

SELLING CHANGE

101+ Secrets For Growing Sales By Leading Change

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“Brett Clay is absolutely right. As salespeople, we must change to stay competitive. *Selling Change* shows us how to compete and win in today’s tough environment.”

--**Reno Di Bono, Sales Manager, Hewlett Packard**

“ In today’s market, we need to fundamentally change the way we think about buying and selling. *Selling Change* will truly change the way you think and the way you sell. An excellent book with excellent timing.”

--**Dave Healey, Senior Product Manager, Microsoft**

“This powerful, practical book shows you how to make more sales, faster and easier than you ever thought possible!”

--**Brian Tracy, International Best-Selling Author**

“It is imperative that the 21st century salesperson become an agent of change,” asserts the author of a new book, *Selling Change: 101+ Secrets to Growing Sales by Leading Change* (ARIVA Publishing, January 2010).

For the past two decades, author Brett Clay, the CEO and founder of the Seattle-based Change Leadership Group, has helped companies implement sales and leadership strategies that led to substantial growth. At the core of his strategic approach he has utilized his trademarked tool, the Change Leadership Framework®. The former group product manager at Microsoft Corporation believes that as a salesperson in 2010 and beyond, you need to own ‘change’ – not just go with the flow or react to it. You must lead it. “You don’t need change to happen to you – you need to create it,” says Clay. “By harnessing the forces of change one can not only survive, but achieve substantial long-term growth.”

Clay’s book answers each of these key questions:

- Does your sales force need to change? If so, how?
- Are you a change leader? If not, how do you become one?
- Which one of the six change personalities are you?
- Have you embraced the five disciplines of the Change Leadership Framework®?
- Are you aware of the four forces driving your clients to act (needs, behaviors, strategies, environment)?
- What causes people to change? How do they decide to change or go about making change?

Selling Change is written for the busy salesperson on the go, presenting 101 secrets that can be conquered one secret per day. Each two-page secret includes a 'What I Need to Know' section and a 'What I Need to Do' area. Steps are shown on how to implement the secret, including an 'Action Summary' and an illustrative cartoon that features a bulldog character that was first included in Clay's earlier book, *Forceful Selling*.

Clay's **Change Leadership Framework®** provides a model that is vital in an age when people prefer to go online to gather information and make their purchases, thus devaluing the assistance of salespeople. "Companies and people must learn to quickly adapt to changing conditions in order to be competitive in today's environment," says Clay. "Change leadership" is a required skill for sales people and executives in today's turbulent, global, Internet-commoditized economy. Those sales people and companies that become adept change leaders will grow their income and profits, while those that don't will fight a losing game to squeeze pennies among intense global competition."

Change Leadership Framework® is a methodology comprised of five disciplines that enables salespeople to successfully lead change on behalf of customers:

- **Force Field Analysis** – What forces is the person experiencing?
- **Change Response Analysis** – How will the person respond to the forces?
- **Power Analysis** – What effort will be required to make the desired change?
- **Value Creation** – What is the value of making the change?
- **Change Actuation** – How will the change be made?

Clay says it's a myth that sales people have to be pushy to be successful, but he does call upon sources of inspiration such as Maslow's Hierarchy of Needs and Meyer-Briggs' Behavioral Theory to show how a salesperson gets buyers to call him instead of chasing them.

A salesperson's product is a solution to the customer's problem, but to sell the product as a solution is insufficient. The salesperson's job is not only to understand what the client's problems and needs are but to explore the changes the organization must incorporate and then sell the client on how his product can transform the organization for the better – and achieve the goals of the organization. A salesperson must focus on becoming the agent of change for his clients and their businesses.

His provocative secrets revealed in *Selling Change* include:

- People only buy when forced – but you can't force them to buy
- No one needs your product -- but they need help to achieve their goals
- Customer satisfaction is impossible – so forecast what they need next and deliver it
- Move from asking: 'What is the problem?' to 'What are you trying to change?'
- Show the customer evidence of a new, achievable reality.
- Help the client see his current path leads to nowhere.
- Become a Kung-Fu master of sales – take efficient and effective actions with minimal effort
- Follow the 'Chameleons,' help the 'Geese,' but avoid the 'Chicken' and 'Turtle' clients.

"The goal of this book," says Clay, "is to help you grow and then maintain a change-centric view of your customers, of people and organizations – to view them as a set of forces and a set of changes. I guarantee that when you take a change-centric view and learn to harness the forces of change, you will experience explosive sales growth."

Selling Change gets to the core of a new sales strategy and provides a clear blueprint for leading change and achieving goals. Sales trainers, sales force managers, sales people, C-suite executives, and leaders of companies across industries are sure to find Clay's voice a fresh approach in a market landscape turned upside down.

Book Excerpt

“Important strategies often require changes in the organization such as changes in processes, people or technology – and people naturally resist changes. Therefore, a critical capability of the change-centric salesperson is the ability to gain a deep understanding of the customer's goals, environment, culture, behavior and strategies. With this understanding, the salesperson assists the customer in mapping the business strategy to the change strategy. To do this, the level-four salesperson must have access to, and the trust of, the executives who define the strategy and direct its implementation. The value proposition of the change-centric salesperson is that by buying from her company, the customer will be able to accomplish the changes the strategy is intended to achieve. Because few, if any, other vendors are able to make this proposition, the competition is not in serious contention for the business and the salesperson does not have to compete on price.”

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