

PART I: DESIRE

LEVERAGING YOURSELF

Desire often is easy to see in others but can be hard to sustain in ourselves. We observe great performers achieve phenomenal results and see clearly that a strong desire to achieve is behind their performance. And it is.

But in a world that is increasingly stressful, how do you sustain desire?

By anchoring motives that are God-inspired and then establishing *a successful relationship with yourself*. In other words, you must have a successful personal relationship position.

To acquire that position, the positive side of you must out-leverage the negative side of you. Your passions have to outmuscle your fears.

THE MISSION OF THE NEXT FOUR CHAPTERS IS TO HELP YOU ESTABLISH A POSITIVE LEVERAGE POSITION WITH YOURSELF.

In hot pursuit of that goal, the SalesMind answers these interlocking questions about desire:

- **Focus (Chapter 1):** How do you sustain the *concentration* of your desires?
- **Purpose (Chapter 2):** What are the *motives* of your desires?
- **Action (Chapter 3):** How do you *execute* your desires?
- **Response (Chapter 4):** How do you react to the *testing* of your desires?

Leveraging your achievement position is always the first step of greatness. These are life skills. They apply to any endeavor.

If you have the drive, motivation, and persistence to succeed, you'll want to hone your skills to achieve maximum impact.

How quickly—even whether—you reach maximum impact and win its high income depends on how thoroughly you train yourself for the success that can be yours.

The tools you need to do so are in this book.

1

FOCUS

THE LASER BEAM OF SUCCESS

An eagle high in a tree scans for food far below and sees two rabbits. The eagle knows that if he chases two rabbits both will escape. So he focuses in on *one*, and goes in for the kill.

You are driving safely through your subdivision when you notice a squirrel start across the street and reach half way. As you get close, he senses your car approaching, gets distracted, scrambles left to right, and ends up a grease spot on the pavement. You assumed he would just continue safely forward to the other side and could not avoid him.

Are you an eagle or a squirrel? Do you zero in on what is important in sales and life or become easily confused and distracted?

In life today, our senses are flooded with a continuous battle for our attention from TV, finances, families, phones, computers, pressures, and traffic. How do we sort it all out? Perhaps the most difficult challenge of all in today's complex world is to establish the consistent pattern of defining the most important pursuits that embody truth and meaning, and then giving those thoughts and tasks maximum attention.

“One word of truth outweighs the whole world.”

— **Alexander Solzhenitsyn**

FOCUS IS THE CONCENTRATION OF DESIRE

Focus is defined as “adjustment for distinctness or clarity.” And a *SalesMind* establishes these distinct behaviors involving their own focus:

- How to be clear in their thoughts.
- How to concentrate and sustain that concentration.
- How to identify, formulate, intensify, analyze and strengthen mental specifics.
- What to be clear about that has purpose, creates results, and has value.

- How to place their unguarded attention on what they have clarified.
- How to fertilize desire, which must sustain itself against resistance in the pressures, challenges, and setbacks of life.

Concentration skills are so crucial because although the subject matter of concentration will constantly change, the process of concentration will not. A *SalesMind* develops the ability to command intense concentration on *any* subject. This becomes an enormously powerful mental tool that tends to grow stronger the more it is used.

Aim specific activities at achieving your most important objectives. Leverage your focus into contributions and results. Maintain perspective on what to focus on. These mental habits are constant with *SalesMinds*.

Focus is the launching pad for all powerful business and personal success. All other *SalesMind* skills rely on focus.

Focus Power Rests on Two Simple Relationships:

One: If you concentrate on positives, you place yourself in a position where positive outcomes dominate or have leverage.

Two: If you concentrate on negatives, you place yourself in a position where negative outcomes dominate or have leverage.

KEY: To “place yourself in a position” is to set up an outcome, bad or good. *Leverage* is the active state of which outcome (positive or negative) is more dominant.

Do You Benefit from Proper Focus?

Absolutely. Scientific study shows the positive effect of focusing on challenging activity as we age. For example:

Mental focus grows membrane specifically for synapses where nerve cells connect and talk to each other—thus improving memory and mental acuity in general.

Physical focus with activity supplies more blood and nutrients to brain cells to keep them healthier, and supplies growth hormone to keep existing brain cells alive longer.

Mental and physical activity helps keep you healthy. JUST DO IT!

A SalesMind produces the highest possible mental, emotional, physical, and financial results by first understanding the power of effective concentration.

YOU HAVE TWO FOCUS TASKS

Remember, the *SalesMind* is the *Sales Master*. Individuals who have gained *SalesMind* status have highly

successful relationships with themselves, with buyers, and with time. They know how to focus. Everyone says, “You have to focus.” Well, no kidding. But more specifically, as a *SalesMind* you basically face two tasks or challenges relating to focus:

Mastering your own focus. This chapter deals primarily with this issue. A *SalesMind* must be able to initiate, sustain, and finalize a focal point or issue. Without personal focus, there is no way to stay on the message of determining and providing customer value.

Getting the buyer to focus on your product or service. This is especially difficult in today’s crowded business world. Our present environment of mass information has reduced a normal person’s (the average buyer’s) attention span for absorbing a presentation from twenty minutes down to ten minutes. Chapters 4 through 6 will deal with this issue. If you can’t attract and sustain the *buyer’s* focus on the value of your program, they will not buy it, period. It won’t matter if *you* only have focus. It’s a dual challenge.

SalesMinds harness the skills of focus to direct their own attention as well as the attention of the buyer.

HOW DO YOU FOCUS NOW?

Michael Jordan practiced diligently for years on the craft of basketball and set goals to add new layers to his game each season (**time**). He compared his skills, attitudes, and work habits to others on the court, to the great past

players of the game, and to the time-tested principles of winning (**perspective**).

Every summer, he relentlessly watched prior season video to pick out little imperfections in his game, a dribble here, and a piece of footwork there (**study**). He then worked repetitiously hour after hour on the court practicing to improve those details (**training**). In the final moments

of big games, he had the guts to want the ball, got it, and hit the historical clinchers to win championships (**pressure**).

It is this synergy of elements that made him one of the most focused performers ever in any walk of life. Focus is the *laser beam of success*! Every *SalesMind* should be ecstatic about their mind's ability to concentrate on performance and its benefits. It's incredibly valuable.

But it's impossible to take a new focus detour of improvement until you know the road you're on now. Over time, you have developed a certain level of ability to isolate and tighten thoughts and emotions to generate action. That ability is based on your handling of a number of variables that have accumulated over your life. The same variables Michael Jordan successfully mastered.

In Sales, Be Like Mike

Time

How old you are does determine how many *total* experiences in life you've had. However, age is not the measure of your wisdom. Some people are chronologically old and young in experience because they don't build knowledge.

Others are chronologically young at 25 but already old in experience. The latter is a priceless state that comes

from analyzing each year's experience and the resulting outcomes, and quickly building another valuable layer of knowledge on that experience.

Perspective

You have built your own unique viewpoint, the angle from which you see everything. How have you compared, contrasted, and patterned your life experiences? How many comparisons have you made between your experiences and success principles? Have you simply had experiences and let them pass? Or have you evaluated those experiences, searching for meanings and patterns, strengths and weaknesses, and for positives to build on and negatives to avoid?

Study

How much total time and intense thought on any single issue have you invested for the purpose of mastering that specific piece of knowledge? How much information have you found, studied, made notes on, torn down, built up, and organized to imbed it in your mind?

Training

How much training and practice on a skill have you experienced to intensify your ability to evaluate, expand on, and execute all angles of that skill with confidence in any circumstance?

Pressure

How much courageous action have you taken over time in real pressure situations where money is on the line? How many times have you been successful under pressure?

Pressure where success or failure is on the line creates high focus. High focus on a repetitive basis leads to mastery of skills. Your current state of focus skill is not simply a mental function.

It is a *behavior* of concentration that is compounded from a history of study and action under pressure.

External and Internal Focus

Do you focus more on the outside world for direction, or more on your own thoughts and dreams for direction? This is a question with enormous implications. As humans, we naturally either run from pain or move toward pleasure. Our experiences and perceptions of those pains and pleasures can determine the direction of our focus.

All people focus in a combination of two dimensions to direct their behaviors and character. I call this “focus blend.” The blend is the ratio of external to internal focus time, and one type normally dominates the other. Let’s look at these two personality types:

EXTERNALS

This type of person, in whom external focus dominates, is conditioned to a higher percentage of external focus time, which is centered on the absorption of outside stimuli obtained from their senses, mostly sight and hearing. Their reliance is focused on the influences and people outside of themselves for feedback and direction. There are two primary effects as a result of external focus:

Constructive: Your external focus is empowering when it is centered on the expression of worship, on the absorption of new learning, or on interacting with positive people and role models. It is also invaluable when evaluating the world around you for the purpose of understanding patterns and supporting your goals.

Destructive: But, when you have no mental and emotional filters of concrete beliefs, values, and goals to sort out the effect of life’s many influences, this type of focus makes you vulnerable to the outside world’s direction. That’s a scary proposition with media, peer pressure, and the Internet. It’s really scary for your kids.

INTERNALS

This type of person, in whom internal focus dominates, is conditioned to a higher percentage of internal focus time. This focus time is divided between two important functions (a) the generation of predetermined, positive, organized thoughts to create an internal mental framework of great efficiency and resiliency, and (b) the creation and maintenance of a “filter system” to eliminate harmful outside influences while admitting wholesome and helpful ideas and information.

“Filters” are sets of instructions strong-willed people set up in their minds to protect their thinking, which they center on their dreams, values, goals, and contributions. These filter systems allow them to pull what they need to nourish their thoughts and feelings from outside influences. There are also two primary effects as a result of internal focus:

Constructive: Your internal focus is enriching when it serves as a constructive framework for your thoughts and emotions. Properly exercised, this type of focus enables you to carve your path through the outside world, using its influences to help you navigate to your goals.

Destructive: But, internal focus becomes destructive when it descends into narcissism, self-centeredness, and excessive self-absorption. Good thinking, concentration skills, and effective emotional management are not designed to seal you off as an island unto yourself.

“Self-examination is healthy but self-absorption is not; self-correction is a winner but self-flagellation is a sure loser.”

— **William Safire**

Syndicated New York Times columnist

What Is Your Ratio of External to Internal Focus?

As a rule, make sure that internal focus is your *dominant* system. That way you are accountable to your own thinking. But, do you need to examine and make adjustments to decrease/increase your external focus?

Do you need to increase/decrease your internal focus? Think of any truly high achiever, whether that person is a super *SalesMind*, a great athlete, mother, businessperson, coach, or historical leader.

They have developed the clear skills of managing the constructive/destructive balance of when to look out and when to look in, with the primary strength of looking in.

Let's take a special look at those people who have developed masterful internal focus skills.

Strong Internal Focusers Know:

- How to generate focus into a positive emotional state of mind.
- How to narrow what to focus on and identify what not to focus on.
- How to intensify their focus on what they are seeking or doing.
- How to convert a state of focus into decision and action.
- How to enlarge their focus to keep things in perspective.
- How to recognize and immediately shift out of a negative focus.

SalesMinds first gain an in-depth understanding of how they focus now. Then they use that knowledge to carefully balance their external/internal focus to reach the best mix to speed them toward their goals.

MASTER YOUR FOCUS SKILLS

Do you have control of your incredibly powerful ability to focus? You will have that mental control when you have mastered your capabilities to:

- Strengthen or change your immediate focus.
- Intensify positive emotions that empower you.
- Diminish negative emotions that paralyze you.
- Change your negative emotions to positive.

Strengthen or Change Your Immediate Focus

Let's start by concentrating on specific actions to strengthen your focus skills at any given moment:

Change your language. Changing language and verbal communication *instantly* has an effect on emotion.

First, change your internal language or self-talk by writing down and then conditioning affirmations of positive success.

Second, make a daily commitment to a new verbal language reflecting your new image of success and possibility.

Third, change that language by changing physical words, adjusting, deleting, and changing context. For

example, “should” to “must,” “can’t” to “can,” “might” to “will.”

Understand that you use two languages, internal and external. You can say internally that you love someone, while externally you don't communicate that love. Work to align your languages in a positive manner.

Do something physical. When you do, your mental state and posture will automatically shift to concentrate on those physical demands. Deal with your worries while running, riding a bike, walking, lifting weights, or engaging in competitive sports to shift your emotional focus.

Question and answer a key topic on paper. Seek out five specific written answers to a well-defined question such as, “How can I learn computers?” This type of specific question will compel you to find focused answers.

Detail-out your topic. Again, do this on paper or on a computer, and keep an ongoing notebook or journal.

Interact with someone. Share ideas or topics that demand open-ended and interactive conversations. Talk out problems and ideas. The mind will shift emotionally to the new topic and/or person. Get a different perspective.

Change the sensory stimulants of your current environment. Pick up a book to read, listen to music, raise the blinds, open a window, turn on a bright light, and so on.

Change your sensory stimulants by moving physically to another place. Make another sales call in person. Imagine that! Take a walk, a trip, a vacation, change rooms, get up and walk out into the sun. All these activities help you change focus.

Pray or meditate to change focus. Purge your stressful thoughts to relax brain activity. Harvard medical school recently did a study and reports that praying and focusing away from stressful thoughts can lower brain wave activity, heart rate, blood pressure, and can even increase fertility (fertility increased in 40 percent of married couples studied). That's powerful stuff.

Change or strengthen your thinking in two ways:

First, generate greater *quantity* of thinking by simply accumulating more information.

Second, generate greater *quality* of thinking through better handling of information: Question. Read. Interview. Structure. Sequence. Distill. Prioritize. Communicate. Compare. Validate. Justify. Computerize.

Constantly train and retrain to learn and reinforce. Repetition of focus creates conditioning of proper thought patterns and skills.

Remain practical. Learn to develop and apply these skills on a practical day-to-day basis.

Positive Emotions Empower You—Intensify Them and Live Longer

Only humans were given this conscious capacity. Research shows a positive emotional outlook can also help

you live longer. A recent study conducted by Yale University and reported in the *Journal of Personality and Social Psychology* shows that in 660 men and women over age 50 followed for 23 years, those respondents who reported having a positive attitude toward aging lived an average of more than seven years longer than those who had a more dismal view of getting older.

“How one feels about getting old is more important even than having low blood pressure or cholesterol,” said Becca Levy of Yale. In our world, that means you can have longer to sell!

A big part of that positive emotional management is how you review past positive experiences. In the brain, positive (or negative) emotions are linked or associated to past images, sounds, sensations, and experiences and then are stored in the brain.

To intensify a positive emotion, focus and “call up” (as a computer does) a beginning past good experience, which might be a grainy image or sound that you would like to re-experience. Then hold that image. Replay in your mind a great beach trip, the love of your parents, the first steps of your child, or a great song in high school. Generate emotion!

Then concentrate and intensify that image or sound until it becomes a clear, prevalent state of mind. You will then be able re-create those same positive emotions instantly whenever needed. This type of positive mindset serves as the emotional fuel for your sales efforts.

When you can do this type of instant exercise as a daily habit amidst the turmoil of life, success awaits you! Emotions empower human behavior, and selling is one form of that behavior.

Finally, write down an emotional inventory of the good feelings you want to experience daily for thirty days in a diary. For these positive emotions, mentally color in the circumstances, things, people, hobbies, and so on that make you feel the very best whether you are presently in that situation or simply reflecting on it. Get photos, cut out magazine pictures, and make diagrams of anything that supports these images.

The key is to *imbed* these images so deeply in your mind that they can be called up clearly and at will when you are in a negative emotional state. This is the process of intensifying positive focus, and it will have a wonderful effect on you. You might:

- Play or sing your favorite songs.
- Do something from your past like touch a baseball bat.
- Look up and think of the awesome power of the sun.
- Read positive stories with victories or great personal achievements.
- Pray every day and meditate about good outcomes like the birth of your child.
- Replay a great vacation with your spouse or school friends.
- Remember a tough victory like a very hard test or major sales push at the office.

SalesMinds need to lock a vault packed with positive images in their brains, the contents of which they can call upon to emotionally empower themselves to overcome each day's challenges.

“Finally brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable—if anything is excellent or praiseworthy—think about such things.”
—— **Philippians 4:8**

Diminish the Negative Emotions That Paralyze You

In reverse, a *SalesMind* has to *reduce* the effect of negative emotion on their life and sales efforts. You will benefit greatly if you will do these four things in sequence to lessen the impact of any negative emotion:

1. Clarify your negative emotions in writing. Once you have that first list of bad feelings that you have experienced in the past, make a commitment to deal with the *source* of each emotion. You might talk with someone who was involved in the bad feeling, or go to a location to relive an experience. Then think through how you can resolve, challenge, and communicate to diminish the feeling's power.

2. **Carry out a first action at a negative emotion.** Take one first small step and attack the emotion. For example, address cold-call fear with the action of five immediate phone or in-person calls. Those actions will always diminish fear because the fear is only imagined. If you have larger life fears like the fear of poverty or the fear of criticism, address those fears with daily, bold action to allow your courage, achievements, and beliefs to be your dominant focus.

3. **Continue to weaken the emotion with sustained action.** Consistent positive action will recondition the mind and weaken a negative emotion. For example, you might desire to reduce a past guilt, like poor grades in school. Take action and enlist in a program to help illiterate adults read. They have a lot more guilt than you ever had. There are plenty of people like this who need your help. By helping them, *your* guilt is diminished. Sustained action also helps develop a wider perspective around these negative emotions to put them in their proper place and reduce their intensity. When they are in perspective, their power diminishes.

4. **Convert the emotion to a positive strength.** See your sustained actions through in a systematic, planned way. When you complete a goal, you turn that former negative emotional weakness into a current source of positive emotional strength.

After a Super Bowl victory, Dallas Cowboys owner Jerry Jones was asked how the Cowboys got through the intense criticism they received during the season. He said, “We decided to focus on the positives (to perform) instead of on the negatives.” Successful people have a pattern of thinking and saying things of this nature.

Change Negative Focus to Positive

A recent survey conducted by the New York-based Conference Board of 5000 people, found that only 51 percent of Americans were happy with their jobs. Does that mean a whopping 49 percent are varying degrees of *unhappy*? No wonder everybody looks so angry on the highway during the morning rush hour, and will kill you on the road to get home at night. When I hear survey responses like this, I wonder if these unhappy workers need to simply change their unhappiness mindset (no matter what the job) to one of, “I choose to be happy no matter what.” You can’t be happy until you change your focus to *happiness*.

However, a *SalesMind* knows how to change a negative mindset to a positive one instantly, consciously, and systematically by changing their focus from negative to positive. For a *SalesMind*, this change may be a change from negative self-pity or fears about selling to a positive mindset that focuses instead on the purpose of how and why to serve buyers.

This mental habit of *instant emotional conversion* is incredibly valuable to the sales professional to make the most of each positive moment in a day. Long periods of hesitation, worry, and distraction kill productivity. Control what you focus on, and that will control the accompanying feelings you experience. Feelings help drive your actions, which in turn, determine your results. You must also be consistent at remembering the right things about your life. Focus and....

- Remember who you are.
- Remember that you have done it before.
- Remember it’s no big deal (in your life).
- Remember “this too shall pass” (for pain).

- Remember the plight of others in relation to your own situation.
- Remember what you want and the price you're willing to pay for it.

"I know God won't give me anything I can't handle. I just wish He wouldn't trust me so much."
 — **Mother Teresa**

SalesMinds effectively operate their mindsets so that positive emotions dominate and create positive behavior.

WHAT SHOULD YOU FOCUS ON?

Start answering today these life questions involving:

- **Possibility:** What are you truly capable of?
 - **Pattern:** What are your consistent choices of time use?
 - **Purpose:** What really has the most value in this situation or in my life?
 - **Priority:** What is truly important at this instant?
 - **Positives:** What are the good aspects of this situation?
 - **Passion:** How do I generate a powerful, positive emotional response?
 - **Precision:** How can I have clarity, detail, definition, and accuracy in my thoughts?
 - **Performance:** How can I take action now?
 - **Process:** What are the pieces, sequences, and steps?
-
- **Physical:** How can I generate results from physical posture and exercise?
 - **Partnering:** How can I cooperate with someone else in a given circumstance?

Again, sit down and start answering these questions in writing. Answer them whenever you are planning or beginning a new task. Make this asking and answering a habitual pattern. The answers will concentrate your thoughts toward a clear and powerful result.

SalesMinds become what they focus on most!

Focus is the *concentration* of desire. It is the ability to sustain specific thoughts and positive emotions in a world of distractions. But on what issues of worth and purpose do you consistently place your focus? The search for those answers beckons our call.

