appliance services because they're honing in on just one punt. Obviously, you have to be in an area



where there are a fair number of those appliances and things like that. That's what I mean by setting yourself up in such a way that you can stay with one simple idea.

Jay: Russell, let's hear your answer.

Russell: The “7 Triggers to Yes” lists 24 elements for the friendship trigger. You can activate any, some or all of these elements to create bonding. Let's use just one friendship element for this exercise, bonding through similar interest.

If you take away nothing else from this interview, please capture this one. It has not only earned me great relationships, a lot of money, it has literally saved my life. Always ask every contact this easy simple question: What do you like to do when you're not working so hard?” This question is absolute magic. Over the years I've had literally a 100 percent response to that question. People love it and they respond enthusiastically. I use it face-to-face, on the phone, email, every contact. I learn what they like, what their interests are and I learn how to bond with them. I don't always share the same interest but guess what, I usually know somebody who does. If I know nothing about their interest, I ask questions. Will people open up to you? That's not the issue. Try to get them to stop talking when they get going on this.

Again, this is absolute magic. Does this element work? I needed an operation. I went to the world's top surgeon, the chairman of the college of physicians and surgeons at the top rated New York hospital to do it. He was extremely selective about who he had operated on and I was not a good candidate. I was ushered into his office, I violated every rule I was told. I was told to be brief, right to the point, no small talk, he was a real curmudgeon, didn't have time. I started with the question that I hope you will take from this interview. I said, “Doc, what do you like to do when you're not working so hard?” He literally glared at me as if I was nuts. He looked at me for a long minute and he said, “Come here”. He ushered me around the desk, pulled up his yacht club website where his 65 foot ocean racer was featured and said, “I love blue water racing.”

Well, I'm not a sailor. I really hate sailboats, they get in the way of my powerboat but I am a boater. We chatted about the joys and perils of boating. At every appointment, I asked about and he regaled me with everything new for his boat. Because of the friendship trigger, even though



I was not a good candidate, he operated on me and thanks to the friendship trigger, I am alive today.

Jay: All right, Stephen?

Stephen: I would say this. Let me build on my earlier answer, that I would – you'd always with these folks, you ask how are we doing? How am I doing? How is the trust account? What can we do to increase it? But here's what I would do with a customer. It comes down to here's a great test with a customer that is really, really powerful. It's to ask this question; it's the ultimate question. Fred Reichheld, the business author, calls it the ultimate question and it's this. Would you recommend our product or our service to a friend or to a colleague? Would you recommend this service to a friend? Would you recommend this product to a colleague? That's the ultimate question.

And people that are detractors on a 1 to 10 scale, they're between 1 and 6. And they might be lukewarm, but that's really a detractor. On the upper end, the promoters are people that are a 9 or a 10. They're enthusiastically wanting to recommend you to a colleague or to a friend, your product, your service, your business, whatever it might be. Or even you as a partner. And they're promoters. People who are a 7 or 8's, those are the passives. You know, it looks like they're pretty good, but you know what? They're not champions. They're not promoters for you.

So if you're not getting referrals, then you might ask, you know, why? I would love to earn enough trust, I want you to trust me enough that you're willing and wanting to refer business to me. And I'm willing to pay the price to get there. And I'm not asking you to give me referrals if you don't fully have that trust yet. So I want to earn that. What do I need to do to get there?

So you're making it about you, not about them.

Rich: Okay, what happens when you ask yourself that question and you come up with a negative? You say you know what? I don't really honor even my own commitments to myself, let alone those to others. What would you say?

Stephen: In the same way that making and keeping a commitment to another person is the fastest way that you can grow trust with that person, so it is with yourself. Learn to make and keep commitments to yourself.



Don't make too many because you can't keep too many. Don't make them too big if you can't deliver on it. Start small.

I learned this one time. I guess I learn this and re-learn this all the time and I have to almost come back to it. I remember one time we were doing a merger and I was working around the clock. For about a three-month period, I was going -- I'm not kidding when I say 18 to 20 hours a day - more likely 20. And I was just going non-stop, because it was just an intense period. And I remember going to bed at 2 or 3 in the morning and setting my alarm clock to get up. And I'd set the alarm clock and then I'd say I'm going to get up an hour earlier and go exercise.

So I'd be setting the alarm clock at 5 going to bed at 2. And then the alarm would ring at 5 and I'd wake up and I'd say to myself you know what? Oh, gosh, I'm too tired. I need the sleep more than I need the exercise. And I'd turn off the alarm until 6.

And I did that night after night after night and morning after morning after morning I would wake up, turn the alarm off and say I need the sleep more than the exercise. And I remember one night setting the alarm and I was setting the alarm to get up early to exercise and I said to myself, "Why am I doing this?" Why am I even going through this exercise, this ritual as if I'm going to get up tomorrow when the alarm rings. I know exactly what I'm going to say. I'm going to say I need the sleep more than the exercise and I'm going to turn it off. And it had become a little bit of almost a joke for me where it wasn't real and I was going to break it.

And I said you know what? I'm going to make the decision the night before. Not the morning of when I'm tired. I'm going to make it the night before. I will decide the night before do I need the sleep or the exercise and I'll make the decision. But if I set it for 5, I'm going to get up at 5. Or else I'll set it for 6 or 7 or whatever time I'm going to get it. But I'm going to set it for the time I'm actually going to get up.

Well, I started doing that. And you know what? And I kept that little commitment. You might say that's a little commitment. You know what? It was a little commitment. But it's in the little commitments that the self-trust emerges. And I started doing that. And it did not take me weeks and months. It was in a matter of days I began to get a sense of clarity, of integrity, of power that emerged from that very little, simple commitment of learning to make and keep a commitment to myself. So that's always a



starting point and then you can move from those smaller ones to bigger ones. That gives you a great foundation of clarity, of integrity and of power to do it.

Jay: Bert, what do you think?

Bert: Well, let me repeat the one thing and put it into an exercise specifically, and that's getting personal feedback from people, or from the technology that we have available. I would recommend just going back to our behaviors, how we sound, how we come across every day.

. Now the other thing about that, as far as an exercise goes, it is getting in a daily pattern of reading. I have found that the importance of books in our field, in the self-help field and the communications field and in the leadership field, it's critical to read books and read blogs. I encourage people to get involved with social media. That's not an exercise, but reading something every day would be an exercise if people put it into their minds. And that would begin getting them out there. I think everybody is obviously into the blogosphere, but you can't just forget about the importance of books themselves.

Jay: Kevin, I am eager to hear your take on this.

Kevin: The first thing is that where credibility - you want to be both perceived as credible and you want to be credible, two different things. So, just for the heck of it if everybody just writes down on a piece of paper, cuts the old Ben Franklin line right down the middle, are you credible on one side, are you perceived as credible on the other. That's where you start this.

Then you take seven areas of credibility which are: Experience, are you informed and then trained, qualified, skilled, intelligent and an expert? So, experienced, informed, trained, qualified, skilled, intelligent, expert and then after you complete each question, you're going to ask yourself a question which is "are you perceived as experienced, are you perceived as informed?" Just be brutally honest with yourself because assume that your biggest critic is going to come out there and do this for you in public which they will - that's your competition.

You go through this list on both sides of the equation so you end up with 14 questions: Are you credible as far as information? Are you seen as informed? Are you seen as trained? Are you seen as qualified? Or, are you seen as unqualified? In the areas where you're not that's where you



must. You have no choice but to become educated within your field, your niche, whatever it is you're working on and then fix it. You've got to fix it within yourself before the perception part because if you don't you will be called on it and people will take you apart in public. People should be nervous if they're not really credible in their field. Whatever the expertise, the training, the certification, the degrees, all that stuff is just get it and do it because there is a huge price to pay later on when you don't. You want to become the resource, you want to become what that phrase is...arguably one of the best. That's how I like to have my name introduced, arguably one of the best at X. That's pretty cool.

Jay: All right, Mike, what's your spin?

Michael: If you think about it, people have right brains and left brains and they use both sides of their brain to buy. Most organizations and most sales people are focusing on the buyers left brain; their needs for facts, data and statistics and ROI numbers and things like that. But if the right side of the buyers' brain that causes them to say, you know, this is a person I can trust, this is a person who really sees the world through my eyes. This is a person who is going to be there for me if things get tough and now is really a time to do this - those are all right brain decisions. That's the biggest deficiency in most organizations in selling is they are too much on the buyers left brain and not enough on the buyers right brain.

If you hear most really good CEOs, they tell self-deprecating stories all the time. So many sales people go out there thinking that they have to be perceived as super human. And I think that is a big, big mistake. The more you can get human being to human being—I remember a guy I used to work with at Xerox. He was a psychology major. He'd experiment at cocktail parties with people. He says if you go out and you're at a cocktail party and you meet people, one of the things that comes up is do you have any kids. A person will say, do you have any kids? Yeah, me too, I've got three; the first one went to Cornell and the second one did this and the third one did that and they're all wonderful.

This guy – he had five kids so he would say I've got five kids, one of each. The first four, everything is on track, great college, nice relationships, etc. but boy that fifth one; rehab, DUI's, getting in trouble, that last one's driving me crazy. Now as soon as he admitted that his fifth child was deficient what do you think the other person did?

Jay: Tell me.



Michael: They admitted that their fourth child was problem, too. In other words, it got human to human.

Jay: Your turn Rich.

Rich: Thanks Jay. **Of all the things that you've researched, written and presented, what do you think is the single biggest distinction, realization, insight that you need to get across to this group that hasn't been covered so far and why?**

Rich: Joseph, what's your answer?

Joseph: The two things that typically that I run into, the most confusion or sometimes concern about are control and criticism or negativity. The one thing is the letting go and the release of control. The session of control from us to them where us is the company or the business and them is our customers or consumers in general. There seems to be an incredible fear of what happens when you open up the Kimono or let people peek into the sausage factory.

Think about restaurants today. For the most part, almost every restaurant you go to today has an open plan and every good restaurant has an open plan kitchen. Why do you think that's the case? Well, certainly there was an entrepreneur somewhere down the line or an innovator that decided that it might be cool to kind of introduce an industrial type of look and feel. But I think it also reassures people that in fact everything is clean and kosher so to speak.

Now, I don't know how many of your members, you've got enough members so I'm sure the numbers are high have ever worked in a restaurant. But as the saying goes, and I have worked in a restaurant, if you knew what happened in the kitchen you'd probably never eat in any restaurant again. So, that was a great way through the power of transparency and that's a big buzz word in my business, you know, authenticity, disclosure, but transparency to actually demonstrate a sense of trust and credibility. It comes from letting go a little bit. It comes from sharing a little bit and being prepared to deal with the consequences.

Well, the other thing is negativity. And it's like we want positive reviews. We want people to love us, but we can't deal with people who hate us. I would argue and I would challenge people and say that you know what?



Our biggest friends are people that hate us because at least they care enough to hate us. They care enough to talk about us. They give us, for the most part, an opportunity to deal with them and turn them around and solve their problems. The people we should be most concerned about are the people that actually don't care. That have no - that are indifferent, that are apathetic because they are the people that will forget about us in a heartbeat. So, those are two things that I would cover.

Rich: Jack, what's your take on this?

Jack: What's the one single idea that small business people, medium sized business people or even large business people have to understand and learn? And it's all about - this is essentially a battle of perceptions. The whole game out there is winning the battle for the mind, you versus your competition and getting into the mind with that point of difference. It's perception and perceptions are reality but it is perceptions. So understanding how you build perceptions, understanding what makes sense in people's minds so you can take advantage of, understanding perceptions of your competition versus you. Whatever size business you run, you really are in that battle.

It's not what you want to be it is what you can be in the mind of your prospect. So, I would say therein lies the – that is the most important thing that underpins just about everything I've done.

Rich: Russell?

Russ: So your take-away from this interview is simple. It's really obvious. Do not make it painful for your partner to agree with you, to make the right decisions, to act on your idea or your proposal. Activate the emotional triggers and you'll get the quick, easy response without the pain and agony of a long, long cognitive decision when the amygdala sends it to the wrong place.

Rich: Stephen, what's your perspective on this?

Stephen: I would say this. That trust and the ability to create trust is truly the one thing that changes everything. It's Jay's point at the outset that this is the last great frontier of extraordinary value creation. And the reason this is so vital is that trust affects everything and it changes everything and its' economic. It's not just some nice, soft social virtue. The reality is trust is a hard-edged economic driver.



Why? Because trust always affects two measurable outcomes always - speed and cost. And here's how the economics of trust work. When the trust goes down in a relationship or on a team or in a company or with a customer, when the trust goes down, you will find that the speed goes down with it. Everything will take you longer to do and the cost goes up. Everything will cost you more to do. Why? Because of the many steps you have to take to compensate for that lack of trust. Now, this is a tax; a low-trust tax.

Now, thankfully the opposite is true as well. When the trust goes up in that relationship, on the team, in the company, with the customer, when the trust goes up, you'll find that the speed goes up with it. Everything will happen much, much faster while the cost comes down. Everything costs you less. Now that is a dividend; a high-trust dividend. And it is really that simple, that real and that predictable. Trust is always economic as well as social and it affects everything else.

And these economics are being played out everywhere. So if I can get good a trust, it will make me do better at everything else I need to do. I can innovate better. I can engage my people better. I can attract and retain people better. I can create greater and deeper customer loyalty. I can also execute my strategy faster. I can partner better. See, without trust, you really don't partner. You might have vendors and suppliers. Without trust, you really don't have a team. You might have a group. It's trust that turns a group into a team and turns a vendor into a partner. It's trust that really makes everything work and move around, that solidifies the relationships. It's trust that really drives the sales because people want to buy from those that they trust.

And like Jay was saying at the front, they will buy more from those that they trust. They'll buy more frequently, they'll buy in larger volumes, they'll stick with you longer. They'll give you the benefit of the doubt. They'll refer business to you when they trust you. So trust makes everything better.

And so why is this so vital? Because trust is the one thing that changes everything. If I get good at trust, it will make me better at everything else I need to get good at. If I'm not good at this, everything else I need to do will be discounted, diluted, taxed.

Rich: Bert?



Bert: So I'm going to mention two quickly. And the one I just thought of is that people think that if they say the words, people will get it. But it is just not so. You see it continuously in sales pitches, in presentations, in actual communications, just casual communications with people. People connect emotionally and it's absolutely important to realize that you're creating a communication experience with every person, whether you're on the phone, whether you're in person. And if we think of it that way, it becomes a very different dynamic between people and the communications between people.

Leadership and communications, I think, are synonymous. I think sales and communications are synonymous. And that's why I continuously stress the importance of knowing how you come across, making the unconscious conscious.

I think most entrepreneurs do know it unconsciously, intuitively. And my desire is to get them to know it consciously so they can do something about it and take some of the realizations of how they come across and be more effective.

Rich: Kevin, what's your answer?

Kevin: Now, we're going to use credibility loaded words. One of the things that is fun to do in my field which is influence is to be able to test words and phrases that actually sell or don't sell or have impact or don't have impact. With credibility there are certain words that people will accept until they've been proven wrong.

For example, like experienced or qualified or trained or skilled or intelligent, these are very similar to the prior experiment of research project on yourself. Expert, informed, as seen on TV still is unbelievably powerful in credibility, has 25 years of experience, all that kind of stuff. You want to use those kinds of loaded words when you're describing yourself. So Jay Abraham has experience. He's got fifty years, maybe not fifty – forty years of experience in helping your company grow.

Read some stuff on charisma and on inspiring people. Don't tell jokes. Jokes are terrible. People like to listen to people who are funny but they don't like to hear jokes. Jokes tend to fail miserably. Just be humorous, find the times when people laugh and write them down. You guys should record everything that you ever do because every now and then you are



funny and then it is like record that information and go, ah, I was funny then, three people laughed, that I'm sticking with and then you start to recognize what other people find as credible, as funny, as valuable, as likable about you.

Rich: All right, Mike, your answer?

Mike: Well, remember the 80/20 rule? It is really 87/13. There is a group called, "The Sales Benchmark Index". And, last year they pulled in their statistics and this is the in the B2B corporate American, 13 percent of the sales people are selling 87 percent of the business. With all the money people and companies have spent on self-improvement and sales training and training on closing and training on negotiation and training on marketing, and etc. that 87/13 really tells you that corporate America has still not figured out how to institutionalize what the top 13 percent are doing.

Rich: Now, off to Jay.

Jay: **Of all the questions we did affirmatively ask, what's the one question taking fullest advantage of your knowledge, expertise, and understanding that we should have asked you whether it is related to this topic or not, the credibility etc. And, why should we have asked that and had we have asked that, what would you answer be?**

Joseph: People are always talking to me and saying about this idea again of going back to control, right? We're in control or our customer is in control or even the mighty Proctor and Gamble would tell you that the consumer is in control. And I disagree with them completely because nobody is in control. I often say and I'm not even trying to be flippant about it, but is the consumer in control because the last time I checked they were trying to save their house from being foreclosed on.

I'm not really sure if anybody in this world, in this recession, in this year is in control. I think we all try to find order from essentially chaos. That's one of those things about the fact that life is unpredictable. Life is non-linear. Life is fluid. Our consumers' lives are non-linear and unpredictable as well. And I think we as marketers, we as small business owners, we have to become speculative. We have to become opportunistic. We have to be able to deal with opportunity and to contingency when they present themselves to us. And the more adaptive we can be and the more responsive we can be and the quicker we can move and move decisively, the more likely we're going to be – or be able to be successful.



Most of this is free so when it comes to advice and being able to continue the conversation, I welcome everybody to kind of follow-up and I'll give you a variety of ways of doing that. The first is in my corporate life, my company Crayon's website is www.crayonville.com. That's V in Victor crayonville.com.

Jay: Give us your perspective Jack?

Jack: I will tell you what the one thing and I think this is a very, very important observation. This is said by Peter Drucker, the father of business consulting, to me he's the best about working out a strategy, understanding how to run a business. Drucker said many, many years ago and he wrote this in one of his books. He said, "The purpose of a business is to generate new customers." Everybody says yeah that's right. There's only two functions in a business that do that, marketing and innovation. He said, "Every other function is an expense." Let me tell you something, that idea is absolutely brilliant, is absolutely correct and it is an idea that has been totally missed by most of corporate America over the years. That concept has sort of drifted off in the shrouds of history. Yet, that's it, guys. I don't care what kind of business you're in, it is marketing innovation. In other words, how do I market myself, how do I build those perceptions, how do I differentiate myself and then innovation. How do I keep it going? What new ideas can I cook up that support that idea?

That's it. That's the nut. That's the most impressive thing I've ever read.

The beauty of new and improved never lets your competition get a beat on you. So you're always innovating out ahead of them. People will say I can do that —yeah, but that's old news. Let me tell you what the new stuff is.

That's what I mean by innovation. It is always staying one-step ahead of your competition with a new or better idea, whether it is a service, whatever it is. That to me is what a good innovation is about.

Jay: Listener's may contact Jack Trout on his website at www.troutandpartners.com – one word www.troutandpartners.com and it's T-R-O-U-T.

Jay: Russell?



Russell: So I wish you had asked me is well, what do we do with all of this information? How do we execute?

What I want to share is that activating others emotional triggers is not an event, it is a process. It is a process of doing your homework, the planning and the heavy lifting. There are several things that you've got to do to execute this process. The first should be readily apparent. You've got to define your persuasion goal. Precisely, what do you want to accomplish with your partner? Make that goal clear, make it measurable, and give it a timeline.

Next, determine which triggers and which trigger elements are best suited for each contact.

Next, you want to conduct a value profile to learn exactly what your partner wants and values. Activate the requisite triggers that you have selected in your preparation work. Anticipate objections because guess what, you're going to get them and prepare the answers.

Finally, close the deal. Focus on the goal. Research documents that fully 63 percent of all persuasion attempts end without request for specific action. Hey, that's criminal. You now possess the hard science to persuade any result, to achieve any goal you have. The power to influence is in your hands. Wisely apply that power and you will achieve your destiny, power, wealth, and influence. Persuaders rule, they wield enormous power. They always have, they always will.

Jay: For everyone listening, it is Russell Granger. You can find him on his website at www.7triggerssmallbiz.com. One word www.7triggerssmallbiz.com and his book is "7 Triggers to Yes."

Jay: All right, Stephen?

Stephen: First of all, this is a great question, and you've asked some wonderful questions and this is the license to thrill. It's a great question. I would say this. I get this frequently from leaders as I'm working with them, CEOs of companies, entrepreneurs, and it's some derivative of this. It's can you really do something about this?



Do you behave in ways that build trust? Because you can't talk yourself out of a problem that you behaved yourself into. So if you've lost trust with somebody, you can't just talk your way out of it. The only way out is to behave your way out of it.

So your behavior matters, what you do, how you do it -- it matters. And my point is this. You can move the needle on trust. It's not just something you have or you don't. That's your starting place, and there might be low trust in a relationship or in a culture or in a company. Maybe that's your starting point, that there's low trust. But you can do a whole lot about it. You can get good at this. You can turn it into your greatest strength. You can go after it deliberately. You can turn it into a skill, into a competency, the ability to engender trust, to create it, to establish it, to grow it, to extend it. And sometimes even, where needed, to restore it. And how will you do that? You will ultimately do it through focusing on credibility and behavior.

And that's why I go in great depth in the *Speed of Trust* book into the 13 behaviors common to high trust people, high trust leaders, high trust companies. These are things they do and how they do them. You know, behaviors like talking straight and listening first and clarifying expectations and righting wrongs and showing loyalty and practicing accountability and extending trust, etc. So things like that. They learn to do that and they do it well. And what happens is they learn you know what? Trust matters. You can measure trust and you can move it. You can move the needle on this. You can get better on this. And when you do, everything else is affected.

Go to our website, speedoftrust.com and you'll find a whole variety of tools and things that can help you, complimentary, that you can do - self-assessments of how credible you are and how trusted you are. We have this little measurement tool that's free and you can see how trusted you are with different stakeholders.

Jay: Bert?

Bert: Well, I love tactics. I mean we could talk about the six behavioral skills or how to avoid Power point abuse or any of those things, but I actually like this kind of question. And I do have one. And it's a question that I ask people, and I'll act as if you asked me as well, because I think it's the core question that we ultimately get to in our life. It would be very simply, "What drives you?"



If somebody answers that, first of all, if somebody says, gee, I'm not sure, well, it's time to think about what drives you. If you asked me what drives me, I'm very clear about it because I've thought about this a lot and there are various aspects to it. But everybody at some point has a world view and has a value base.

For some people, it's just to make money. Some people, it is to have power. Some people, it's addictive -- whether it's drugs, alcohol or sex. Those are things that often drive unconsciously. But I think if you take a look at what drives you, and my answer to what drives me, and I think it's probably similar to most entrepreneurs' answers, or a least a piece of it, it is putting things together into ways to achieve something.

What I am doing to please myself is creating things. And now at my experience and age level, the most exciting thing is working with other people and helping them create themselves, guiding them, coaching them along the way. So I think that's a perhaps long answer to the question of what drives you, but I think everybody has to ask themselves that question.

And you know, Jay, passion comes from the core values that we have and the core goals, like in this case achieving putting things together in new ways. That's when our passion comes from that. If we're just doing something because it's a good thing to do, and that includes making money, I think we all want to make money. I want to make a lot of money. But it's not to make a lot of money to go buy things. It's to make a lot of money to use it to influence more. I mean it becomes a highly leveraged goal.

Our website, our corporate website with all the information that I've been talking about in courses and video and before and after examples is at decker.com. www.decker.com. The blog is deckerblog.com, and it also links to a lot of other blogs and good information and such.

Jay: Kevin, give us your answer.

Kevin: One of the cool things about being able to be out in the public a lot and do seminars is that people do come up at the end and they say, hey, Kev, you know what? You're really pretty good up there on the stage but I don't present myself as well. I'm sort of just like the shy, humble country-boy and I don't really have that strong presence that you do. I come off as being pushy and I am sort of concerned and I look like I'm afraid when I'm



trying to make a sale. The fact is that I'm knowledgeable and I'm caring and I do care about my customers. I've got my PhD or my MD or whatever it is and yet I'm still perceived as sort of being shady or a shark and trying to push products on people. I think that would be the question.

The thing is that you want to literally look at yourself as being just a little bit more successful than you are right now. People are so concerned. They come off as being afraid and they push when they're afraid. You push for sales. You push your limits in marketing and your claims and credibility when you're afraid. You can come back and back off that and not make those amazing – I can cure acne in one day while you lose 100 pounds overnight while we make you a multi-trillionaire, [while] in Zimbabwe and it is all going to happen tomorrow morning.

Perhaps, it comes down to, if the sale doesn't close, who cares, you're walking away, you're going home and it is the end of the day and don't worry about it. As soon as you're there, people will do business with you. They'll seek you out.

We're never going to be Starbucks but we're not trying to be. We're trying to do this instead and just say what it is. You don't have to try to make excuses when you have a claim that is modest and then you do the preverbal thing that Jay Abraham talks about a lot which is over deliver. I recommend that people think about that. What's unique about you? You don't need to be as amazing as Starbucks and cool as that. You can be Apple and have seven percent of the business and have the most amazing product on the planet. That could be you.

Jay: That's great. This has been excellent, Kevin. If anyone and hopefully everyone is provoked favorably enough that they want to know more, how would they reach you?

Kevin: www.kevinhogan.com, stop off and say hello. There's an email link on every page, www.kevinhogan.com.

Jay: All right, Mike, let's hear your perspective.

Mike: Well, the question that I would want you to ask me is what is the top 13 percent doing so much better than the bottom 87 percent? The answer is—boy, if we knew that it would really be great. They intuitively bond better with their buyer and if you really look at it, they've got a level of emotional trust that's far superior to the bottom 87 percent. Doing some



research recently with a guy who studied mythology, I came up with some new theories.

Our limbic brains have been trained for 190,000 years that if someone starts to tell us a story, some interesting unconscious things happen. One, we start to relax because we think gee, this is a story. But, on the other hand, it must be important because it's coming in the form of a story and all the important things people have wanted for 190,000 years have come through story and that the person telling it is probably a leader. Because if you think about it, there's story listeners and story tellers. The story tellers are in a much smaller group. Probably of all those human beings, 13 percent were story tellers and 87 percent were story listeners. What I believe the key skill that people who can tell stories is they emotionally connect with the buyer because they're hitting both sides of their brain.

The new book and I think we're going to turn it into an Internet business is we're going to talk about story and we're going to give sales people story kits bi-vertical. So if you're an enterprise business, a business sales person, there will be a story kit. If you're an entrepreneur there will be a story kit. We're going to arm them with all the stories they need to facilitate the buyer's left brain and right brain together through their buy cycle.

Jay: I don't know enough about your more public business activities but is there a way that everyone listening who had any interest in either seeking you out or getting more of your information or just getting part of your community that could do that?

Michael: Absolutely. I'm revamping www.mikebosworth.com and that should be fully revamped in three to four weeks. My email is mtbent@gmail.com is for Michael T. Bosworth Enterprises at gmail.com

Jay: Okay, we just concluded what I really believe is one of the most important panels you're probably going to listen to in this series. It certainly is a wonderful, wonderful panel experience to start out with.

However, and this is a really big however. You've listened. Hopefully you've taken it all in. It's challenged, provoked and stimulated your mind, your psyche, your sense of possibility, but are you grasping everything that these profound experts really said? Have you been able to grasp what really is the combined message below the surface? Do you recognize the overlapping similarities and commonalities that have



emerged from the seven questions and all the experts differing, but similar answers? Maybe? Maybe not.

Rich and I committed in this experience for you to get the absolute most actionability, transactional benefit, not just intellectual entertainment.

So, what we're going to do now for 15-30 minutes is give you our combined interpretation. Our assessment of what we heard and what we think as your champions, as your advocates, as your sherpa's, as your guides in the process you should most take out of what you heard and you should do most immediately with what was said.

In order to really set the stage right, we're a little different in our attitudes. Rich and I are a little different in our skill set, so we're both going to come at this – we're going to try to do it collaboratively – we may be right on similar roads. We may differ somewhat. We may cross and overlap. We don't know what's going to come out of it, but we can promise that at the end of this, you'll have a greater understanding of what you can do to act, profit and really benefit the most from what you've listened to this previous 90 minutes. So, Rich, why don't you start by giving everybody your interpretation of what you think the big overlaying message, the big action – everything that you think then I'll basically jump in continuously and we'll go back and forth.

Rich: What I take away as being the overlaying theme of what we've just heard from all these different experts, is really this idea, this concept that marketing is more a conversation or a commitment than it is a campaign. And, that conversation, that commitment, goes through some predictable stages.

The first stage would be listening. You can call it a strategic conversation and this would strategic listening. The strategic listening touches on lots of different areas. It touches on one:

Understanding who your competitors and the conversations that they're having about their claims, their credentials, what makes them unique and seeing where that puts you. Where are you unique – what's your claim, what are your credentials to back up that claim.

It's also about understanding your prospects and their desires and their frustrations and really getting a handle on who you are talking to and what makes them tick and what are they all about.



Lastly, who are the influencers in the market and what do they have to say. What is it that they say that resonates with the prospects that you're going after.

That would really be what I would consider strategic listening and Joseph Jaffe talked about some ways to kind of automate that with Google alerts and Yahoo alerts and really staying abreast of the conversations that are going on in the marketplace. I think once you have that – once you've done that first level of listening, I think then you can develop your unique point of view of really what you see as being different about yourself and your company that is a benefit, a big benefit, to the marketplace and your prospects.

That's what Jack Trout was talking about when he talked about differentiation and really backing that up with credentials and not just claims. Along those lines, with your unique point of view, Bert Decker talked about the elevator pitch – about really condensing down your differentiation into a 30-second or 60-second sound bite that really is all about the benefit that you provide that no else can provide because it's what makes you unique and different.

I think also and lastly, in this strategic listening stage, you can figure out better who you are as a contrast to what's already being said. Along those lines, your stories, your uniqueness, not just at work and what you deliver, but you yourself personally. I think it was Russell Granger who talked about that question, "What do you do when you're not working so hard?" He asked that to a prospect or to a doctor, yeah it was a doctor I think, who he wanted to get an operation from, but nonetheless, you need to understand that about yourself because that then will lead into what I see is almost like stage 2 of the strategic conversation, which is really starting the dialogue.

Now, before I give you my perspective on that, Jay did you want to jump in on what I said, or do you want me just continue and then you'll.....

Jay: I like what you said and I agree. I think that it's important to establish right now that we have diversity of business types on this session and they're really interesting because they range from being online, offline, products, service, professional, low-price, high-price, one call, multi-call, and so I think you've got be able to expand your interpretation to all this to start with what Rich said and what I think is the big message.



If you're in business for the long term, you're having a permanent ongoing, evolving relationship with people. That relationship can be interpreted as a conversation. You can't have a conversation that's intimate and meaningful if you don't know who you're talking to. If you know who you're talking to, you got to know who they are, what their tastes are, what they like, what they don't like. You've got to know not only about you and your product, but you've got to know, as Rich said, about your competition. You've got to be able to really clearly not just express, but deliver on whatever it is that is the differentiating distinguishing factor.

You've got to have confidence in yourself and in your product. You've got to live in the mindset of seeing that product transforming or protecting or enhancing the lives of the people you're working with or you're selling to. It's very important, and this concept of trust I think that Stephen, I mean it was very interesting and impactful to me that virtually all the people in a bizarrely wonderful way, said about the same thing, but they said it very differently – at least in my interpretation, Rich. It applies to your ads, to your communication, but that's superficial. What it applies to is the relationship you are committed to have with your marketplace on an ongoing basis. I think that's very critical that they recognize that you're committing to having a wonderful, intimate, lifelong relationship with that prospect, that buyer, where you are setting yourself up to be a benefactor in some way that differentiates from the alternatives they've got. You know what it is and they know what it is and you are so trusting in your ability to deliver that and whatever you say you're going to do - you do because they're going to judge you accordingly. If you ever don't you're going to fess up to it and acknowledge it and make it right. I think that is just some really fundamental things, but I don't want to get tangential, Rich.

Rich: No, I don't think I agree with you – not I think I do agree with you completely, I don't think it's off tangent at all, did you want to continue or did you want me to....

Jay: What I want to do – I like building on your modules. Rich and I had some conversation everyone before we did this. This is a new – just like this is a breakthrough in what we're doing – the expert panels all addressing a big theme and seven questions. This is very breakthrough and very unprecedented for Rich and I. We're not used to doing this and we come at it with different disciplines, different wired minds, so it's actually a fun thing and neither of us are perfect.



I'm liking, in this one, following his lead in building or expanding or even not challenging, but diverting a bit from the modules he uses, but go with your next segment – go ahead.

Rich: All right, so then, along the same lines, after you've done that listening which we could have a whole call on just methodologies and tactics to listen and ultimately what I think you have to really do is just kind of gauge yourself of where you are currently. Are you really listening to the claims and credentials of your competitors? Are you really listening to the frustrations, challenges, desires of your prospects? Are you really listening to the influencers? Do a self-check and if you're not, then the methods and tactics to do that are relatively easy. From your competitors, all you have do is go to their websites, see their advertising, what are they saying, their point of difference is, from the prospects that are using forums and groups and really getting deep into it and looking at what's being said, what are the problems that people are asking for advice on, etc. The influencers is going to sites like Technorati, or Google blog search and finding blogs that are in your space and seeing which ones are the ones that are most popular and get the most comments and reading those comments and getting more clarity, not only about the influencers, but about the market itself. That's really the strategic listening side.

Now, once you've gotten through that, then the next stage is really starting the conversation or jumping into the conversation that's already going on. My thought along those lines – Joseph Jaffe had this great comment which I wrote down, which was "why would you not join a conversation that you have a unique point of view about that you could absolutely add value with your perspective on – that if you did participate, you would be a key player." I think that ultimately is almost a sales check of whether you're in the right market or not because if you don't have that passion and you don't have that feeling that you can add value to the conversation, then it's questionable why you have a business in that space in the first place.

Having said that, you need to start conversing whether it's starting a brand new conversation or jumping into the conversation. Along those lines of the conversation of marketing is – there are several things I wrote down:

One is that you have to declare along the lines of what Stephen Covey talked about. You have declare your intent about what it is that you see as your role, your responsibility and then making sure that once you've



declared it, that you've backed that up with action so that there is that cycle of upwards trust, of you stating what you're all about and then consistently backing that up and letting people – making sure people are aware of every commitment that you've made to them – that you have delivered on, so that you don't lose ground because you don't remind people of the fact that you said this and you did this. Along those lines, some of the things that are kind of covered in this idea of starting this dialogue is that you have many touch points. Whether its touch points at the beginning of a sales process. Whether people are going to your sales letters, your blogs, your business offline (they're walking into your store). There's many touch points. And during those touch points what you need to do, what you need to accomplish is one, you need to consistently articulate your point of difference and back that up with credentials. You need to state your intent and make sure you deliver on it in a way that increases the bonding and trust.

The other thing that I think has immense value is what Mike Bosworth said, which was “think about the predictable conversations around the products or services that you provide and think about the predictable conversations around the usage of your product or lack thereof and then brainstorm how life would be different with your product or service.” That really starts a – if you think through that and you do that and you do that brainstorming, you really start to build up an arsenal (for lack of a better word) of stories and messages that really move people forward into the buying process, which I think is part of the intent of having this dialogue or conversation is that you meet people wherever they are. You converse with them, you get feedback based on surveys, based on response rates, based on what other people have to say about your blog post or your podcast or however, or your advertisements, however you get your message out. You’re consistently tweaking this conversation, your messaging, based on that feedback that you get, but that you realize that ultimately how you win trust and how you get people to choose you is through a dialogue that really is focused on them, that really states your role in their guidance, their support, their ultimate benefit and that you progress forward on that message in a consistent way throughout all your messaging, throughout all your touch points, throughout every interaction that the prospect, customer, then client has with you and your company.

I wish - I know that there was more that was said about this throughout the panel and I wish I could have more nuggets, but I kind of got lost in that thought while everybody was talking. So I'm hoping Jay that you can add some more umph to what I just said.



Jay: You did a very, very good job and I made a couple notes, but I don't know if I'm going to take it exactly. One of the things I'll say and it's not a self-serving, but those of you who have access to re-listen to this thing, I encourage you to do it many times because you will get another dimension, another dimension every time you do it. But for those that you don't, we're going to do our very best right here for you.

There is something I make just absolutely explicit, not implicit. What we're talking about, what each expert talked about is to be incorporated, translated, extrapolated, into whatever form of marketing communication, strategic marketing communication you do. So, we don't want you sitting there going - I don't know I'm not on line, so I can't have a conversation with the market. Oh contraire, you can have a conversation with your market when they come in. You can have a conversation with your market after they buy. You can have a conversation with your market after they don't buy. You can have a conversation with a segment of your market when they buy from competitors, and you can do anything and everything, but these mechanisms we're talking about – these strategic filaments as you integrate them – they need to be integrated as Rich said, in your sales approach, in your advertising. But more important than all of that because that's superficial – if it doesn't first and foremost get into integrated into your whole belief system, your ideology.

I teach something called, "The Strategy of Preeminence," but it's about the same thing. You want to be seen as their most trusted advisor for life. You can't be the most trusted if you can't be trusted. You got to trust yourself that what you're doing for your market is better than your competition in whatever area of differentiation you're doing it in. You got to know that you really are congruent with what you're saying. You got to know that what you're saying is what they want. The only way you're going to do that is to get feedback, however you get feedback. I was so very impressed with the fact that almost of them said variances of the same thing, they just came at it very differently. Credentializing yourself very interesting because a lot of you are far more expert and far more impressive than you recognize and acknowledge and some of you are less. If you're more, then by all means, relish it. Exploit it ethically. Embrace it. If you're not, don't be forlorn and depressed, refine it. Make yourself more expert because that's how you will achieve and exceed whatever commonality the competition has and you'll be able to differentiate – credentialize yourself.



I wrote down something very interesting and it translates to all of you, but it comes from an experience that I learned years ago because I always picked the minds of incredible experts in every definition and area that I can find. The man who was the top man in platform selling a few years ago, I interviewed for a couple of hours. He had a very simple philosophy and he said it's not manipulative. Tell them exactly what you're going to do in that session. Tell them why you're doing it. Tell them what they can expect. Tell them what they'll get out of it and then deliver on your promises and ask them at the end to judge you accordingly, which is not dissimilar to what Stephen Covey said. He took it down a different route. But that's a pretty impressive formula for marketing, for selling, for interacting, for website creation. I just want you to think about that.

I also wrote down, let me read what I wrote down – hold on. In one of the things that came across and it's true. If you don't believe – there's a very fine line in life between arrogance, egotism and certainty and competence. If you don't come into with certainty and confidence, you can't expect your marketplace to have certainty, confidence and yes, trust in you. So you've got to question and sort of do a self-diagnostic test of these issues these people are talking about. What I would do if I were you, and hopefully you took great notes, and if you didn't hopefully you're one of the people that are getting the transcription and the action version, but I'd go through every one of those notes and then I'd take them out and I'd have the high points that I wrote down and I'd say – how am I incorporating these points in everything I'd doing? Or, am I? And if you are, I would question how well you are integrating them and articulating them. If you're not, I would immediately look at the gaps and be filling them. I thought that the best part about this frankly, and it's really one of the most liberating elements of doing business the way I think I do it and I know Rich does it and I hope that you will do it, is that we really love the people we try to help. Does that mean that every one of them we would have in our home for dinner? No, of course not. But, we really and truly, we feel for them, we hope for them, we want them to have better lives. We want them to struggle less. We want them to have more joy, more prosperity, achieve more. Because we automatically assume that they offer incredible value to their marketplace. If you can basically start loving the people you're serving, then you're going to want to know more about them than just the superficial. You're going to want to know. You want to put a face and a vision and dimension, and you're going to think of them not just as a buyer, of a man and a woman and a father and a mother with hopes and dreams and needs and fears. That dimensionalization added to the



distinction, the differentiation that you incorporate into your positioning is going to be very, very, very powerful and a decisive advantage for you.

I may be on a tangent. Rich, you're welcome to challenge me because I'm just sort of babbling a little bit here.

Rich: No, I agree 100%. Along those lines, let me just pick up on what you said, one of the last things you said, because I think that's really how the ideas in this panel get translated into business growth. That is to really look at all of the different suggestions and recommendations that these experts conveyed here and really look at your own marketing, look at your own process and ask yourself am I doing this now? Yes or no. If I were to do this in a more active way, a more result-certain way, what would change?

So, along those lines like Joseph Jaffe talked about acknowledging what you've heard from the market. How do you do that now? Do you do enough of it? Let's see – Stephen Covey talked about the two components of trust – character and competence. Character being honesty and truthfulness – well how do you convey that? How do you convey that in your marketing currently, and is it enough? Competence – it's capabilities and past performance. How do you broadcast your capabilities and your past performance? How do you – this is a word that you use sometimes, Jay, how do you really program customers or prospects to tell them what you're going to do – tell them what you expect them to do and how the game is going to be played and why and when and how you want to be judged? How do you do that in your marketing? Are you doing it now? If not, how can you interject that?

One of the things Jay and I – we did a program a while back called the Maven Program, where we really taught people how to become the go-to experts in their market. One of the ideas in that program that we recommended to all of our clients in that program was to start building your list of personal stories. Stories that have happened to you over the course of your life that convey who you are, convey what you're all about, convey why you're in the business that you're in, convey why you're so committed to your clients' success or results, why you chose the market that you're in, etc. Over time, building that databank of stories that you can share with others so that when they are documented, they're not as easily forgotten.

Along those lines, looking at all the great knowledge that these experts provided and think about really, at the end of the day, how are you going



to convey your uniqueness of all of those elements to your marketplace? That's really the big question mark I have in my mind about how you'll get the biggest and best value out of this call is by taking the time to actually do. If you do that, I'm positive that you will become the fact of choice in your market. And if you don't do that, then this has been nothing other than intellectual entertainment. This is where the rubber really meets the road. If you're serious about growing your business then what you need to do is you need to start laying out some of these communications that you want to have with your marketplace that will ultimately bond you closer with them and ultimately get them to choose you over everyone else which was the intent of this call. Getting your prospects – getting your clients – to choose you over everyone else.

What I believe I'm saying and what I believe this panel was all about, was about a conversation that makes that happen. That conversation only happens if you're prepared for it. The way you prepare for it is by dissecting the recommendations that these experts made and incorporating them into your marketing material, so to speak.

Jay: Can I add?

Rich: Please do.

Jay: I want to pick up on something that's a little – it's going to be a little cheeky, but it's really meant to be a profound realization.

Rich said if you're serious about growing your business – well if you're not serious about growing your business since nothing in life is static, then you must very serious about really destroying your business. You can't go one – you can either one way or the other. So if you think about it, if you're not committed to do the kind of things we're talking about here, you're very seriously committed to undoing whatever you've built up and whatever time you've been in whatever position you're in and that's a eerie realization isn't it Rich?

Rich: It's one that many people don't ever want to address that's for damn sure.

Jay: That's the first thing. The second, and it's totally tangential, but it's totally relevant. Rich was sharing very intriguingly to me a new project he's working on. He was talking about, if I may use a word without embarrassing (inaudible). He was talking about how most people don't realize - they want instant gratification and they don't realize how hard



they work at avoiding doing something that's going to be so much better and it's more effort to avoid it then to do it.

What we're trying to do on all of the interview panels you will be exposed to – what we're trying to do with all the questions that we pose – and what we're trying to do with the quality of experts we've sought out for you – and what we're definitely trying to do with the post-interview wrap up, interpretive sort of distillation that Rich and I are doing, is to make it absolutely infallibly clear for you what to do with this. How to take action with this. How to translate it into something which will transform the future of your business in the most liberating and joyous and prosperous way.

I'm just looking through and Rich and I have distilled notes and we look at it differently, but I mean, how much more fun is life if everybody is your friend? How much more fun is it if you really take the time to be the best you can be? And the best you can be comes from basically getting feedback, listening, hearing, respecting. One of the things that Michael Bosworth said and I really like it and it's something I've done for years, is I spend an enormous time before I ever sit down to strategically create any kind of a marketing process. To think about what that recipient, whether that recipient is getting a letter, watching an ad or infomercial, being presented live or by phone via sales man or woman, reading a website, blog, what they are thinking, not just in the macro, but stage by stage. What thoughts are coming to mind? What questions. What confusions. And I want to address that. I think about it. I try to humanly respect the fact that I recognize that they're struggling with that or they're experiencing that.

The closer you get to understanding the thinking and not just the business basis, but the human basis or why people are doing things, the more powerfully connected you'll be with them. Not just how powerful in an autocratic control sort of (inaudible) way, you're going to have such a greater joy of living and being in business and that's such a refreshing promise in a time when business can be very stressful. This is going to really relieve a lot of the stress for you. But keep in mind it starts with a strategic long term commitment. This is how we are going to enjoy our relationship with you for life. We're going to be there through the good and the bad. You are our friend. We are going to respect you. We are going to tell you what you can expect from us. We will deliver on it. If ever we don't, we expect you to call us out. If ever we don't add value, beyond value, you can get somewhere else, we don't deserve it.



We know what you want because we've heard, we've listened, we've asked. That is and you can express that in your sales approaches. You can express that in your interactions with them. You can express that in post purchase communication whether you follow-up – whether you send them a letter or you send them an email. Whether you go visit them. I mean, if you can appreciate what Rich and I are trying to do for you and your business no matter where it resides and how it is transacted.

We're trying to not just enrich you we're trying to liberate you. We're trying to release you from the shackles of mediocrity of stress of uncertainty and make the process of doing business, of adding value, of connecting with people at a much higher, deeper, richer, more sustaining level than any of your competitors can in the area that you concentrate in. Much, much, much more successful, effective and sustainable. I just think that's really the big part of this.

A couple of other things. Let me just go through because I'm not as clear on my notes as Rich is and I have to review because there was something...I mean, I really love that quote Rich – remind me that Stephen Covey had, so I don't have to find it. That you can't talk your way out of something that you what?

Rich: You can't talk your way out of a problem that you behaved your way into.

Jay: So, let's take that for a minute. I've got to believe that even in a bad economy there's plenty of business out there. You just have to take it from the people who don't understand these elements that these very, very, very profound experts shared today that hopefully Rich and I have interpreted.

You've got to realize that where you are right now - it has far less to do with the economy than it probably has to do with you never recognizing the really power process of really leading and controlling your business sector. Now you understand that. So you can't just wish for it, you've got to transactionalize it, you got to do what it takes.

The first thing is basically understand who your market is. Understanding what they want. Understand what you can bring them that is different, superior, better, more desirable. Understand how you have to demonstrate to them that you really do provide that. Understand that you've got to be able to understand what their perception is going to be and overcome it if it's not going to be as strong as you'd like. And the way



to overcome it is to first of all with truth and credibility. Second is with recognition that they're more than just a superficial customer, they're a man or woman, they can easily and should joyously be your friend. And third, that you've got to constantly get collaborative feedback from them.

I think the key is that all this translates to any form of selling marketing you do, but it's bigger and it's much more global than that. It should be the foundation of the dimensionalized and highly enriched culture that you build your business on starting today and going forward.

And that's all I have Rich.

Rich: Well, I think that sums it up then. So, I think we're done with this panel then.

Jay: Okay, everybody, hopefully you got an enormous amount of clarity out of each expert's answer to each question. Hopefully you're going to constantly now be focused on the big, big issue about getting buyers to always choose you over everyone else. There's a caveat when it's appropriate – when it's appropriate, because there's not always – you're not always the right decision – you have to recognize that. However, we hope that this is the beginning of an extraordinary journey we're going to enjoy with you for years to come.

Rich and I have some of the most really extraordinary, amazing, intelligent, profound experts and thinkers on the docket for the upcoming panels. The topics we're going to address and the questions we're going to ask and the answers you're going to receive, and the interpretations that Rich and I are committed to providing you, are designed to each and every week make your business better off because we're in your life.

We hope we're delivering. We look forward to the next panel with you. As I said, if you're one of the people who've got access to this over and over again, I would listen many times. For somebody that's got the transcripts and the action notes, I would definitely follow them. If you didn't I hope you took great notes and I hope that you don't just put the notes somewhere passively.

Expertise is only as good as the actions you take with them. We've gotten you literally world-class experts. We've tried to get you world-class interpretations that were moving mountains to share with you. What you do with it is up to you.



Good luck. Thanks Rich.

(END)