PERFECT PERSUASION:

HOW "SPIN SELLING" CAN HELP YOU SELL YOUR IDEAS

- Refresher on the technique
- Practice cases
- Sharing Learnings
- Build the skills

FastTrackLeadership

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THINK OF TIME YOU TRIED TO CONVINCE SOMEONE ABOUT YOUR IDEA…AND FAILED

All too often, when we have a great idea we try to convince others through sheer enthusiasm or by overwhelming them with data

With the result that we lock horns and agree to disagree, rather than successfully persuade

Ironically, perfect persuasion is really not about stating your case successfully

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PERFECT PERSUASION: THE KEY IS THE QUESTION

Your best bet for persuading another party is to demonstrate how well you understand their situation

Funny as it may seem, people aren't really persuaded by you. They are persuaded by themselves.

Persuasion is not about convincing the other party

...it's really about opening a relationship

So what should you do?
How can you master the skills of perfect persuasion?

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IN TRYING TO PERSUADE OTHERS YOU HAVE TO OVERCOME 2 TYPES OF "DISSONANCE EFFECTS"

Cognitive Dissonance

When we express a belief, value, or attitude, we will behave in manner that will maintain consistency with the expression so as to eliminate or reduce tension caused by cognitive dissonance.

Buyer's Remorse

We psychologically avoid data that implies we have made a poor purchase once we have bought a new product.

The human mind looks for selective evidence to confirm what it already believes

Want to learn more? Look under "Paradigms" by Joel Barker

People feel foolish if they feel they've made a mistake…you pointing out their mistake makes them defensive. They will defend their error—even in the face of evidence to the contrary

Festinger, L. (1957). A theory of cognitive dissonance.

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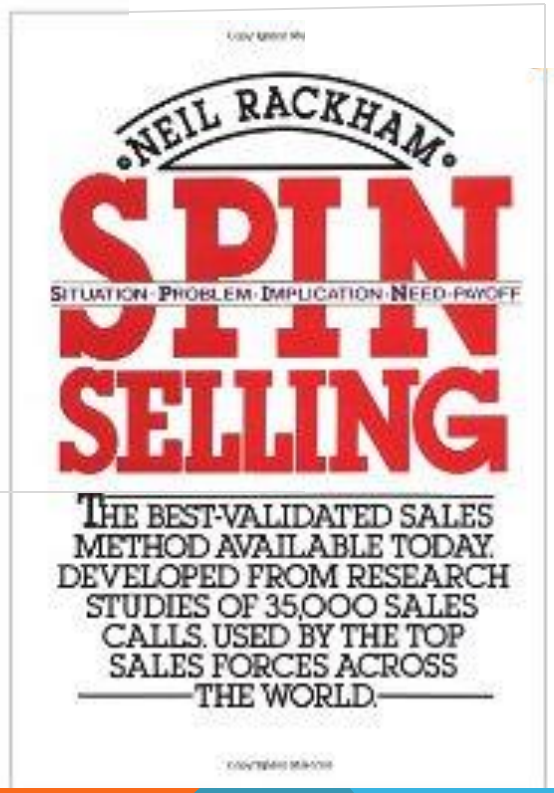
TRY THE TECHNIQUE DEVELOPED BY SALES AND MARKETING RESEARCH



Neil Rackham, of Huthwaite Inc., a British marketing and sales consulting firm, developed a way to listen and ask Socratic questions to improve sales…

…but it can be a powerful too for persuasion in any field!

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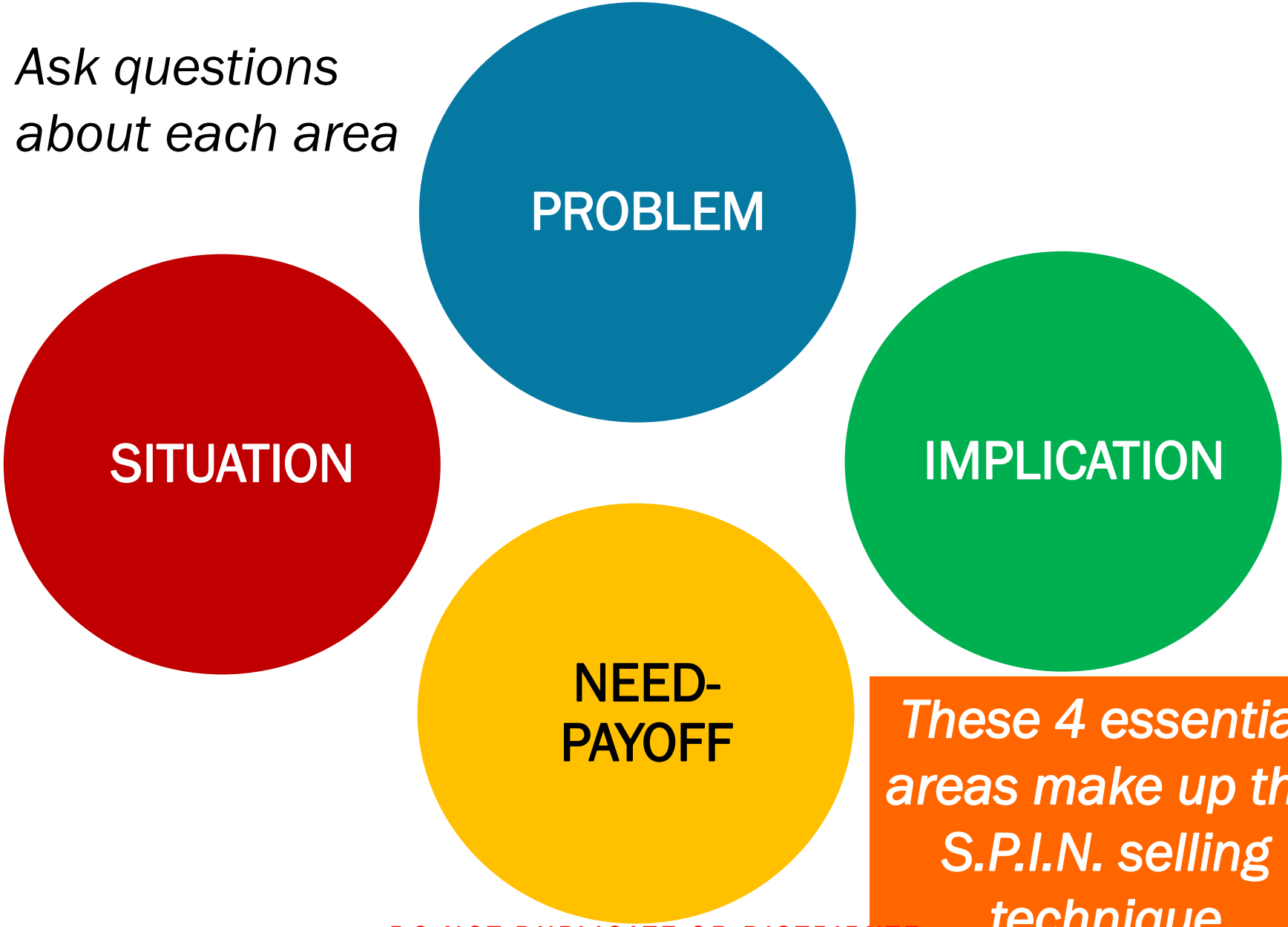
PERFECT PERSUASION: THE KEY IS THE QUESTION

Ask questions about each area



These 4 essential areas make up the S.P.I.N. selling technique

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PERFECT PERSUASION: THE KEY IS THE QUESTION

Begin by asking questions about the situation the other party faces

SITUATION

Ask about:

- *Their role in the enterprise*
- *Their tasks in the enterprise*
- *Facts about their enterprise*
- *Who are their partners?*
- *Who are their customers?*

Situation questions should help understand the "lay of the land" for the other party

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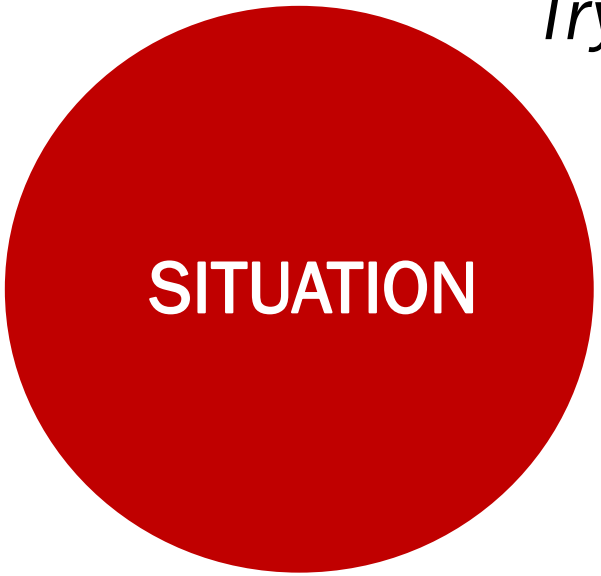
USE SITUATION QUESTIONS SPARINGLY

Don't overuse situation questions: do your own homework first!



Try to learn about:

What is unique about what they have to offer?

What market changes do they see on the horizon?

What they are doing now?

Ask ONLY purposeful questions

People will become bored quickly when answering these questions—

use them sparingly

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PERFECT PERSUASION: THE KEY IS THE QUESTION

Follow with questions that help you understand issues the other party faces

PROBLEM

Ask about their:

- *Problems*
- *Challenges*
- *Difficulties*
- *Dissatisfactions with the current situation*

Demonstrating that you can listen to their challenges will help them to understand how you can help solve their problem

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PROBLEM QUESTIONS: DESIGNED TO FIND NEEDS

Examples of more complex questions

Does your workforce have the training it needs to meet client demands?

PROBLEM

How successful is your team in working in today's inter-professional environment?

Do you have the kind of collaborations and partnerships across silos that you need?

"…after all, if you can't uncover any problems to solve, you don't have a basis for business relationship." –Neil Rackham, developer of the S.P.I.N. selling technique

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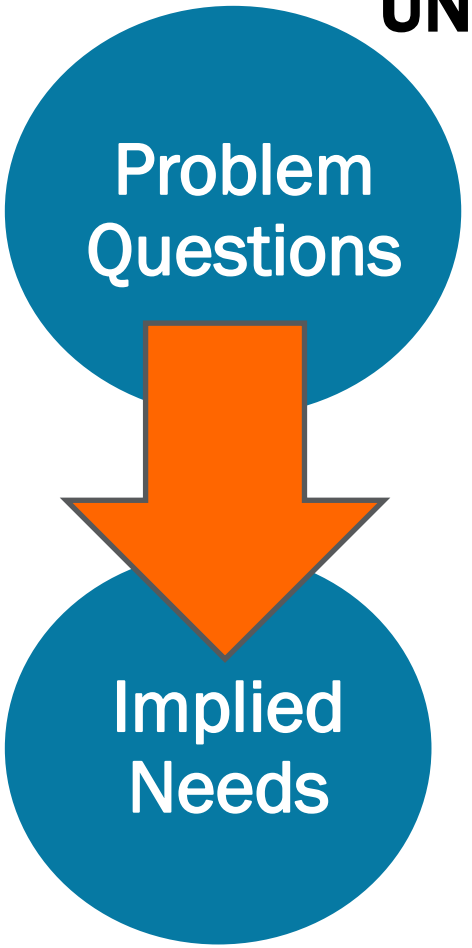
UNDERSTANDING IMPLIED NEEDS



Problem questions surface implied needs

- *Surfacing that problem is their purpose*
- *Here they see they have a problem*
- *Despite this acknowledgement, the problem is not typically felt as urgent*

Asking problem questions can help you uncover an implied need—it's acknowledged but not felt as urgent

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IMPLICATION ILLUMINATES THE CONSEQUENCES

Then ask questions about the consequences

Ask about the:

Consequences of the problems they face

Effects of their challenges

Dissatisfactions with the current situation

Implication questions will increase their perception of the value you can offer them

IMPLICATION

To set the stage for making a persuasive argument, your discussion should contain a large proportion of implication questions

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IMPLICATION QUESTIONS HELP EVERYONE UNDERSTAND THE SYSTEMS VIEW OF PROBLEMS

IMPLICATION

Problems have obvious consequences, but all too often cause deeper issues that are often missed.

Implication questions help everyone see problems from a systems perspective discover explicit needs.

Implication questions surface explicit needs.

You build trust by helping the other party to see they have (and how they can solve) a deep multi-faceted problem.

Truly significant problems must be dealt with at the systems level. These questions help them see that view.

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SYSTEMS LEVEL IMPLICATION QUESTIONS

"You say you face problem "X". What effect does that have on your ability:

- to serve clients?
  - to assure quality?
    - to control costs?

IMPLICATION

How does it impact your ability to retain employees?

And what does turnover do to your bottom line?

Think of Implication Questions as diagnostic ones that help you gain depth of understanding

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SYSTEMS LEVEL PROBLEMS NEED SOLUTIONS!

These questions are diagnostic ones

But, surfacing problems with no solutions will likely create dissatisfaction in the other party

IMPLICATION

People can feel demoralized and defeated by a singular focus on problems

Your purpose for persuasion should be based on a solution you have to offer

Implication Questions use the basic Socratic method, and help you gain depth of understanding

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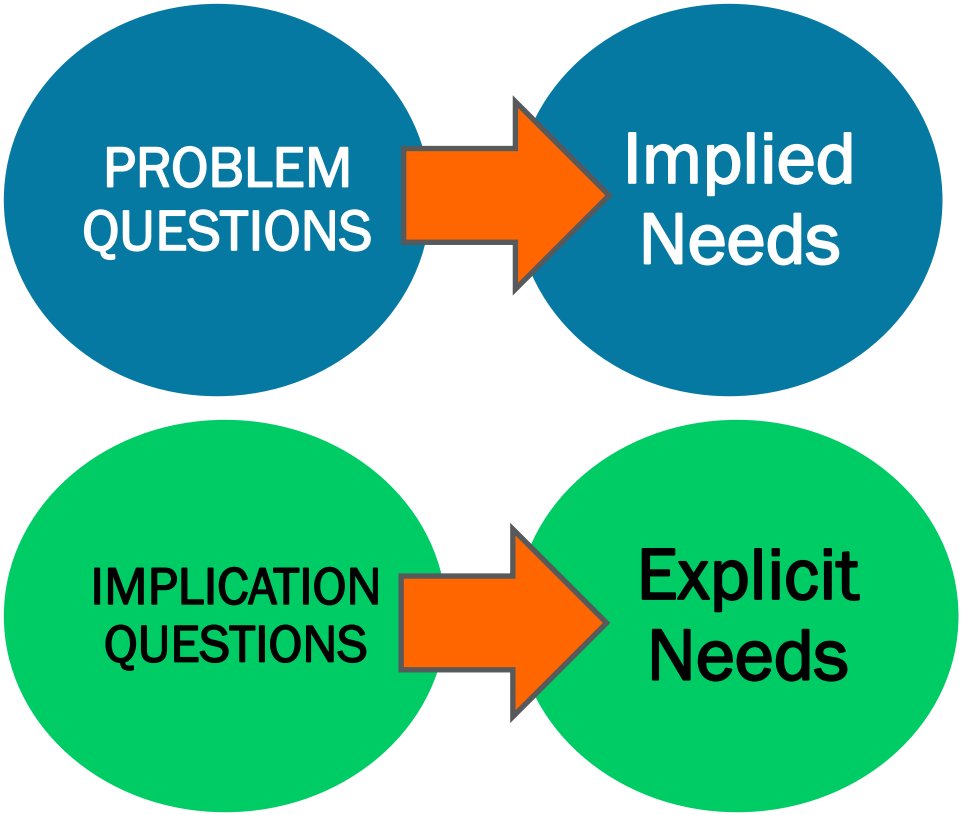
UNDERSTANDING THE 2 KINDS OF NEEDS



Needs fall into 2 categories

*Here they **see** they have a problem, but this doesn't usually help with persuasion*

Here they see the deeper implications of the problem and are actively moving toward a solution

Implied and Explicit needs both point out problems, but only developing explicit needs has been shown to be successful in persuasion

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NEED PAYOFF: SOLVING THEIR NEED IS THE ULTIMATE PERSUASION

Follow with questions that help you understand issues the other party faces

NEED-PAYOFF

Ask about the:

- *Value*
- *Usefulness*
- *Utility*

they perceive in a solution

Questions that establish how their need can be met by the solution or partnership you have to offer are linked strongly to successful outcomes

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IN ANSWERING NEED PAYOFF QUESTION, THE OTHER PARTY "SELLS THEMSELVES"

More example questions

NEED-PAYOFF

Is it important to you to solve this problem? How so?

Why would you find this solution so helpful? What benefits do you see?

Is there any other way this could help you?

How do you think X solution might help you?

Successful business relationships are based on trust. Showing how you can help solve real needs builds trust

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PERFECT PERSUASION: THE KEY IS THE QUESTION

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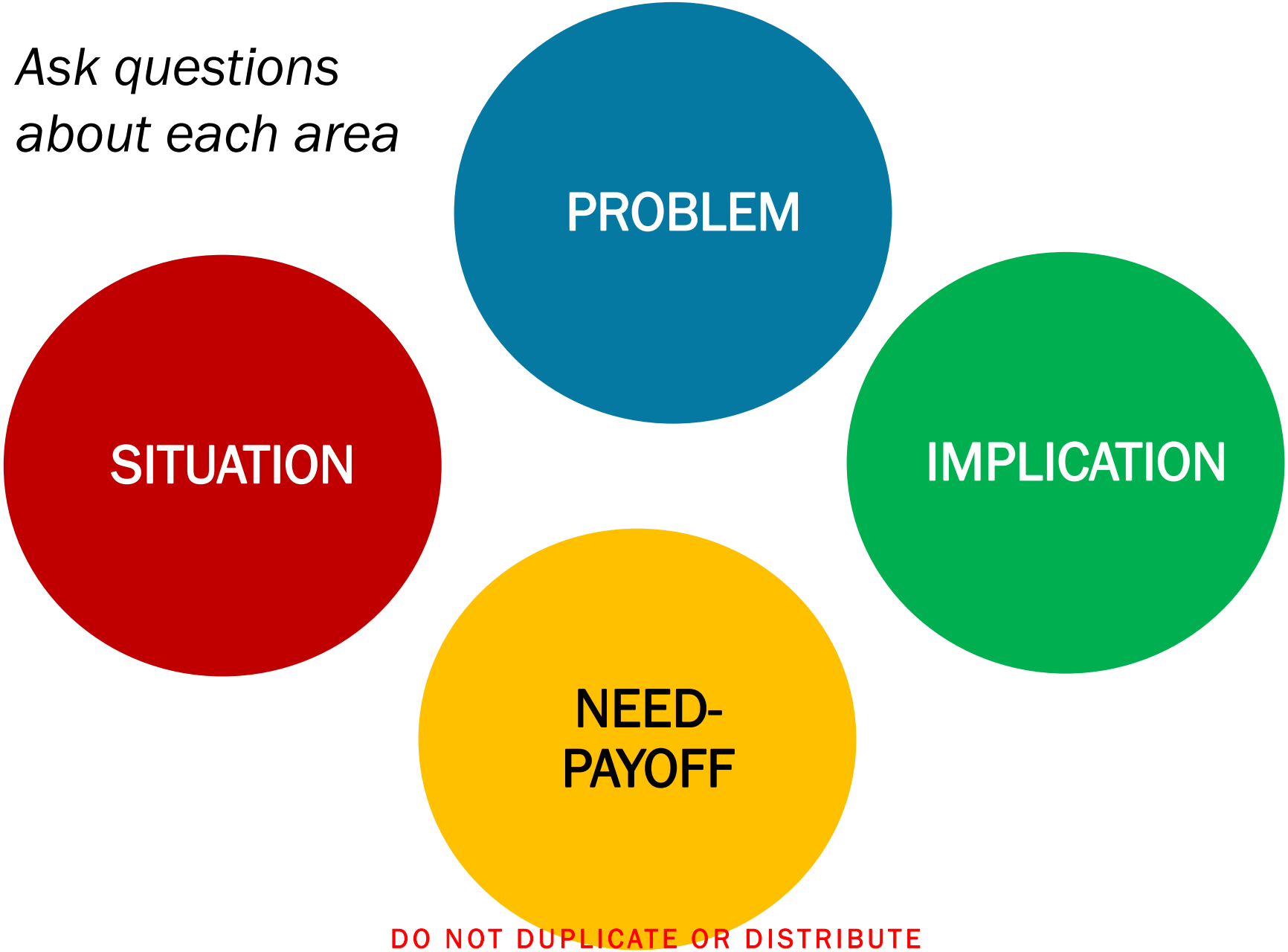

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CASE STUDY PRACTICE

Our Group

Random dyads
in Zoom Rooms

Player #A

Player #B

Case Study A:

<u>LEADER role only</u>
(google doc)

A: Persuader

Read (4 min) &
prepare (5 min)

B: Persuadee

Read "Persuadee"
Role Case A
(9 min)

Role Play Case
Study A
(10 min)

Case Study B:
Leader Role Only

Read (4 min) &
prepare (5 min)

B: Persuader

Read "Persuadee"
Role Case B (9 min)

A: Persuadee

Role Play Case Study B
(10 min)

CASE STUDY Q & A

Insights?

Questions?

Ideas?

That's all Folks!

CASE STUDY PRACTICE

Our Group

Random dyads
in Zoom Rooms

LEADER role only
(google doc)

Case Study A:

Read (7 min) & prepare (5 min)

Case Study B:

Read "Persuadee" Role for opposite case

Role Play Case Study A
(10 min)

Role Play Case Study B
(10 min)

Return to room for Q&A, Discussion, and preparing to answer a JOB INTERVIEW QUESTION about your persuasion skills!