

LEAD *the* FIELD IN DIRECT SALES

*The 7 Keys To Increase Your Sales,
Recruit the Best People and Build
the Team of Your Dreams.*



MICHELL SMITH

Bestselling Author of the Six Questions

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Introduction

The Amazing Truth

Honesty is easy...



“The truth needs so little rehearsal”

– Barbara Kingsolver

Building a team is very simple. Leadership is not about pretending about anything. It is not an exercise in who’s got the best lines, or who can make people do what they want the fastest – it is about being exactly who you are, and being genuinely capable, competent and confident in your ability to deliver for others. It is simply about the amazing truth...

This begins by knowing that you are in the right place, with an opportunity that you believe in.



It continues when you truly believe in your own commitment and have demonstrated to yourself that you are capable of succeeding. You invest in your own development and are dedicated to learning, improving and becoming one of the best in your field. The genuine confidence you have once you've learned to succeed takes all of the “selling” out of the team building equation.

You recruit honestly – looking for people who genuinely want what you have to offer and you differentiate yourself by actually teaching them and equipping them to succeed.

You build a program of successful practices to ensure you stay on track – even when you don't feel like it (this is where most leaders fall down). You help your people discover what genuinely motivates them and then leverage this to ensure their commitment to their goals does not waiver.

You take responsibility for every single person that you lead. You understand that leadership is not a sometimes thing – it is an all the time thing, and you take pride in choosing to daringly chase massive goals...

When your truth is ‘the amazing truth’, all of the complications of team building fall away.

Choosing a career in direct sales can be a life changing decision, but you can't do it half assed. If you decide to go in the field, don't leave it until you lead it.

The beauty of the industry is that it permits anyone a chance, a real chance to massively succeed no matter where you've come from or what you've done before. It's a simple framework and a system for you to follow and create your own success. But, make no mistake - its up to you to do the work.

The challenge is that in order to succeed you must become incredible with people, and most of us aren't when we start. Spending all day long cold calling when you suck at dealing with people is a brutal way to spend a day... spending a day cold calling when you are amazing with people, is one of the best ways to spend a day.

The field treats you the way you approach it. You've got to have courage and be able to handle the word "no". And - there is no guarantee that if you do absolutely everything right, that you will succeed... But, there's a complete guarantee that you won't, if you don't.

Anyone can succeed if they want to badly enough, and the education you get by going through the field is like nothing else you will ever experience.

Pay attention. Break a record. Become a legend. Welcome to the game.



Key #1

Be in the Right Place

Select An Opportunity You Believe In



Direct sales can be a challenging industry to be in, but not if you are in the right place. Many people who are not involved in the industry have a negative opinion of it.

This comes from past experiences with sleazy sales reps, sales people who lie, recruiters who lie, people who were paid differently than they were promised and the list goes on.

Unfortunately this opinion isn't completely wrong... There have been lots of people in this industry that have done the wrong things. **Its up to all of us to do a better job of representing such a fantastic industry with integrity, transparency, character and honour.**



You will succeed in a big way when you choose to do the right things. Ensuring you are partnering with the right product/company/team to pursue your goals is of highest importance. Selecting the right opportunity is easy with the following simple steps.

Step One: Decide what's right for you

Ask yourself the following questions to make a good intentional decision (this is key so that you do not second guess yourself later):

- Are the people you will be working with honest and integrity driven? Are they the kind of people that will represent the industry well, and that you will enjoy working with?
- What kind of selling will you have to do? Are you comfortable with this or willing to learn how to get comfortable?
- Do you have to invest up front? Is this affordable to you?
- Do you believe in what you will be selling? (It is impossible to sell others on something you don't believe in, unless you are okay with being dishonest). Your income depends on this – do you honestly find value in the product you plan to build a career around?

Step Two: Partner with the Right Opportunity.

There are Nine Necessities of a Great Direct Sales Opportunity. Ensure that the opportunity you're considering meets ALL of the following criteria.

1. Competitive, salable product(s).
 - Is there a market and a need/desire for the product(s) you will sell? Would you buy what you're going to sell? Do you see the value?
2. Seamless sales process.
 - Is there a tracking system and reporting structure that you will use to follow the life of every order?
3. Clear compensation plan and reward structure.
 - Do you have a commission schedule, bonus structure and pay schedule that is clear?
 - Do you have a clear map for all performance levels, compensation increases and other rewards that will be received that is not open to interpretation?
4. Zero integrity issues with payment.
 - Reporting system for sales is sound. Payment is on a specified regulated unchanging schedule.
5. Clearly defined policies, roles, performance expectations and code of conduct.
 - Is everything clear and in writing?
6. Superior training and leadership.
 - Do you have great, successful mentors and trainers available to assist you?

7. Systemic/organized/fair/transparent process for territory, leads, customer management.
 - Is there a regulated system to track or organize all sales reps/territories etc?
8. Advancement plan and vision that caters to the aspirations of sales reps and employees.
 - Is there an opportunity for growth? Can you hit your goals with this opportunity?
9. Superior internal/external customer service.
 - Full support is available to you and all of your customers?

These nine necessities provide a structure that is sound, which can support the scalable growth of a project or sales force.

Most direct sales companies today will meet all of these criteria. The best ones in the business are the biggest and the best because they do.

Ensuring these ingredients are in place will permit you to have the confidence that you are making the right choice.

This genuine confidence is required to build a team.



Key #2

Develop Your People Skills

Communicate with Intention

Improving your people skills will impact almost everything you do, for the rest of your life... Investing in the process of getting better with people is the best investment you can make.

Not only will you sell more, but much bigger than that - you will see more. You will be able to tell how people are feeling, you will be able to read expressions, body language, nervous hand movements etc. By paying attention to every transaction you have you will gain an education reserved only for those who have paid attention and spoken to as many people as you.

I started in direct sales by doing residential selling. We spoke to 80 people a day, 6 days a week. That's 480 people a week. Let's say just for fun that it was only 300 people per week - that's 1200 people in a month, 3600 people in three months, and for lucky me who spent 2 years in the field before I made it to management that's 28,800 people in 2 years. That's a lot of negotiating!

That does not include the number of people that I interviewed or retrained during those 2 years. I list these numbers to simply demonstrate the sheer volume of people we meet in this industry and how few other industries offer that opportunity of experience.

I failed ALOT in the beginning. I was intimidated, shy, handled the word "no" badly, took things personally, but eventually grew a thick enough skin and learned to handle rejection, with a smile.

We actually called ourselves “Teflon People” and would make ping-pong noises while flicking our shoulders to demonstrate visually how negatives couldn’t stick to us...

No one likes rejection. It is part of life however, and deciding to learn how to handle it will give you an education that will serve you for life.

Some people are too fearful of this rejection and prefer to not make themselves available to it. That’s fine - it’s a personal choice, direct sales is not for everyone BUT the strong and brave who remain on the battlefield gain a different kind of swagger when they genuinely learn to lose their fear.

When I meet someone who’s in sales today, I ask them how long they’ve been in the field. I ask though not because I’m impressed by quick promotions, I’m doing calculations...

Experience with people is 50 % of the way you learn about people. Reading and taking training courses to understand behaviours, communication and influencers etc is the other 50%.

People generally act and react towards you based upon how you present yourself to them in the first place. Feeling good about yourself directly impacts the positive responses you will generate from others. Having regular positive interactions will fuel your self confidence.



Succeeding with people is a key to building and running a team of people - whether you sell your products in person or online, the people you intend to recruit and lead are alive - and we behave in specific ways.

What has your experience been historically while dealing with people?

Do you communicate what you mean effectively?

Do you get into disagreements because of misunderstandings?

Are you confident when you speak?

Do you make people feel good when they speak to you?

Do you tap your foot or jiggle the change in your pocket to show that you want someone else to hurry up and finish talking?

Do you roll your eyes?

Do you look over someone's shoulder when they are speaking to you?

Do you look away when someone makes eye contact with you?

Do you find it easy to chat with people you've just met?

What do you do when you communicate?

Here is a list of different things to notice while you are interacting with people:

- How do people react when you first approach them?
- Do you step into the personal space of others or ensure you are far enough away so that people always feel comfortable? (its easy to tell... are people usually backing up when you are with them, or moving closer to you?)
- Do you watch to ensure that you speak at the **speed** that the person you are talking to wants to listen and think at?

- Do you pay attention to the people you engage in conversation with to read their expression or body language to **try to understand** how they are feeling?
- When you speak to people do you speak to them as though they are smart, or do you speak to them as though they are stupid?
- When someone disagrees with you and is talking, are you **listening**? Or, are you getting angry in your head and only hearing your own thoughts?
- If you are a guy - do you patiently listen to how long it takes while a woman expresses herself?
- If you are a girl, do you try to **“guy it up”** and get to the point?
- What is your timing like in conversations? Do you interrupt people? Do you take too long to respond?
- Do you make statements sound like questions by raising the tone of your voice at the end of a sentence? (this makes you seem unsure of yourself)
- If someone is “holding you hostage” by talking endlessly, do you stay helplessly or do you politely get out of there? **Have you practiced** a few skillfull ways to do this?
- Do you emphasize the right word in a sentence to ensure you are saying what you mean?
- Do you always use small talk to bridge silences, or do you practice using **“big talk?”** (saying things that make people feel better. Genuine compliments)
- Do you know what your face looks like when you talk to others? What do your expressions say? Spend time talking to yourself in the mirror to see what you do with your face!

Here is a list of things to practice with your team:

- Practice conveying different emotions when you speak. (without looking like crazy people)

- Practice speaking while there are noisy distractions around you. (stay mentally focused)
- Practice getting to the point in as few words as possible. (K.I.S.S.)
- Practice playing charades to improve your body language skills. (non-verbal communication)
- Practice your posture, confidence is visible.
- Practice saying no.
- Practice giving compliments.
- Practice making quick decisions (what do you want for dinner? IDK, what do you want? IDK....) decide, move on.
- Practice finding solutions - brain teaser games
- Practice teaching effectively to understand how people learn by teaching each other NEW things.

The book *Skill with People* by Les Giblin was the handbook we used to learn the basics and science behind communication. I highly recommend it. You can find it [here](#).

The constant practice of improving your people skills is a lifetime discipline. Everyone we interact with has the ability to teach us something, or allow us to learn something we did not know before. Be a diligent student of people.



Key #3

Develop Your Sales Skills

“High-Roller, Sharp-Shooter, Heavy-Hitter...”

Increase your sales and your income by getting sold on how you choose to sell. Selling is a fantastic exchange of value, it should never be anything else.



Make it your intention to educate your customers as opposed to selling them something.

Here's a short list of ways to increase your sales:

- Be clear and direct.
- Be friendly and nice.
- Be excited and passionate.
- Be honest and respectful.

- Be practiced.
- Be organized.
- Be a great listener, be present.
- Know your product knowledge inside out. Know your competitors offers and know clearly when your product wins.
- Stay in a good mood. Think about your goals, talk to yourself in an encouraging way, have motivational messages recorded on your phone, do whatever it takes to keep yourself positive.
- Practice past perfect. Every single morning before you go out to the field you should be practicing your pitch at least 20 times. Really work each other out in the impact room to become experts at handling objections. Professional athletes practice more than they play, and they are the best. They are the best because of this.
- Hustle between every customer. You are not making money when you are not presenting.
- Be really pleasant. Be respectful. Try to pique a customers interest in the first 3 seconds.
- Be organized and follow an exact system. Time management during the day and how you schedule appointments counts.
- Take quick breaks. Executive lunches have no place during a field day.
- Go the extra mile - do not cut out early as the biggest results usually arrive in the final hour.

Understand the impulses that affect our purchasing decisions:

Sense of Urgency - Limited time offers apply the right kind of ressure to provoke a decision to be made as a priority. We think faster and make decisions faster when we need to.

Jones Effect - Seeing what others have has always been a powerful motivator.

Look at children who are 2 years old and watch how powerful Jones Effect is. If one child has something and another child wants the same thing - the whole world can melt down if they don't get it.

Jones Effect is most powerful though at increasing trust. We trust products more when we know that others have bought them. We look for referrals on products and look to see what products people 'like us' have purchased when they were looking for something in the same category.

When you go to youtube to watch a video on a subject, does the number of views indicate a sense of value to you? That's Jones Effect. Jones is powerful in creating confidence.

Scarcity/Fear of Loss/ Limited Quantity offers:

When we feel we may lose out on getting something if we don't decide to take it quickly enough, we do a different kind of negotiation in our minds.

We measure the risk of disappointment and regret of not buying now against the price and cost of securing our desire. We imagine how we will feel in both scenarios and the most powerful feeling usually wins.

Often, if we really think we want something then we make the decision to ensure we get it, and can always return it/ exchange it/ sell it to someone else in the future.

If we choose to take the offer now, its because we've determined that the cost of that loss is acceptable. We are not sold on the value/need or the product's ability to satisfy our desire for the cost yet.

Indifference - We all love to purchase things we want, but do not like being sold to. The way we feel more secure in making a purchasing decision is when we know that the desire to purchase is genuinely coming from ourselves.

Indifference is something that we can properly assess in someone else, and when there is genuine indifference on behalf of a sales rep, we increase our own level of desire to double check how much we want the item(s) being considered.

As a sales rep, to be indifferent, you genuinely have to be indifferent. Saying things like “its your choice, it doesn’t matter to me” in a not genuine way will come off as not genuine. People never like or appreciate tactics so don’t use them.

You can generate genuine indifference through confidence. Genuine confidence that your entire system of success practices will allow you to achieve your sales goals regardless of which customers say yes is an attractive quality of a sales rep. It will permit you to simply talk with people and play the law of averages until you find the customers who find value in your offer.

Mistakes you can make with impulses:

Using the impulses to place an inappropriate level of pressure on a potential customer will result in a poor decision being made. Whether the customer takes the deal or not - they will later regret it if the decision was not genuinely theirs in the first place.

Faking the impulses or using them as tools instead of actually allowing the honesty of them to have influence will have customers retreating. People can tell when you are acting so don’t act.

Think about the movies, the best ones are the best ones because the characters on the screen are actually genuinely characters, they are not people that you can tell are acting.

The proper way to use the impulses is to simply understand the psychology of why we make decisions with them and how they have influence. Then to work in a way that allows them to just be honest on their own.

Groupon does an incredible job of combining them.

They have limited time offers (sense of urgency) that have a limited number available for purchase (fear of loss/scarcity), showing how many others have been purchased (jones effect) and confidently know they will sell out(indifference).

They simply place offers in front of us and we do the rest. They win because they focus on the most important part of sales - the value proposition.

If an offer is valuable, the people who find the value worthwhile for them will purchase. These are the customers that everyone should want. Selling is about communicating well enough so that people feel comfortable with you and discovering if you can provide value. That's really it.

When selling in person, your sales presentation is first about presenting yourself. Sales is mostly about selling you, the product is secondary.

The first part of a sales call is the introduction, however the introduction is affected by many things that happen even before you say a word.

Before we go into the first step of a sales pitch we need to address a few more things on how to properly present yourself.

The way you present yourself has influence. Others make decisions about you and form opinions from the second they see, hear or feel you coming.

The saying "you never get a second chance to make a good first impression" is hyperactively true today; the channel surfing habit of days past has been trumped by a constant attack of images, words and choices that we make almost subconsciously, continuously while online or in

person. Our initial estimated time of assessment has been sliced to a millisecond.

Why we dismiss some offers and engage with others is due to our own diagnostic “approval” process like getting past a checkpoint in an approval game.

Ask yourself how quickly you assume things about other people.

How frequently do you trust what you see?

How frequently do you trust what you hear?

How do you feel about the sales reps you’ve met before and the way they’ve presented themselves?

So many of us spend more time interacting with people online that our “profiles” are getting more connected than the real versions of ourselves are.

While the online world is a real part of our everyday lives, and an important one - it is imperative not to assume that the size of your social network fools you into believing you are good at being social.

One challenge many people face is deciding who “they” themselves really are.

We have conflicting images of what we perceive about ourselves. We “try on” different images when we are growing up, or perhaps we have two or more personas for different parts of our lives. The truth is that we are one person.

All of the things about us make up that one person.

Who exactly are you intending to present to the world? Have you decided yet?

Is this person a different person than who you've been before? This is fine and normal if it is, just ensure your behaviours match the person you plan to be.

Be proud of who you are, and be that person confidently, all the time - regardless of your surroundings.

When thinking about the person you want to present to the world, imagine how that person would look.

What would they sound, smell and feel like?

When others look at you, what do they see?

When you look at yourself in the mirror, right now, what do you see?

Are you like a Bruce Lee movie? Does the audio match the video or do people need subtitles to figure you out? Your image must match what you want people to see. This is not about trickery, it is about being and becoming the person you are so that it is obvious to all who look at you.

Does your image match what your mission or intention is? Are you clean and well groomed?

This is not about expensive clothes or prettiness, it is about how well do you take care of yourself?

Generally how well you take care of yourself dictates the truth of how well you take care of everything else.

Are you dressed appropriately?

Can people see your face when they look at you? (Wearing your hair in your eyes makes people think you are hiding something).

Are you polished?

Are you acting or are you comfortable with yourself?

Are you relaxed?

What does your body language show?

Are you smiling?

Do you make eye contact?

Do you listen with respect to whomever is speaking?

Do you open the door for others?

Do you allow others to go first?

When people are around you, what do they hear?

What is your language like?

Do you make it a point to remember people's names?

Are you too loud or too soft spoken at times?

Do you raise your voice?

Do you get defensive?

Can you handle criticism or advice?

Is your voice confident?

Do you laugh often, making others laugh too?

Do you curse? Ever?

Do you use offensive language?

Do you use street language in an inappropriate setting?

Do you drive with the music too loud when around others?

Do you answer your phone when you are with people?

Do you try to talk just so that others can overhear?

Are you trying to sound a way that is not authentic?

Do you have good manners?

Do you speak with sincerity or do you sound fake?

Do you sound like you are trying too hard?

Can you apologize with honesty and humility?

Do you speak well of other people or are you disloyal to the absent?

Do you contribute to a conversation with something negative or something positive?

Are the ring tones on your phone universally inoffensive?

Does the music you listen to contradict the image you are attempting to portray?

Is your voicemail message appropriate?

When people are around you, what do they smell?

Do you have fresh breath?

Do you carry mints to be sure?

Are you clean and freshly showered?

Do you wear overpowering scents or too much cologne or perfume?

Do you have smelly socks or shoes? (it matters... when you go to people's houses you take your shoes off... if your shoes stink this is really offensive. Buy new shoes!)

Are you wearing deodorant?

Are you a smoker?

Do you always smell like smoke?



“If you want something you’ve never had, you must be willing to do something you’ve never done.”

- Thomas Jefferson

Do you have alcohol on your breath? (if you’ve had even one drink you probably will have alcohol on your breath).

When you are around people, how do you feel?

Confident?

Nervous?

Proud?

Insecure?

Excited?

Connected?

Relaxed?

At your best?

How do you manage your relationships?

How do you communicate?

If someone calls you and leaves a voicemail do you call them back or send them a text?

How quickly do you respond?

Do you place importance on relationships, or treat them as though they are disposable?

Are you nice to the person at the order counter?

Answering these questions honestly gives you some pretty simple direction as to how to improve your presentation skills/introduction skills with others.

Most of the work in presenting yourself comes before you actually get in front of anyone else. If you feel good – people see that you feel good. If you are not comfortable with yourself, it is unusual for anyone else to be either.

If you don't like something about yourself– change it. If you are uncomfortable around people, practice conversations so that you genuinely get more comfortable. Work on the things you want to improve and make real progress.

You are the only one who has to prove anything to yourself in this lifetime and presenting someone you feel good about is attractive to others.

Be confident. Confidence gets built as an intentional process, not an accidental one.

Make a list of the things you are good at, not a bragging list but a real list. You must not be hesitant to note the things you like about yourself and are proud of.

Now, when you introduce yourself to anyone, **introduce the person you are proud of.**

Smile. Be warm and confident. Be present with people and connect when you look at them.

The second step in selling anything is to **find value**. Ask some intriguing questions to pique your prospect's curiosity and really listen to them when they answer. Know how to ask great follow up questions to get to the root of your customer's needs. This will allow you to address your value proposition powerfully.

An incredible resource to learn about how to ask great follow up questions is the book *The Art of Powerful Conversation* by Stuart Knight. You can find it [here](#).

The second you find the opportunity to provide value for your customer, it is time to present.

Present enthusiastically, honestly and clearly how your product or service delivers the value your customer is looking for.

Be precise. Present until they see and feel the value in the solution you can provide to them.

Then **set up delivery**. Once value is agreed upon, assume the customer will be a buyer. If they have further questions, answer each one clearly, resolve any concerns and return to closing the deal.

Once the agreement and arrangements are taken care of, **increase your value proposition**. This may be to offer another product or service but it is also wise to save a surprise bonus for the end. Surprise the customer by over delivering and giving them an additional bonus that they didn't know about.

Finishing a sales deal this way is smart.

Make the deal feel like an even better decision because the bonus alone is highly valuable.

That is how to leave a customer happy.

That is how to have a customer come back.



Key #4

Sell with Integrity

Joe Ferrari does not belong here...

We've all been in sales our entire lives. Learning how to get what we want has been something we've been doing since birth.

Babies learn how to get what they want from their mothers and fathers, little kids learn how to work their care takers and grandparents to their advantage... learning to sell ourselves/our ideas/our desires is an honest skill we need to successfully communicate.

Your ability to successfully sell products to customers or to sell the opportunity you have to future recruits depends on you and your commitment to selling with integrity.

This means you will never shade over the truth, sign up a customer for a service that isn't what they need/want, sell a product that does not provide value or try to recruit others because it benefits you more than them.

Remember the times that you successfully pitched your parents on something and you actually got it. Why did you succeed? Because you were honest about what you wanted, you were relentless in expressing this and ultimately it was decided that it was good for you? Interesting – how pure the truth is.

It is true unfortunately that there are “others” who leverage the sales field exclusively for their immoral benefit. Some people lie to customers, or are too pushy at the door, and will cheat and steal to get the sale... but they are not the majority.

Sales is not about selling someone something that they don't want or need - that is the skid-mark on such an incredible profession. That skid-mark was created by the “Joe Ferrari's” of the sales world who take pride in their ability to sell ice to an Eskimo. They are slimy fast talkers who are in sales for the exclusive purpose of extracting value for their own personal gain in every transaction they can manipulate. They are an embarrassment to our profession...

Stick to the truth. Provide value, stay honest and play the numbers. You will win sales, business and respect that lasts.



Lets say you are on a sales call and you have a trainee and an interview out with you. You want to show them high sales and you are about to close a deal. The customer asks you a question and you know the truth will kill the sale... what do you do?

Do you tell the truth and let the sale die... or do you lie, and win the business?

Or do you tell them you don't know but are pretty sure their concern is invalid, and sign them up with the delusion that you are doing nothing wrong... on a promise that they can cancel if they change their minds...

When you lie, you lose. You may have temporarily appeared to win the business but you lost integrity. The only way you can talk about integrity is to keep your own intact, to never ever trade it for anything.

This above all else will give you confidence and conviction to lead the right way. Trade it even once, and doubt will show up in you, and your voice whenever you try to teach the importance of integrity to anyone else. They will know that you lie, but worse - so will you. Don't do it.

If your trainee knows you lied then you also lose respect. If your recruit realizes, or when he does (and he will... the product knowledge training will cover it) you'll lose him too. And of course your client will lose the customer, and perhaps even your company will lose the client.

Let's say instead that you admitted the issue with the customer and therefore lost that sale. You won self respect, respect and appreciation from your trainee, appreciation from the customer and you may have won the respect of the recruit. The customer may tell people about the great sales rep he met and your client may win future business.

The next sales rep who walks in the door of that business has won a chance to be heard and this might be someone on your team... Never deceive yourself, never deceive your people and never deceive your customers. When you were a child, a lie was just a shot. An attempt to see if you could get out of trouble or whatever the cause for the lie was. As an adult a lie is not a shot. As a leader a lie could tank your whole career.

Stick to the truth, and be a good person - help other leaders even if they are not on your team or even working with different suppliers... Make direct sales one of the most honourable professions to be part of – you can if you choose to...



Key #5

Get Promoted from Within

Be Completely Sold on Yourself as a Leader

Accept complete responsibility for your choices, recognize that your experiences aren't left to chance and that you determine the course and results that you create in your life.

Determine that if there is one person you are going to bet on to do what it takes to succeed – its you... and your commitment to becoming that person is complete.



Ensure you trust yourself. You don't have to have all of the answers, only a resolve to ask and find them from others when you need help.

Don't let fear stop you, and don't be afraid of how much you may have to learn. You don't know what you don't know, and thats okay... Trust yourself, and learn to deliver – every time.

As you go after your goals you will possibly make a ton of mistakes, don't let that prevent you from going after them. Play fair and have work ethic that is unquestionable. Determine that learning is the goal and never stop collecting lessons that teach you.

Trusting yourself to always be a student is one of the biggest keys to leadership.

Leadership is of course about demonstrating ability, but people trust someone who is also confident enough to demonstrate their commitment to learning.

Improving together, with your people at times when you stand beside them as a student demonstrates how to be a good student. You can't teach this most important practice any other way.



What you believe about yourself and what you feel about yourself is what others will feel about you too. It is easy to gain the confidence you need to lead by keeping things extremely simple.

“Leading” by definition means being out in front. It does not mean you were hired before certain people, It does not mean you've done something longer, it means you are out in front.

You must set the pace in sales, results, learning, retraining, attitude, commitment, work ethic, enthusiasm, courage... just about everything.

You are not looking to build a team of followers, you are looking to build a team of leaders. People with competence and capability who will challenge you. It is easy to lead leaders if you outperform them. This is not a negotiable point.

You invite in all kinds of BS if you do not outperform the people you have on your team. You will make big mistakes trying to look like the leader instead of clearly being the leader. You can learn to outperform anyone – its all simple skill building and practice.



Focus on choosing to consistently out perform your own past results. Track everything you learn in detail: Insights into people, ways to stay disciplined, things you do to stay focused, how to get your attitude back, all of these things that you learn while you go through this process are the things that will most powerfully teach others, they will help make you a great leader.



Break everything down to the ridiculous. Review how and why you do everything that you do that allows you to get such results. Be a scientist. Find the answers. Understand them. Test them out on every retrain you can take out.



Allow your coaches and mentors to point out the areas that you personally need to strengthen and improve without insecurity or resistance. Be appreciative of the lessons you learn and the faults you correct - this is the best training you will ever get in your life.

Compete with your peers but be smart enough to learn from them as well. Be a researcher, study leadership practices, attend training sessions, invest in yourself.

Your commitment to your own development will be a direct influencer of your success.

Collect all of the information possible from every mentor you have access to and never take them for granted.

Practice is where you will learn the most. It's where you will build the most strength and where you will acquire the most skill. The amount you practice - fully engaged, will differentiate you from anyone else, above all else.

Stay committed even through the times when you may lose. Losing is a part of winning. It's the result of experimenting and taking risks. The goal of this book is to equip you with the best practices you need to lose less along the way, not so that you never lose. You sometimes need to. You need to lose your fear of losing. You need to learn that you only really lose if you quit on yourself.

Let yourself off the hook for the things you did not know. Never give less than 100%. Engage. Be confident, and when you get knocked down, remember what you're made of - and get back up.

You've decided to change your life and then help others change theirs, and you can... That's being promoted from within. That promotion above all else determines how fast you will build a team.



Key #6

Recruit Honestly and Selectively

Build the right team



Most direct sales opportunities do not require that you personally recruit. I think you don't have the balls to succeed in direct sales unless you do.

Now I don't mean that you should be irritatingly pitching everyone you know and trying to sell people on changing their careers to join your team, but I do mean that if you don't have the confidence to offer your opportunity to people that you know, who are looking for a change or are unemployed, because you fear you won't be able to help deliver success to them, then you shouldn't be trying to do the same to people you don't know.

Sales reps don't personally recruit because they are afraid of having their insecurities found out, or they are not 100% committed themselves, or they genuinely aren't sold on their own ability to succeed. These issues will prevent you from building a team regardless, so the personal

recruiting test is a good one to see what you truly believe about yourself and your opportunity.

You should be on track though if you are following the principles in this book:

- You know you have [“a great opportunity”](#)
- You have learned to [“Sell with Integrity”](#)
- You [“trust yourself as a leader”](#)



People struggle in this industry when they give less than 100%. 80% isn't enough and unfortunately it is where a lot of leaders live... Teaching others that they must put in 100% to get results if you aren't, makes you a hypocrite and a liar. (ouch!)

Trying to recruit others when you are in 80%land is the quickest way to lose confidence and credibility as a leader. Anyone you try to recruit will be able to tell that you're not fully committed and the fact that you aren't quickly building a team will make you lose more confidence and get frustrated.

So do it right - level up to 100%ville. Grow some balls. Be clear about what you are doing and why you are doing it. You've learned to sell, you can teach others to succeed and now its time to play. The

conviction that you have can be heard in your voice, can be seen in your eyes and is obvious to everyone around you.



I think you can grow balls... crystal balls. When you are 100% committed to your future and your goals and you learn that you hit the goals you set, you actually do feel like you have the ability to see the future - and you have the courage to go after it. Growing crystal balls gives you swagger.



When you've recruited 100% out of yourself, you've become your own ace up your sleeve, now its time to find others that will do the same. Start by practicing your ability to ask some great questions. Recruiting is about finding partners that are genuinely motivated to join you because it serves them. There are 2 basic questions that recruiting comes down to:

1. What exactly does each person want?
2. Will working with you help them get it?

Help the people you are interviewing figure out the answer to the first question if they don't really know.

Don't try to sell people on what you can offer, help them get sold on what they really want and then figure out if you can help them get it.

Understanding how motivation works and what truly motivates people is the key to great, honest recruiting. Most people know what they want at the first level of motivation – material success.

Its up to you to decide if you want to also help them discover the truth to the second and third levels of motivation – this is where people get really connected to their goals, this is what drives people on a deep and committed level.

The three basic levels of motivation are

- Material success
- Recognition and Respect
- Purpose and Legacy

Here is a list of additional questions you can ask while interviewing:

1. What did you want to be when you were little?
2. What is the reason you are looking for work?
3. What is your big career goal?
4. What is your next career goal?
5. Do you love talking to people?
6. How committed are you to your goals?
7. Are you a positive person?

8. Do you enjoy learning?
9. Who do you have helping you hit their goals?
10. How do you like to receive recognition?
11. How do you like to be rewarded?
12. What do you genuinely love to do?
13. Do you have any experience being a leader?
14. What kind?
15. What have been your biggest challenges?
16. Do you enjoy working with a team?
17. Do you enjoy teaching?
18. Are you a creative person?
19. Do you want to travel? relocate?
20. Are you primarily driven by financial goals?
21. What would you do if money was no object?
22. What do you most value?
23. What do you most respect?
24. How do you define success?
25. Who do you admire?
26. What's your biggest accomplishment so far?
27. What are you the most proud of?
28. Where do you want to be in 5 years?
29. What is your passion?

Step one is determining if your opportunity is right for each candidate. Step two is deciding if you want to select them.

Building a team as quickly as you can means learning to work with different kinds of people, not only people who are just like you. It's easier to recognize the right people if you've determined what really matters to

you. Make a list of the specific qualities and competencies that you are looking for in a good candidate.

We always looked for people with character, integrity, ambition, work ethic, intelligence, student mentality, a great image, and people who were just plain nice people. Figure out what your list of qualities is and use this to help guide your choices.



Form your front line first. You have a limited amount of time and energy so you must select the right players wisely... and some people don't start as aces, they can become aces, and increase the power of the other players because of what they contribute.

Think about poker principles – an ace becomes more powerful if its beside a king, a queen, a jack and a ten. Finding 4 aces is a somewhat limiting way to go about recruiting, and it doesn't always mean you will succeed. Look at the success of any “All Star” teams in sports – they usually do not play as well because every player is a star and most stars became stars partly because of the other players who support him.

Look for people to develop into aces. Potential and ambition drives work ethic in a serious way.

So some things for you to consider: Do you like the candidate? Do you sense you can trust them? Do they have work ethic? Were they polite to people on lunch break? Did they act pleasantly and professionally

towards people in general, not just you? Are you prepared to commit the time you need to train them?

When you answer all of these questions “Yes” then its time to recommend or accept them! Make them feel genuinely good about themselves by congratulating them with honesty. The potential of every individual only increases when someone else believes in them.



Key #7

Build a Program of Success Practices

Hitting your goals is not optional

Building a program is not simply creating a few good habits. Creating habits often sounds like sacrifice and work to most people and it isolates individual things as success determinants. To succeed you need a whole constellation of successful habits – that's what makes your success probable.

Many high performers can deliver results whenever they feel like it. The challenge they usually face is how to wake up as the person who feels like it every day. As a leader you must learn not only to do this for yourself but for every person on your team to ensure your team's success.

Setting up a program of successful practices gives you a system that will create momentum. This program takes the guesswork out of succeeding, if you follow it without exception. Set up the 'factory' for mass production and watch your business explode.

The Ten Success Practices

Practice One: Edit your Work Environment

Practice Two: Design your Workspace

Practice Three: Create a Schedule

Practice Four: Talk Positively

Practice Five: Get Permission to Coach

Practice Six: Prove what's Possible

Practice Seven: Be the Stage not the Star

Practice Eight: Plan Rewards

Practice Nine: Create Recognition Rituals

Practice Ten: Bring the Noise

Practice One: Edit your Work Environment



- Remove everything that does not serve your team’s training and performance.
- Keep things organized so that no one has to look at a cluttered space.
- Tame the sticky notes.
- Have nice boxes for paperwork stacks as opposed to just putting piles on desks.
- Stockpile reserves of whiteboard markers.

Practice Two: Design your Workspace

Set up your work environment to encourage, recognize and create a “zone” for you and your team. The whole office should be the “zone” not just a part of it.

- Create a space that allows creativity without distractions.
- Have designated areas for specific types of training.
- Have a wall of fame that is in plain view. This should have certificates of recognition, sales accomplishments, personal best records – and it should be part of the new office tour.

- Have clearly posted team goals and a results tracker to monitor progress.
- Keep supplies orderly and readily available.
- Have great music playlists to support the type of atmosphere you want to create.

Practice Three: Create a Schedule

- What is the best use of time for each day of the week or coming month. What are you most motivated to do? What do you absolutely have to get done first? Write it down.
- Set up a detailed schedule for your office time every day - both for the morning and the evening.
- It is a great idea to determine the focus of each day of the week. Ex. - Mondays are for discussing goals and tips on how to stay motivated in the field, Tuesdays are for skill building exercises and group work based on performance level etc.
- Make room for the morning warm up session every day. Practice pitch before you go out, and really work each other out.
- Schedule time where you invest in your education every week without fail. To lead you must provide new information and lessons to your team. Your own education and learning will keep you inspired to teach what you've just discovered.



Practice Four: Talk Positively

- Ensure you are constantly talking to yourself in a positive way. Use messages written to yourself that live beside your bed or on your bathroom mirror for you to see in the morning.
- Write them when you are feeling excited, as that is the voice you will hear when you read them.
- Choose to use positive words like “I will...” and recognize the power of the word “yet”. It makes an impact on statements like “I haven’t dropped a deal in a bank... yet.”
- Eliminate certain words from your vocabulary like “can’t” and “should”. Everything fits into “don’t know how to”, “don’t want to” or “from now on, let’s...” “Can’t” and “should” carry negative emotions with them - powerlessness, defeat and exhaustion. Stop using them.
- Create messages of encouragement for the people on your team to carry with them. Record a “you can do it” message on their cellphone for them to playback whenever they want to hear it.
- Record a funny motivational video of yourself and send the link to your team to be able to watch whenever they need a little lift.

- Have a daily 4 o'clock text broadcast that is an empowering message to your team.
- Have a "final hour" voice broadcast of encouragement to your team to help them finish the day strong.
- Create a chat room group for your team so that getting answers to questions is easy and quick.
- Talk about the progress of others authentically.

Practice Five: Get Permission to Coach

Have a one on one with every single team member and discuss this.

- Tell them that there is a chance that one day they may come in without their game face on.
- Let them know that there is zero tolerance to motivation "terrorists" in your team's space.
- Explain that you will assist them in getting their mindset back, and that when you do this they might instinctively resist you.
- Ask them what are the most effective ways they've learned to get themselves back on track previously. Take a note of these recommendations and put it in their file.
- Get them to sign a form that says they permit you to coach them even during their tough times.

Ensure they know its their responsibility to stay on track, not yours. You are simply getting their permission to help, which makes it easier when the time comes.

Practice Six: Prove what's Possible

- Demonstrate how to succeed.
- Set the pace in all areas like a boss.
- Consistently chase and break previous records.
- Inspire, encourage and challenge others.
- Find new information to learn and then teach constantly. Research, collect awakenings, be the best leader because you are also the best learner. You will find training tools, morning meetings, impact room games and much more when you visit us at www.theImpactRoom.com



Practice Seven: Be the Stage not the Star

- Out preform everyone but do not self promote. Recognize the accomplishments of your peers and your team and let your results speak for themselves.
- Positive re-enforcement is a huge influencer on development. Elevate the people around you by genuinely helping them out preform their previous results and then recognize them for succeeding.



Practice Eight: Plan Rewards

- Set up bonuses that excite you and your team!
- Pick experiences and adventures that you are motivated and inspired to hit.
- Write them down.
- Create a performance deadline.



Practice Nine: Create Recognition Rituals

Recognition is incredibly powerful. By setting up recognition rituals that effectively reward contribution and performance, you ensure that your team feels appreciated and properly rewarded. How well you Recognize the highrollers, the small successes of your new people and the entire office's progress really counts.



- Have a variety of ways to identify top performers when returning to the office.
- Provide proper attention to everyone returning to the office that is successful - rush over to congratulate them and high five like you mean it.
- Celebrate previous successes by recognizing every accomplishment the following morning in front of the team.
- Recognize champions from the previous week every Monday.
- Have regular meetings and training sessions near the wall of fame. The certificates and rewards shout “it’s possible” to those working on hitting higher goals and the ones who are recognized the wall receive a boost every time they see their name.

- Order a success oriented magazine for the office and every time it is delivered, present it to the person who most deserves it each time.
- Have a regular “Champions Breakfast” meeting once a week at your favourite spot.
- Order a magazine subscription in the name of a top performer in the office, every single time it arrives they will feel special. Whenever they see this same magazine anywhere else, it will remind them that they are on track.
- Present small gift cards or trophies as rewards.
- Invest by purchasing and presenting a new book on leadership to a top trainer once a month.



Practice Ten: Bring the Noise

Everyone has a different way of saying it; “Get it done”, “Attack with everything you’ve got”, “Be relentless”... in my world, it’s Bring the Noise. Every single action you take and decision you make must revolve around hitting your goals.

Wake. Up. Running.

- Get to the office early
- Say good morning like you mean it!
- Bring the atmosphere with your energy alone.
- Always come in prepared to run the room.
- Practice with someone better than you (even if its someone in another office)
- Assist in handling the office responsibilities.
- Treat everyone as though they are on your team.
- Facilitate training sessions that make an impact!
- Review your progress every evening and plan the next day at this time.
- Help your office become the top office with your energy, commitment and leadership.
- Listen to your mentor.
- Learn with the intention of improving yourself.
- Commit to excellence in everything that you do.
- Become [More than a Leader](#)

Deciding to lead the field is a life changing decision. It means you are prepared to bet on yourself and your team members to collectively win as a team.

Challenges don't daunt you. Product changes don't matter much. You've worked at learning to sell yourselves and provide value as opposed to selling on price and product positioning alone, so it doesn't matter if you change campaigns...

You find solutions, you tackle obstacles and you run at the future...

You may be part of the best team that's ever existed, and the team that you're building may be even better still.

Statistics don't lie.

Records were meant to be broken... and in direct sales - anything is possible.

I double dog dare you to go out and lead the field.



About the Author



Michell Smith is a Bestselling Author, Speaker, Entrepreneur and Leadership Consultant.

At the age of 22, she opened her first business and proceeded to build and run the largest “for-hire” Direct Sales Force in Canada for over a decade - over 60 Managers/Assistant Managers, 600 sales reps and well over 10 million dollars in annual revenues.

After directly aiding, training and coaching other entrepreneurs through the opening of over 100 companies, she co-authored her first book published by Morgan James Publishing NY, NY [the Six Questions](#), which hit #1 on Amazon the month of its release.

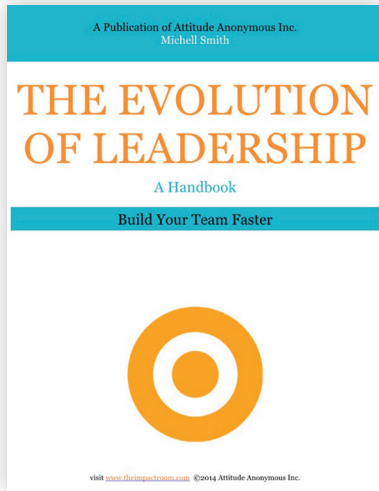
Her next book [More than a Leader](#) will be available in all major bookstores this year.

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