

I JUST HAD MY BEST MONTH EVER...I THINK I'LL STOP!

5 SELF-DESTRUCTIVE THINGS
SALESPEOPLE DO TO SABOTAGE
THEMSELVES

(PLUS...WHY WE DO IT AND HOW
TO STOP IT)

BY GREG BENNETT

I Just Had My Best Month Ever...I Think I'll Stop!

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Bennett Productivity Programs, Inc.

5850 W. Quarles Dr.

Littleton, CO 80128

720-352-8605

www.ProBennett.com

greg@ProBennett.com

Table of Contents

About Greg Bennett.....	4
About BPP, Inc.....	5
Introduction.....	6
Meet the Enemy – US.....	7
Where the Inner Picture Comes From.....	9
How the Enemy Emerges.....	11
How the Enemy Fights Back.....	12
The Three Levels of the Comfort Zone.....	12
The 1 st Level of the CZ, the Outer Ring.....	13
The 2 nd Level the CZ, the Inner Ring.....	14
The 3 rd Level the CZ, the Center Core.....	15
Many People Don't Believe It's True.....	16
1 st Way to Sabotage:	
They Discount Their Own Success.....	18
2 nd Way to Sabotage:	
They Deny the Reality They're Experiencing.....	23
3 rd Way to Sabotage:	
They Hang With the Wrong Crowd.....	27
4 th Way to Sabotage:	
They Give Themselves Bad Rewards.....	34
5 th Way to Sabotage	
They Get Away From the Fundamentals.....	39
Additional Materials.....	43

About Greg Bennett



Greg Bennett is founder and president of Bennett Productivity Programs, Inc., an international sales and sales management training and consulting firm in Denver, Colorado.

Greg is considered to be one of the most effective and entertaining sales trainers and management consultants working today.

In 1988, Greg developed an activity-oriented sales training methodology that features as part of every training program, actual cold calling to real live contacts.

Greg's training materials and workshops continue to reflect his action-oriented mind-set and his focus on the fundamentals of successful selling. The strategies are considered by many to be the most realistic and street-smart available, and teach salespeople the psychological approach to closing clients vs. the old-fashioned "dog-n'-pony" approach.

Greg began his career in the radio industry as an on-air entertainer and continues to use his sense of humor and creativity to create sales training that is as unique as it is powerful.

Greg and his wife Rosemary live in Colorado with their four daughters, To find out more about Greg Bennett go to www.BennettSales.com.

About Bennett Productivity Programs, Inc. (BPP, Inc.)

- **BPP, Inc.** was founded in 1988 by Greg Bennett as an intense sales training and consulting company.
- **BPP, Inc.** focuses on the fundamentals of sales success including dramatic increases in the number of new contacts added to the pipeline; the effective “weeding” of those contacts through the pipeline purging process; and closing those contacts - either making them customers for life, or moving them to NO and flushing them from the pipeline
- **BPP, Inc.** also works with sales management including taking ownership of each seller’s pipeline by shifting from an outcome-based management model, to an activity-based management model.
- All training and consulting with **BPP, Inc.** focuses primarily on the successful ***execution of new strategies.*** Unless new ideas and strategies are executed properly, the client will end up in the same struggle down the road
- Our executive-oriented programs require a good deal of contact between our clients and **Greg Bennett and BPP, Inc.** thus we use the very latest technology to appear on the front-lines with sellers and managers on a regular basis including web-based workshops and virtual classroom training sessions.
- **Greg Bennett and BPP, Inc.** have worked with several Fortune 1000 companies in a wide variety of industries, but the main focus areas are in media and professional sports.
- To learn more about Greg Bennett and BPP, Inc., go to www.BennettSales.com

Introduction

Before we even get started trying to explain this complicated concept of why we self-sabotage our own success, please understand that I am at best an “armchair doctor”.

The concepts we’re discussing, and observations we’re making, come from our 15-plus years of interacting with thousands of salespeople and a tremendous amount of study into why people make bad choices just when everything seems to be going well.

The observations we make and the recommendations we offer should be taken for what they are -- simple diagnoses and simple solutions from a sales trainer and consultant. We only focus on life in sales, not life in general.

What you will find within this eBook are a look at why people choose to sabotage their own success, and some of the techniques they use to do it. We’ll also cover some counter measures we can take to head-off these measures when we see them in others and in ourselves.

I encourage exploring this fascinating topic of self-sabotage and continuing on the path of self-discovery.

**A book for
sales people**

**...and their
sales
managers!**

Meet the Enemy – US!

The title of our eBook, “*I Just Had My Best Month Ever...I Think I'll Stop!*”, came from an actual quote we heard from a young woman who had attended one of our past cold calling training camps and was attending a follow-up session three-months later.

**It just didn't
make
sense...it
wasn't logical**

She was explaining that following the training camp she had begun to apply the new strategies she learned and in the last month, before our follow-up workshop, she'd had her best month ever as a salesperson. We then asked, “Great...are you going to keep following our program?” (Our program suggests that salespeople need to double or triple their new business activities as a way of life). She answered with the title of this eBook, ending with “I think I'll stop.”

Unbelievable! After succeeding at a level she never had before, she was going to stop and go in a new direction! It just didn't make sense...it wasn't logical.

What was wrong with this new direction she was on? She was making more money, having more fun, living with less stress and now she wanted to change direction?

Why?

She must have been getting some really bad advice from someone who, for some reason, wanted to see her struggle.

Who could be so cruel? Why would someone want her to return to the average results she'd had thus far?

Surprisingly, after some research, we found out that there was no cruel step-sister, no evil twin, no jealous cubicle-mate...the enemy she was fighting, was within her! She was the one who suggested she stop doing what she was doing and go back to a life of mediocrity.

**The image is
very much
alive and real**

Why Would She Do Such a Thing?

What we've learned over the past decade and a half of training and working with salespeople at all income levels, in all fields, is that the answer to WHY this woman would do this to herself is deeper than what makes logical sense on the surface.

For this woman, and many others like her, the reality was - she was simply doing TOO WELL. The changes she was creating through the shift in her activities and mindset were creating outcomes that were outside her comfort zone.

In her mind, her comfort zone was in "struggle"...when she started to move out of struggle and toward "success"; the enemy within started to emerge.

Who Is This "Enemy"?

The enemy within this woman is the same enemy within many salespeople. It's a mediocre view of who we feel we can be. What changes from person to person is the level of volume this enemy has, their skill at fighting and the willingness of the host to listen.

The enemy is an image she has created of herself over the years. This image is very much alive and real – it's been nurtured, fed

and supported by herself and others around her (family, friends and co-workers).

Deep within our psyche we have a picture of who we think we are as a person. Once we have that picture, we go about gathering the tools that are required for us to create that picture. We'll find a job that helps create that picture. We'll find a manager that helps create that picture. We'll accept sales techniques and strategies that help create that picture. We'll adopt certain belief systems and a work ethic that will help create that picture.

We'll have a whole system for creating and sustaining that picture. That is our comfort zone. Once we've established it – we don't like people messing with it (especially when we're doing the messing).

In other words, if my inner sales job picture says I'll have a job with some security and make between \$65,000 and \$85,000, I would never seek out a job selling high-end corporate jets. Why? Because there is probably less day-to-day security, and a good salesperson may make \$1.5 million a year. Too little security...too much money.

“Too much money?” How can that be? We told you this has nothing to do with logic - we'll explain more coming up.

Where The Inner Picture Comes From

How did we get this inner picture of who we think we are? Where did the original thoughts come from? Why is my picture not as good as your picture?

Once again, please bear with us. This is a VERY deep subject that we will attempt to scamper lightly across in this eBook.

To make our point, let's use the analogy of a computer. Like a computer, we have a hard drive and we can load software. Of course we can also crash and lock-up now and again...sorry, back to the point.

The hard drive is sort of like how we're "wired" – our innate personality traits that come from God. These are the "spots" people talk about not being able to change on a leopard.

Then there is the software that's been loaded onto our system. When we're young, we get a lot of information downloaded for us – from our parents, our teachers, friends, television, culture, etc. They implant their beliefs and value systems onto our systems, sometimes on purpose, and other times at a subconscious level. This old, old software can be very tough to erase. Sometimes we can't even find the original source code, as the systems seem to blend over time...sometimes even resembling the hard drive.

As we get older, we start to express our individuality and make our own choices...we want to select the "software" we want to download, also what old information we may want to update or delete altogether.

In a nutshell, we take all this old information from the old hard drive, the old software programs, the new information we've loaded on our own...we combine all that to create an image of who we are.

How The Enemy Starts to “Emerge”

When the saleswoman began to act in different ways, making new choices with her time and even thinking different thoughts, she began to get different outcomes. For example, she was now making 50 new contacts per week versus 10 – not surprisingly, her new business sales grew steadily each week.

The enemy starts to emerge when it senses an attack

Sounds good, right? To her sales manager it sounded great, but to her “inner demon” it wasn’t so great. These new results were outside of the comfort zone she had established as “struggling salesperson”.

The enemy starts to emerge when it senses an attack to its position of power within the host. This can happen when:

- ❑ *The host starts to think differently*
- ❑ *The host starts to act differently*
- ❑ *The host starts to enjoy different outcomes*

The enemy realizes that if the host were to make these new thoughts and activities a normal way of life, the outcomes would not be consistent with the outcomes that go with the “inner vision”.

How The Enemy Fights Back

When we're under attack, we fight back. It's a basic human instinct.

The same is true for the image we've created in our mind, when the comfort zone is under attack; the inner image fights back.

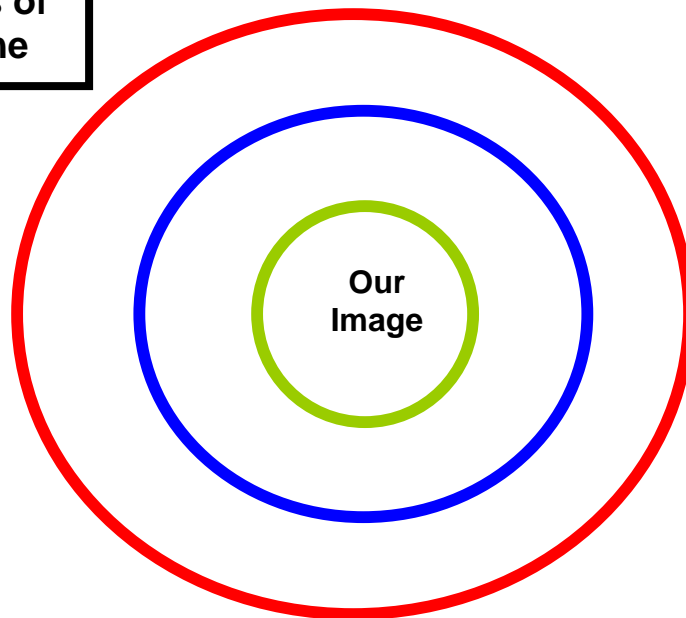
The Three Levels of the Comfort Zone:

In a very simplistic way, we've boiled the fighting back process down to defending three levels of the comfort zone –

- Level 1 – the Outer Ring
- Level 2 – the Inner Ring
- Level 3 – the Center Core

In the center of the core is the image of who we think we are, the three levels protect this image.

**The Three Levels of
the Comfort Zone**

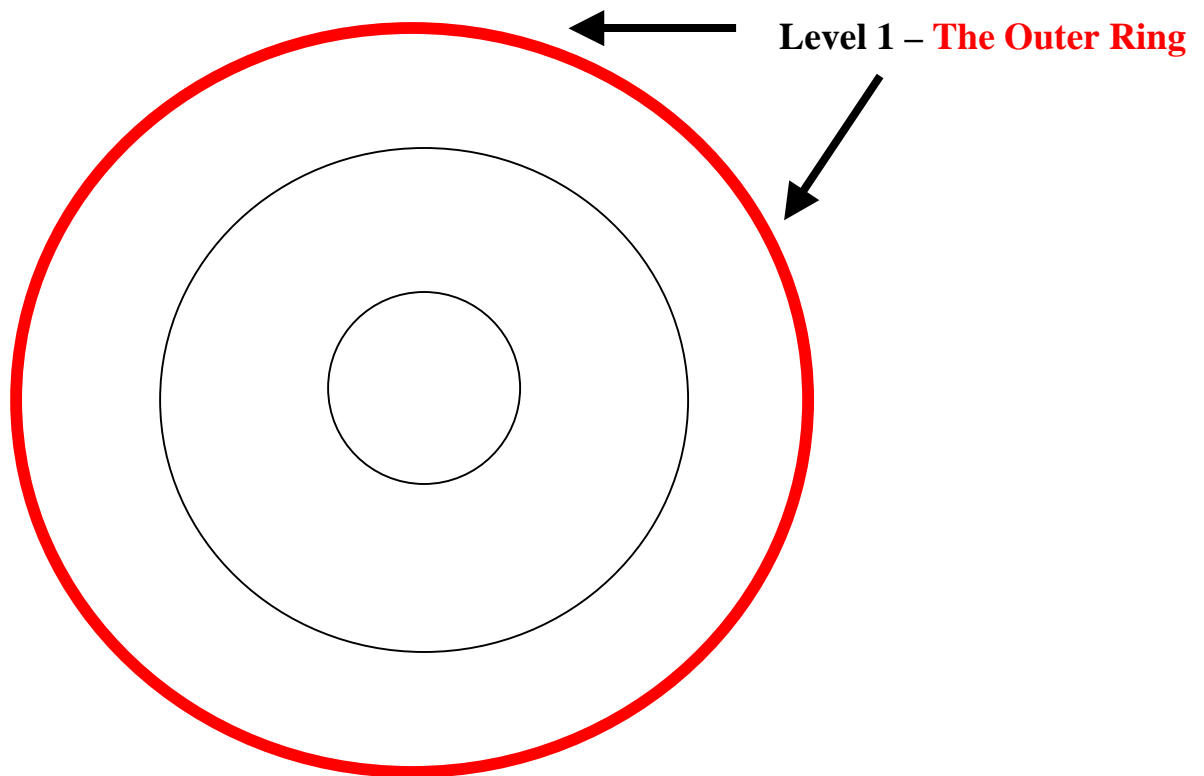


The 1st Level “The Outer Ring”

Outer Ring Example:

We begin increasing the number of cold calls we do each day...we're setting new appointments...everyone is excited.

- We're willing to try new things.
- We might see some immediate results that are favorable.
- The enemy just begins to awaken, noticing new results and subtly discounting the success.

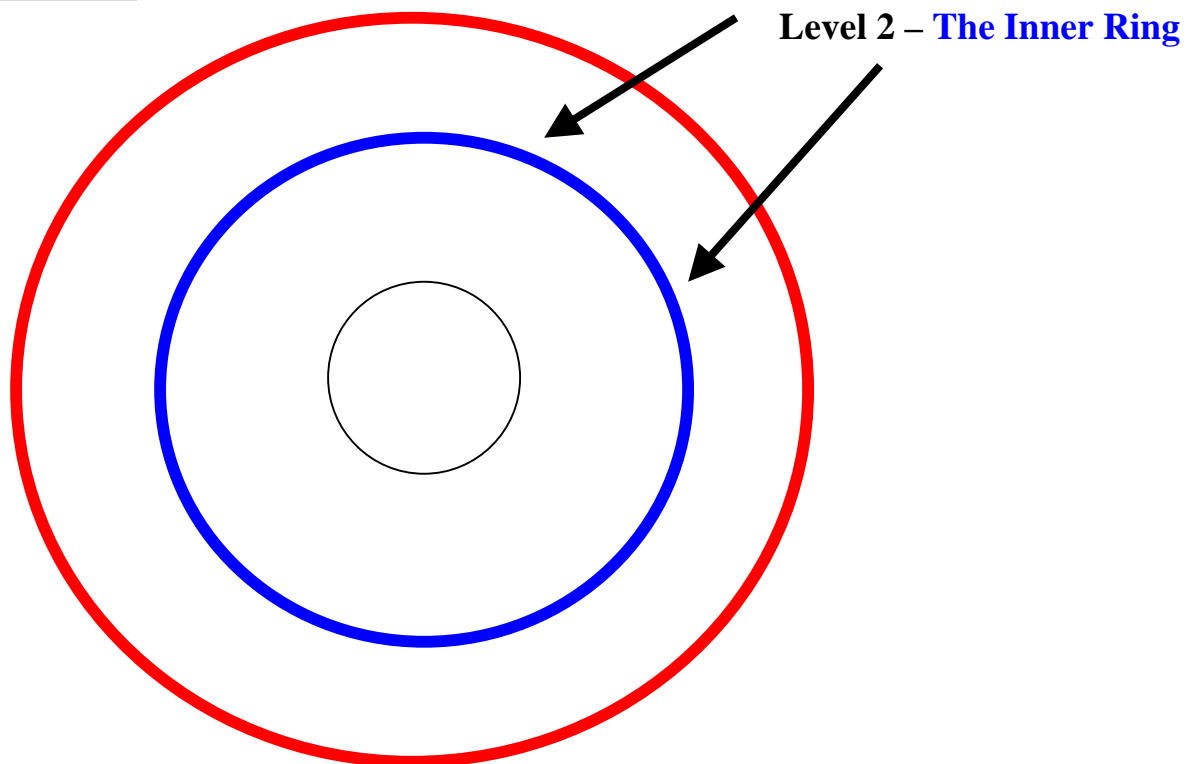


Inner Ring Example:

We continue to press on, making more and more new appointments...and closing more new business. And we start to hear inner-voices that are questioning if this is really the way to go. Saying things like, "This isn't like you...", and "You've already done enough, let it rest a while..."

□ **The 2nd Level "The Inner Ring"**

- If we stay on track with our new behaviors, we'll push beyond immediate results and begin to create even greater outcomes.
- The enemy is wide awake now and ready to fight – not only discounting the success we've had, but actually starting to manufacture problems that aren't real.
- The enemy will also begin to fight by seeking out others who will discount the success we're experiencing.

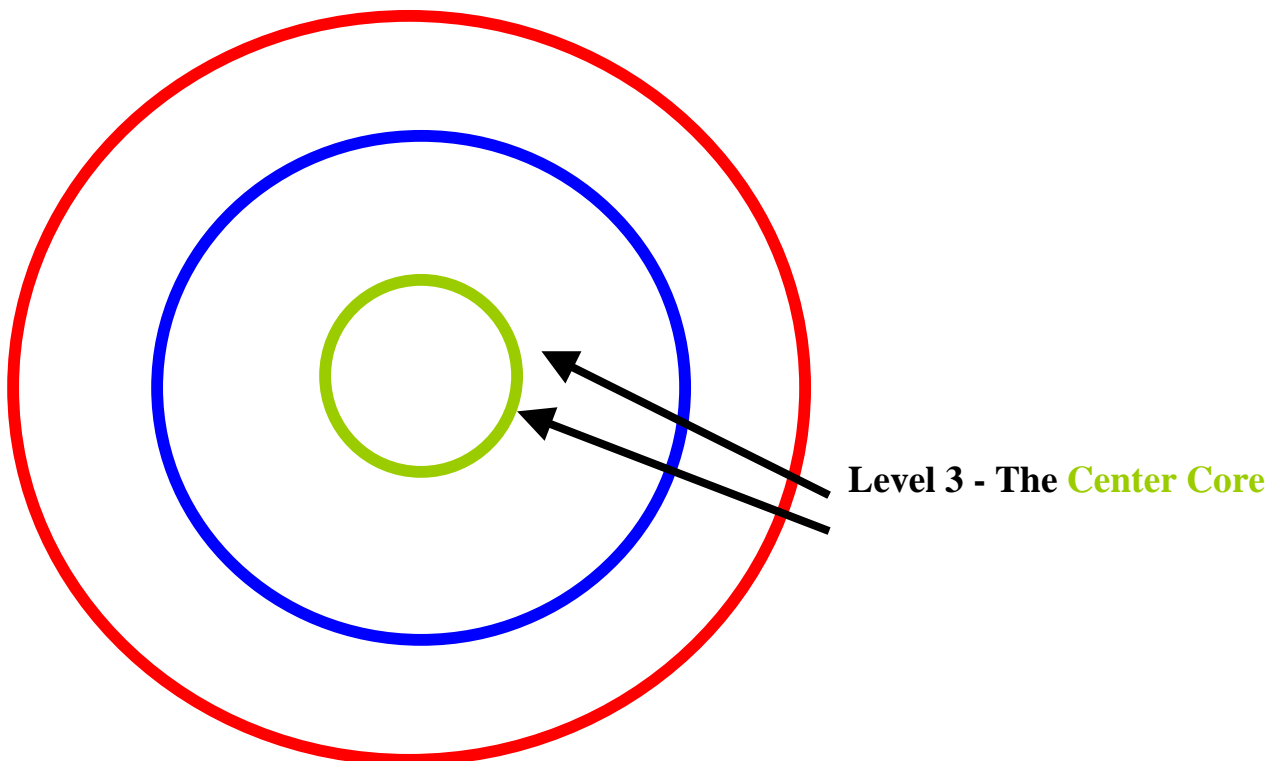


Center Core Example:

Here is the critical stage in evolution from old to new... this is where we are most vulnerable because we can go either way – we can start to become the new version of us and start to surround it with the three levels of the comfort zone, or we can revert back to the image of who we've always been

□ **The 3rd Level “The Center Core”**

- If we move beyond the first two levels, we'll move closer and closer to the core...where we start to identify more with the NEW us.
- The enemy engages in desperate, Ninja fighting, trying to do whatever it takes to turn the tide and stop the changes that are taking place.
- At this stage, the enemy will seek out all measures including trying to convince us we're miserable in this new life.
- One of the most deceptive techniques is to “reward” us for our new success, by doing something from the “old life” – sort of like, “Congratulations, you've lost 30 pounds, how about a nice piece of chocolate cake?”



Many People Just Don't Believe It's True

You may read this and just shake your head in disbelief, refusing to accept the fact that someone would somehow WANT to sabotage her own success.

Our experience shows us that most people who don't believe this theory have very different views of the world. Their background, upbringing and belief systems are such that the thought of doing anything less than the best isn't even possible.

Perhaps you grew up around money, or your folks were both successful salespeople. To you, the thought of derailing your own money train is so foreign, you can't relate.

What you must realize is that for many people in sales, the thought of doubling, tripling or even quadrupling their income sounds great...it's just outside the comfort zone they've established. As we said before, it's too good to be true.

Why Managers Must Understand This

Sales managers should always be aware of the self-sabotage tendencies of salespeople and learn how to spot the signs that this may be happening to one or more of their people.

Unfortunately many managers aren't aware of these tendencies and are left wondering why their people are doing what they're doing.

The good news is there is a cure for this self-sabotage disease! And it starts with an understanding of why and how we go about sabotaging our own success. Once we gain an understanding,

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there are immediate action steps one can take and follow-up to support suggestions that will keep this monster away for good.

This eBook will outline WHY we want to kill our own careers and five of the strongest self-destructive things that salespeople do to sabotage their success.

We also include some immediate strategies to employ to begin dealing with these self-destructive tactics.

1

Self-Destructive Method 1: They discount their own success.

A few examples:

Manager or Trainer:

“Great job on that call, Terri...that’s your third new appointment today!”

Terri the Salesperson:

“Well...I just lucked out...usually I get killed on the phone”

Manager or Trainer:

“Hey Bob...you’re pacing ahead of last year!”

Bob the Salesperson:

“Yeah, well I fooled someone I guess...I don’t think it will last though ...”

This little method of self-sabotage seems harmless enough. On the surface it’s simply a salesperson being humble and refraining from bragging about their achievements. However, while that might be true on the surface, these little

“self-deflators” can be telltale signs of a battle that is raging in the sellers’ mind (beneath the surface) about who they are and how successful they picture themselves.

These comments that sellers say after they receive a compliment is often the *internal dialogue* that is going on regularly in their mind. Our internal dialogue, or the way we speak to ourselves, is often more brutal and frank than we’d ever speak to anyone else.

Down deep, we all have a view of who we are and what we’re capable of doing. When that internal person is attacked, or questioned, we defend ourselves by discounting the new information that challenges that internal viewpoint.

This internal, self-deflating talk may appear to keep us humble (nothing wrong with that) but it goes beyond that when it causes us to stop the activity we were doing to make success happen.

How to Stop THIS Self-Destructive Tendency:

For the salesperson doing it:

- Listen and pay attention to what you’re saying internally! The first step is to notice that this “other voice” exists, is distinct and coming from somewhere.
- Write down those internal thoughts as they pop into your head (use worksheet)
- Pay attention to what you imagine yourself saying in those situations. Since we can’t wait to get a compliment to do this exercise, we’d like you to imagine that you’ve just received a “good job” from

Our internal dialogue, or the way we speak to ourselves, is often more brutal and frank than we’d ever speak to other people

a supervisor. What would you honestly say as a response?

- Supervisor – “Great job Greg...”
- _____ (Your response)

- Now look at what you say internally and externally and ask yourself these questions:
 - Is that always true?
 - Where is the evidence of that?
 - Have I ever been better than that?
- We then need to substitute our self-defeating, limiting talk with talk that is more positive and open to whatever success may come our way.

Let's look at the same example:

Manager or Trainer:

“Great job on that call, Terri...that's your third new appointment today!”

Terri the Salesperson:

“I appreciate that. I enjoy making the calls and fightin' the good fight”

Notice the difference? When you respond in this way, you're still showing your appreciation; you're just discounting it with a slight cut-down.

Tips for Sales Managers Facing This Self-Sabotage Technique:

- Listen to what the seller is saying and call them on their self-discounting behavior. *“How come you discount yourself by saying that? You did a great job on this...”*
- Make them say two things positive about themselves for every negative comment. Yes, this may be a bit “Stuart Smalley’ish” from Saturday Night Live (“I’m good enough...I’m smart enough...and doggonnit people like me”), but it’s important that people learn how to counter their negative thoughts and ideas with a different opinion.

Sales Worksheet

Negative Thoughts I've Had About My Own Success:

With each negative thought, ask yourself these questions and jot your answers down:

- Is that always true? _____
- Where is the evidence of that? _____

- Have I ever been better than that? _____



Self-Destructive Method 2: They deny the reality they're experiencing.

Manager or Trainer:

“Karen, do you realize that your prospecting efforts this last month have paid off with your biggest quarter ever?”

Karen the Salesperson:

“Well...most of that came from business I would have fallen into anyway...so, I'm going to just focus on closing all this stuff for the next few weeks.”

Manager or Trainer:

“Tom...look at this! By simply asking every past client for a referral, you've picked up five pieces of new business...isn't that great?”

Tom the Salesperson:

“Yeah...but that usually doesn't happen... so I'm not sold on making that a habit, because I think I probably bothered a lot of people in the process....”

There's that deflating self-talk again, but now it's moved to a new level as the seller refuses to look at the reality of the

situation, and is actually going to set a course of action that will sabotage their good efforts.

As people start to get results, the enemy within begins to take notice and will start to focus on the negative things that the new outcomes create vs. the positive ones.

When we're in the process of protecting our inner image, we'll go to great lengths to see what we want to see and hear what we want to hear.

How to Stop THIS Self-Destructive Tendency:

For the salesperson doing it:

- Look frankly at your results, as if they were someone else's.
- Gain perspective about your results. No, you may not be at your final goal yet, but can't we celebrate the good progress you've made to this point?
- Stop the "Yes, but"...as in, "Yes, that's good...but I suck at this or that..." Just stop after "Yes".
- Analyze the good decisions you made to get the results you're getting and work to make those activities a regular part of what you do.

Tips for Sales Managers Facing This Self-Sabotage Technique:

- Have the self-defeating salespeople stop and examine their recent success before discounting it.
- Ask them, out of curiosity, why they would abandon what is working in favor for what is not. ***"Just out of curiosity, Karen, why would you want to stop asking for referrals if it's leading to new business?"***

- Clarify that they liked the results, and then ask them for other ideas they may have to achieve the same results
“Now you liked getting the new business leads from your existing people, right? Well, if you are going to stop asking for referrals, what other methods are you going to use to get more referrals?”
- Make these successful habits something you notice and reward. Can you tie the successful completion of these good habits into their compensation or bonus structure?

Sales Worksheet

List some of the successes you've had over the years in sales:

What were some of the good decisions you've made that caused these results?

Isn't it true that you probably make more good decisions than bad decisions? _____

What things can you do to keep your career in perspective – thinking about the positive strides you've made, not just the mistakes?

3

Self-Destructive Method 3: They hang with the wrong crowd.

Let's face it, most people want to be liked and accepted. In a sales office, like any other place humans gather, groups and cliques form and we search for where we fit in. Where we're liked and we like others.

Generally, we feel more comfortable hanging with people who are like us, who think like us, do what we do, believe what we believe, etc. We find our crowd, and we hang with that crowd.

Within a sales department, there may be several of these "mini-crowds." For example, there may be a group of non-achievers: this group never hits their numbers; likes to blame everything and everyone else; is always bitching and moaning about the company; never takes positive action, etc. There may also be another crowd or group of top-achievers –that are a dynamic group of sales stars who are consistently on top; very positive; always looking for solutions; rarely complaining; always looking for new business; etc.

These two groups or cliques usually co-exist within the same sales organization (though some organizations can be totally dominated by all non-achievers or all top-achievers).

One of the ways sellers will sabotage their success is to end up with the wrong crowd – the negative crowd. If the salespeople were originally in the "negative" crowd, their

mistake is not leaving. If they were originally in the “positive” crowd, their mistake is getting sucked to the “dark-side” where they are set up for failure.

How this crowd mentality works and how we can get pulled from one to the other are important dynamics to understand.

Let's use a crazy example about a crowd of couch potatoes and another crowd of athletes. If you're a lazy, overweight couch potato, chances are you wouldn't be joining a group of lunchtime joggers - people who choose a five-mile run over a Monte Cristo sandwich and fries.

Instead, you'd probably saddle up with a group of people who are more like you – where you all eat what you want and just don't care about a little extra weight.

If someone were a fitness fanatic and joined the couch potato group, wouldn't they feel out of place? The same discomfort would exist for the couch potato deciding to join the fitness crew.

We find comfort in these small groups. When someone from outside the group, with different attitudes and beliefs, tries to join, they're ignored or made to feel like an intruder. Their differences are usually very obvious and the ostracizing begins immediately... “I just never felt welcome...I like to eat donuts...they eat power bars”.

It's a bit of a different story when someone from “inside” one crowd decides to change and act like someone in the other crowd. For instance, a former couch potato wants to join the athletes. The elimination process isn't quite as quick; it

requires a process that we've broken down into three distinct phases.

These phases are very similar to the three stages of the Comfort Zone discussed earlier.

Phase 1: Discounting the Efforts.

For example, if the couch potato started working out each day, his buddies back "on the couch" may start making fun of his efforts.

"What are you doing Johnson?"

"Who are you fooling?"

"We'll save a bear claw for you"

The same would hold true for the group of runners, if one of the runners began stopping half-way through the run at Krispy Kreme donuts, others in the group would make him feel foolish and alone.

"Should we bring a wheel-barrel for you Freda?"

"Jack, I can hear your blood-pressure rising"

In the sales office this same dynamic happens when someone who was formerly in the non-achievers crowd decides to act more like a top-achiever. Maybe he or she decides to triple the amount of cold calls they make each day.

What would this person hear in Phase 1?

What are you doing, Jack? That will never work”

“Are you trying to make us look bad, Janet? You’ll never reach people that way...”

Phase 2: Ignoring the Traitor

Once the former couch potato, or non-achiever, starts acting more like the “enemy”, the next phase of detachment is to simply ignore the traitor.

Where at first their behavior made us feel guilty so we tried to shame them, now we’re going to show them that they don’t even matter that much, so we’ll forget that they even exist.

Phase 3: Bonding Against the Enemy

This is where the former member has been acting like one of the “other” club members for so long...they’ve now BECOME the enemy. The former couch potato has been exercising and eating right for so long,...they’ve BECOME one of the fitness fanatics.

The negative treatment they give this former member may be even worse than the way they treat the other members of the other crowd...mainly because “he used to be one of us.”

“Who does she think she is?”

“Look at him...he’s so phony”

“He’s such an ass-kissing sell out”

No Lid On the Crab Barrel

You've no doubt heard the old story about why they don't have to put a lid on the crab barrel.

Because if one of the crabs tries to crawl out (the non-achiever wants to break to freedom and success) ...the others will grab him and pull him back in...

If he tries again...they'll eat him! (Ouch! At least our worst phase is bonding against the enemy)

How to Stop THIS Self-Destructive Tendency:

- Listen to what your "friends" are saying. If they were your friends, why wouldn't they want you to do well?
- Is it because misery loves company and your leaving is one less person in the "pity party?"
- Begin to seek out and hang with a crowd that is more positive about their own lives, about your potential and about the company in general.
- If you are moving from a negative group to a more positive side, but you still want to hold onto your past relationships, here are some steps you can take:
 - Understand where their anger and frustration may be coming from – not from you, or your choices, but from their own anger at their bad choices.
 - Continue to talk with your friends in your former group...don't shut down conversation.

- Encourage them without becoming judgmental, there is nothing like an ex-smoker who's found the strength to stop and has now become a non-smoking zealot.
- Be patient and approach with care and understanding. Talk about your own success only... not about what they SHOULD or COULD be doing.

Tips for Sales Managers Facing This Self-Sabotage Technique:

- Recognize who may be your “cancers” on the staff – the negative cells that seem to infect every healthy attitude they can find. If you can't deal with the cancer cells for whatever reason, you may have to work to isolate them and not let them do as much damage.
- Watch your sellers as they start to experience success, especially the folks who haven't had much before. Are they continuing to hang with the other crowd? What are the non-achievers saying to the one who's having success?
- You may have a conversation with your achieving sellers, warning them that these types of things can happen and to keep in mind the motivations behind what they're saying (envy, misery loves company, etc.)

Sales Worksheet

What are some of the negative thoughts about success, or about your company, you may have heard your co-workers say?:

How would it affect your relationship with these negative people if you suddenly disagreed with them and remained positive?



Self-Destructive Method 4: They make sure they're “burned out” so they can “reward” themselves with counter productive behavior

Now that our seller has stopped the negative self-talk, acknowledged the reality of improving her situation, started hanging out with a more positive crowd...how will she NOW try to sabotage her success?

One idea is by *looking for ways* to become overly busy or burned out, so she can “reward herself” by kicking back and taking it easy for a few weeks.

This is one of the more brilliant self-sabotage strategies because it uses our success against us, disguised as a reward. It's so ingenious because those around us assist in the effort by sensing our “burnout” and encouraging us to take time off, all in the name of “taking care of ourselves.”

Think about this in the world of dieting. Let's say we wanted to lose 40 pounds. We start off beautifully – we lose the first 10 pounds in two weeks. We're excited on the outside, but the enemy within isn't happy at all. It's searching for ways to sabotage this thing before it gets out of hand.

After trying a few strategies, the enemy comes up with a brilliant plan. It starts to convince you that you're getting

“burned out” on this dieting thing and it’s time for a little “reward” -- how about a banana split?

You would think that if the enemy truly had our best interest in mind it would suggest as a reward we diet even harder...not to do something destructive.

Don’t misunderstand, we’ve got nothing against taking time off to “sharpen the saw”, as they say – particularly if you’re truly reaching a burnout stage. However, the question is - are you REALLY burning out because of the realities of your job, or are you *choosing* to become overly busy, thus creating this burnout feeling? All because we’re struggling internally with the amount of success we’re creating.

Some of the *choices* we make will assure that we GET burnout:

- Over-promise when we make the sale, disguising it as “extra service”.
- Doing little things for people that we don’t really need to do, rationalizing it with, “if you want it done right, do it yourself.” These extra things could be dropping off extra materials, faxing things right away, solving administrative issues that others can easily solve, etc.
- We insist on letting little things turn into big things (we just can’t let go).

We also display this “burnout” feeling as a way to bond with our old group of non-achieving salespeople. It allows us to say, “Yeah making all this money is great...but I am so burned out trying to get all these orders turned in.”

This way we can achieve, yet make ourselves miserable enough so that the sad-sacks will still accept us as one of their own. Mainly because they can talk about how miserable we are making all this money (thus giving them more self-sabotaging reasons of their own to stay in a state of struggle.) “Well, Greg is making all those sales, but he is totally burned out... why I hear he’s...blah, blah, blah, blah.”

How to Stop THIS Self-Destructive Tendency:

- Don’t talk about “burnout”...just try having a productive day after you’ve uttered under your breath five times, “I am SO tired...” “I am SO burned out...” Etc.
- Substitute that talk with different messages. For instance, if you are making cold calls, try saying “I can’t WAIT to start prospecting...” vs. “Oh no...no...no...I can’t do it, I can’t do it.” Or if you’re working hard to get more orders in, try saying to yourself, “I am working so hard, and it’s moving me closer to a totally relaxing vacation” vs. “I am SO burned out...so burned out...so burned out.”
- Realize that we get “burn-out” in sales mostly from NOT achieving budget objectives vs. making too much money and being able to relax away from work.
- Hard work can buy you real relaxation...time off where you can really enjoy yourself and not have to worry about coming back because you’ve adequately filled the pipeline.
- Delegate carefully...but delegate. Recognize that you may be purposely choosing not to delegate as a self-sabotage strategy.

- Even consider hiring help vs. doing it yourself and falling back into mediocrity.

Tips for Sales Managers Facing This Self-Sabotage

Technique:

- Watch your sellers after they achieve success, especially in the order-fulfillment process. They may spend several days, weeks or even months “fulfilling” the orders they sold during their go-go selling period.
- You can help remind the seller that it’s important to continue to feed the pipeline while they’re filling orders. Maybe even prospect with them once or twice a week.
- Work with your people on their delegation skills...discuss with them what they HAVE to do and what they should be delegating.
- Be aware that sellers can get very defensive when you ask about their follow-up and what they’re doing after the sale. Their attitude can be like, “Back off...I’m making sales, let me do what I need to do”.

Sales Worksheet

Try substituting burnout phrases with an opposite phrase:

Example:

Burnout phrase:

“I don’t want to make cold calls all morning. It’s going to be exhausting”

Opposite:

“I can’t wait to start prospecting”

Write you’re your burnout phrases and then opposite phrases right below:

Burnout phrase:

Opposite:

Burnout phrase:

Opposite:

Burnout phrase:

Opposite:

5

Self-Destructive Method 5:

They get away from the fundamentals and seek more complicated answers.

If we're bent on self-destruction of all the good we've done, this is one way to sabotage our success...*and feel smart at the same time!* ***"I will THINK my way into oblivion!"***

Just look on the bookshelves these days and you'll see rows and rows of "self-help" books. How to lose weight and feel good. How to find spiritual enlightenment while repairing your motorcycle. How to discover this or that and find your inner beauty. Of course there are tons of sales books there too. New strategies and ideas on everything from forming deeper relationships to guerilla warfare tactics. Even Selling for Dummies!

It's so easy to get lost in all these ideas and strategies: thinking that the answer to my problems lie somewhere on these shelves. In reality, the answers to 99% of all sales problems lie in the execution of the fundamentals on a regular basis!

At Contact Based Selling we teach that the fundamentals of sales success are basically FILLING (prospecting) and FLUSHING (closing) the sales pipeline. If you will focus on these two areas, you will achieve success.

A major problem in sales is that sellers (and managers of sellers) think that “fundamentals” are only for beginners, and that experienced salespeople don’t need to revisit the core concepts. They need “advanced strategy” and more “involved ideas”. That’s like saying, “Hey, we WON the World Series! Why on earth do we need to go back to training camp? We want to find new ways to hit, throw and run the bases.”

If we’re secretly trying to destroy our success, this “needing to know more” is an attractive way to do it...because it goes right along with your co-workers and managers feelings about the “fundamentals of sales”. They would probably agree with you when you say, “I think I need to study some new materials”. And everyone will agree, applauding you for your thirst for knowledge. They may even pay for you to attend a new seminar or workshop, where you’ll be filled with hundreds of new ideas.

Meanwhile, the chances are pretty good that it’s not new ideas you need...it’s a recommitment to the fundamental ideas that made you successful in the first place – picking up the phone...loading the pipeline...closing with confidence.

How to Stop THIS Self-Destructive Tendency:

- Return to the fundamentals at least ONCE A YEAR (Just like a pro athlete).
- New ideas aren’t bad, they just shouldn’t be elevated to the level of making calls and closing...focus on those two and the new ideas will be implemented much more effectively.
- Find an “accountability coach” – someone who can give you honest feedback when he or she sees you

searching for new answers, instead of re-visiting the basics.

Tips for Sales Managers Facing This Self-Sabotage Technique:

- Once again, the answer is to be aware of what your folks may be doing each week after they've experienced some success.
- It's very tempting for salespeople to fill the pipeline then relax and work the warm and hot prospects...only to flush it all out and end up in a desperate mode again.

Sales Worksheet

What are the “basics” you might have drifted away from over the years?

How has this impacted your current situation?

What are some steps you could take to get back on track and return to the basics of what has made you (and probably countless others in your profession very successful?)

Additional Materials

Positive Affirmations Salespeople Can Use:

- Develop some positive affirmations you can say to counter our negative, self-defeating thoughts. Here are some examples you can use as starters:
 - After a tough cold call:
 - **“At least I made the call...let’s do it again.”**
 - **“That was a great fight...we’ll do even better on this next call...let’s go.”**
 - **“I seem to be learning more and more with every call.”**

 - After a lost opportunity or sale:
 - **“Sometimes you win, sometimes you learn. What did I learn from that?”**
 - **“There are so many opportunities out there...let’s focus on getting the next one.”**

 - After a super successful month:
 - **“That was a great month and I got there by making the right choices...I’m going to stay on that path.”**
 - **“I just had the best month of my career...and it’s the beginning of good things to come.”**

Additional Thoughts for Sales Managers:

- You can offer a tremendous service to sellers who are experiencing success for the first time. You can be excited with them about their success (and make sure you DO take the time to celebrate their efforts), and then be there to keep them on the straight and narrow so their inner demons don't take over and derail them.
- Make a bigger deal about the ACTIVITIES they did, not just the outcomes they achieved. If we celebrate the good activity...they'll keep it up. If we only celebrate the outcomes, they may stop the activity and hope for the good outcomes.
- If you institute certain mandatory tasks, like regular cold calling times, you can derail many self-sabotage efforts by FORCING your people to fill the pipeline and keep them from wanting to focus only on warm leads.
- Don't underestimate the damage that can be done by one negative voice on the sales team. We've seen several cases where the sales manager allows these negative forces to have too much influence with other sellers...they can suck the life out of new people very quickly!

About Greg Bennett

Since 1988, Greg Bennett has been on the front lines of sales – providing seminars, workshops and customized training programs that deal with the fundamentals of sales success.

His training camps flush out call reluctance and force sellers to take action beyond their comfort zones. The results are alarming as sellers realize they are capable of performing at much higher levels than they ever thought possible.

Our courses take place at our client's location with a live trainer or via the web!

For information on Greg's live and recorded training programs, please call (720) 352-8605 or look us up on the web at www.ProBennett.com

Bennett Productivity Programs, Inc.

**5850 W. Quarles Dr.
Littleton, CO 80128
720-352-8605
greg@ProBennett.com
www.ProBennett.com**