

PROFESSIONAL SALESMANSHIP

Chapter 6 Communication Skills

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LEARNING OUTCOMES

After completing this module, you should be able to:

- Explain the importance of collaborative, two-way communication in trust based selling.
- Explain the primary types of questions and how they are applied in selling.
- Illustrate the diverse roles and uses of strategic questioning in trust-based selling.
- Identify and describe the five steps of the ADAPT questioning sequence.

LEARNING OUTCOMES

After completing this module, you should be able to:

- Discuss the four sequential steps for effective active listening.
- Discuss the superiority of pictures over words for explaining concepts and enhancing comprehension.
- Describe the different forms of nonverbal communication.

SALES COMMUNICATION AS A COLLABORATIVE PROCESS

- talking at the customer
- talking with the customer

VERBAL COMMUNICATION: QUESTIONING

Types of Questions Classified by Amount and Specificity of Information Desired

- ✓ **Open-end questions**, also called nondirective questions, are designed to let the customer respond freely
- ✓ **Closed-end questions** are designed to limit the customers' response to one or two words.

VERBAL COMMUNICATION: QUESTIONING

Types of Questions Classified by Amount and Specificity of Information Desired

- ✓ **Dichotomous questions and multiple-choice questions are directive forms of questioning.**

Types of Questions Classified by Strategic Purpose

- ✓ **Probing questions** are designed to penetrate below generalized or superficial information to elicit more articulate and precise details for use in needs discovery and solution identification.
- ✓ **Evaluative questions** use open- and closed-end question formats to gain confirmation and to uncover attitudes, opinions, and preferences held by the prospect

Cont....Types of Questions Classified by Strategic Purpose

- ✓ **Tactical questions** are used to shift or redirect the topic of discussion when the discussion gets off course or when a line of questioning proves to be of little interest or value.
- ✓ **Reactive questions** are questions that refer to or directly result from information previously provided by the other party.

EXHIBIT 4.1 Guidelines for Combining Types of Questions for Maximal Effectiveness

		Strategic Objective or Purpose of Questioning			
		Explore and Dig for Details	Gain Confirmation and Discover Attitudes/Opinions	Change Topics or Direct Attention	Follow Up Previously Elicited Statements
Amount and Specificity of Information Desired	Discussion and Interpretation	<i>Open-End Questions</i> Designed to Be <i>Probing</i> in Nature	<i>Open-End Questions</i> Designed to Be <i>Evaluative</i> in Nature	<i>Open-End Questions</i> Designed to Be <i>Tactical</i> in Nature	<i>Open-End Questions</i> Designed to Be <i>Reactive</i> in Nature
	Confirmation and Agreement	<i>Closed-End Questions</i> Designed to Be <i>Probing</i> in Nature	<i>Closed-End Questions</i> Designed to Be <i>Evaluative</i> in Nature	<i>Closed-End Questions</i> Designed to Be <i>Tactical</i> in Nature	<i>Closed-End Questions</i> Designed to Be <i>Reactive</i> in Nature
	Choice from Alternatives	<i>Dichotomous or Multiple-Choice Questions</i> Designed to Be <i>Probing</i> in Nature	<i>Dichotomous or Multiple-Choice Questions</i> Designed to Be <i>Evaluative</i> in Nature	<i>Dichotomous or Multiple-Choice Questions</i> Designed to Be <i>Tactical</i> in Nature	<i>Dichotomous or Multiple-Choice Questions</i> Designed to Be <i>Reactive</i> in Nature

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 100

Strategic Application of Questioning in Trust-Based Selling

- Generate Buyer Involvement
- Provoke Thinking
- Gather Information
- Clarification and Emphasis

Cont....Strategic Application of Questioning in Trust-Based Selling

- Show Interest
- Gain Confirmation
- Advance the Sale

SPIN Questioning System

- Situation Questions
- Problem Questions

Cont..... SPIN Questioning System

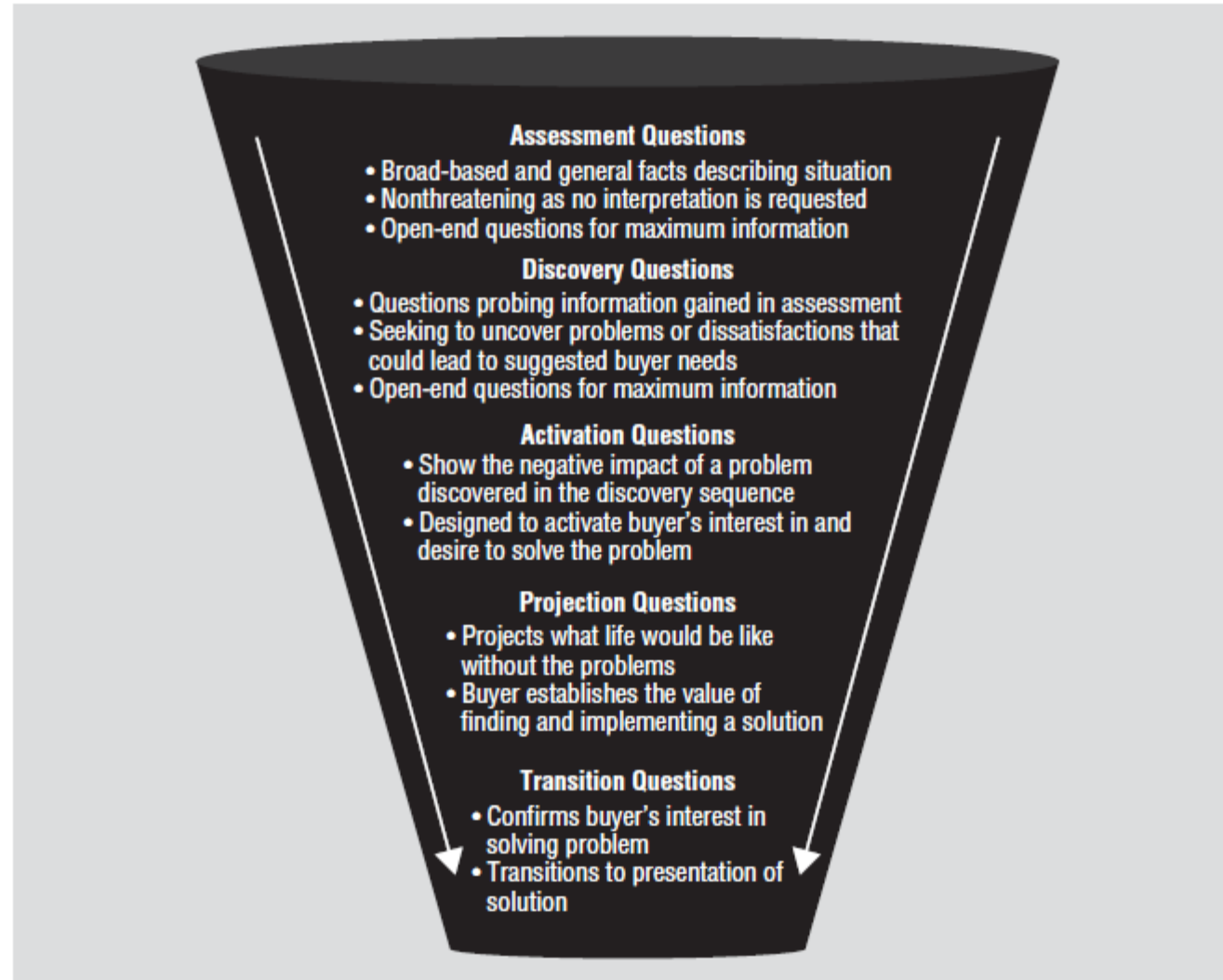
- Implication Questions
- Need-Payoff Questions

ADAPT Questioning System

- Assessment Questions

Funneling Sequence of ADAPT Technique
for Needs Discovery

FIGURE 4.1



ADAPT Questioning System

- Assessment Questions

Assessment Questions EXHIBIT 4.2

These questions are designed to elicit factual information about the customer's current situation. These questions do not seek conclusions; rather they seek information that describes the customer and his or her business environment. The information sought should augment or confirm precall research.

Examples:

1. Question—"What types of operating arrangements do you have with your suppliers?"
Answer—We use a Just-in-Time (JIT) system with our main suppliers .
2. Question—"Who is involved in the purchase decision-making process?"
Answer—I make the decisions regarding supplies . . .

Assessment questions are generally open end; however, closed-end questions are used when seeking confirmation or basic descriptive information. For example, "So, you currently work with 10 different suppliers?" or "How many years have you been in business?" Assessment questions are necessary for drawing out information early in the sales cycle.

ADAPT Questioning System

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Cont.... ADAPT Questioning System

- Discovery Questions
- Activation Questions

Cont..... ADAPT Questioning System

- Projection Questions
- Transition Questions

VERBAL COMMUNICATION: LISTENING

- Pay attention
- Monitor nonverbals
- Paraphrase and repeat

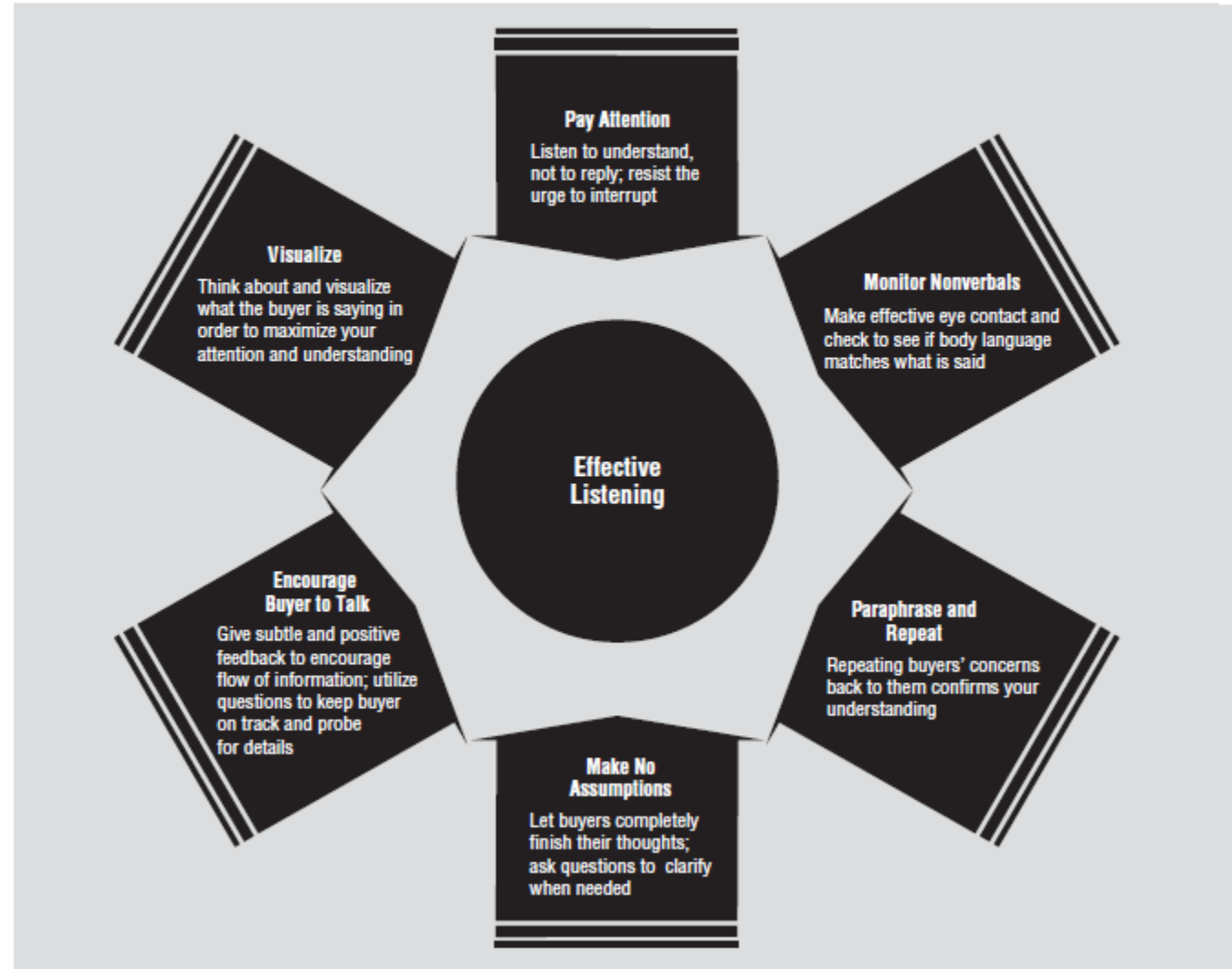
VERBAL COMMUNICATION: LISTENING

1. Pay attention
2. Monitor nonverbals
3. Paraphrase and repeat
4. Make no assumptions
5. Encourage the buyer to talk
6. Visualize

VERBAL COMMUNICATION: LISTENING

FIGURE 4.2

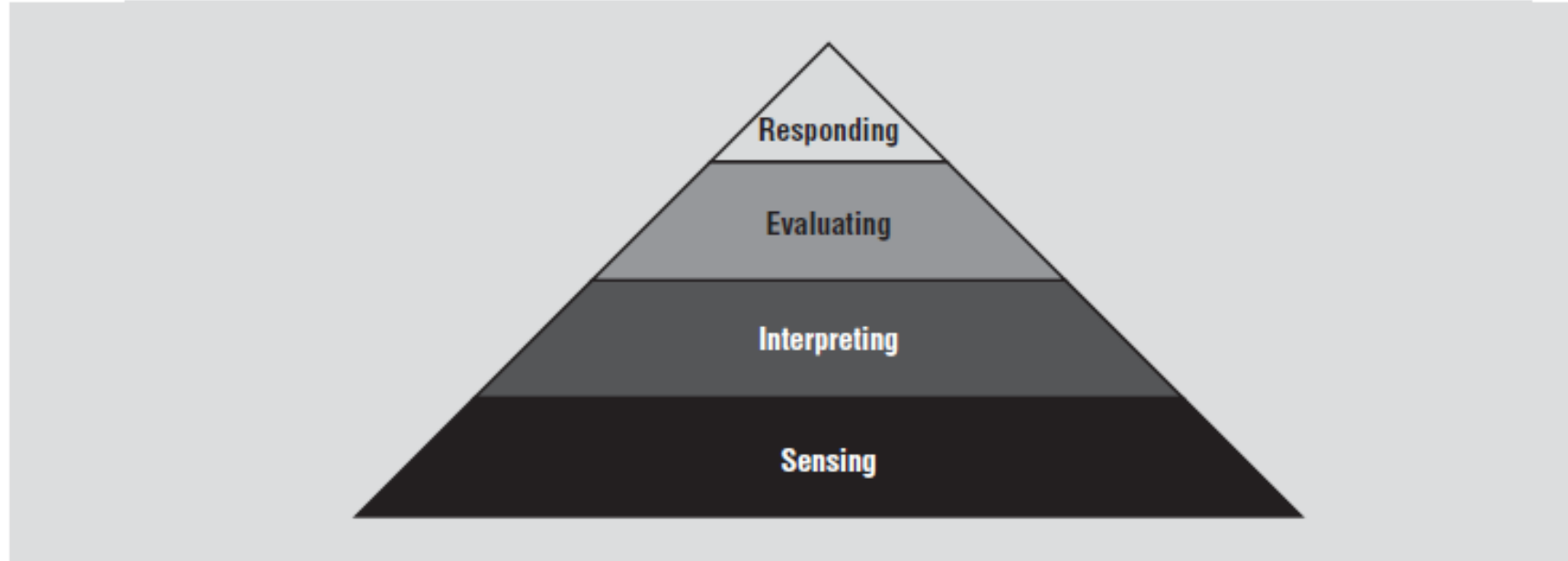
Six Facets of Effective Listening



Using Different Types of Listening

SIER Hierarchy of Active Listening

FIGURE 4.3



Active listening is a cognitive process of actively sensing, interpreting, evaluating, and responding to verbal and nonverbal messages from buyers and prospects.

Using Different Types of Listening

Active listening

- Sensing
- Interpreting
- Evaluating
- Responding.

VERBAL COMMUNICATION: GIVING INFORMATION

Understanding the Superiority of Pictures over Words

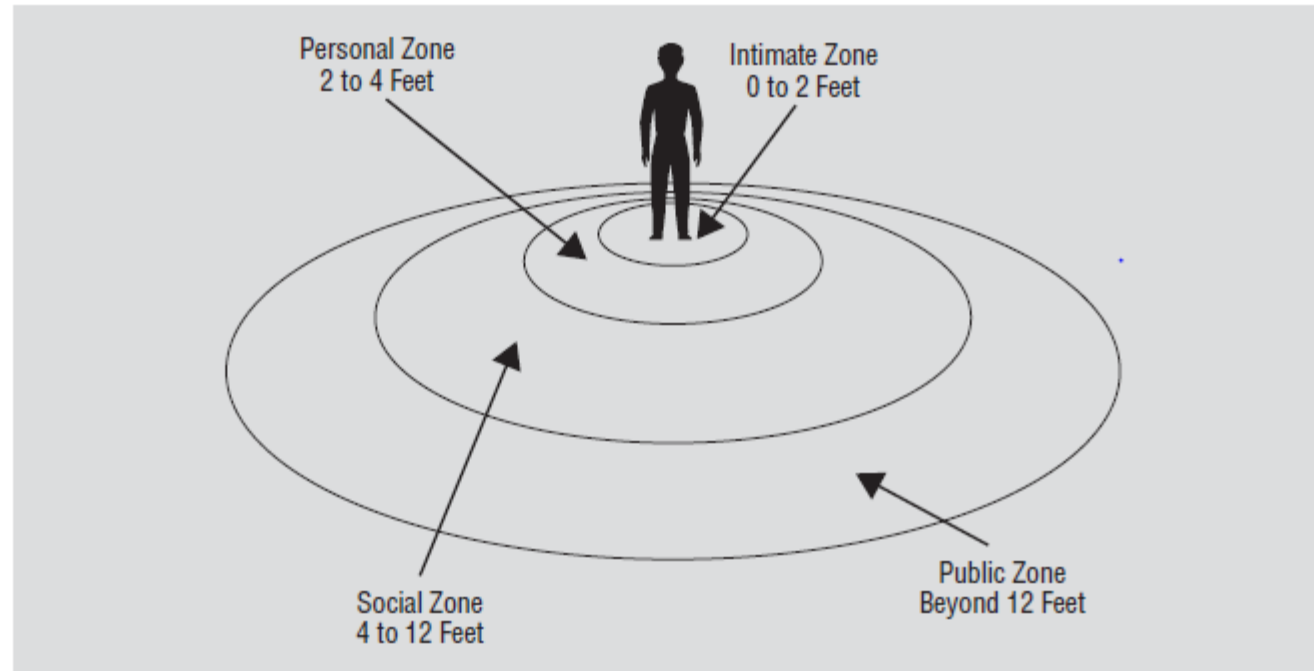
- Generates a mental picture
- Use words and phrases that convey concrete and detailed meaning
- Integrate relevant visual sales aids into verbal communication.

NONVERBAL COMMUNICATION

- Facial Expressions
- Eye Movements
- Placements and Movements of Hands, Arms, Head, and Legs
- Body Posture and Orientation
- Proxemics

Variations in Voice Characteristics

FIGURE 4.4 Personal Space and Interpersonal Communication



Individuals utilize four preferred spatial zones for interaction in different social and business situations.

Variations in Voice Characteristics

- Speaking Rates and Pause Duration
- Pitch or Frequency
- Intensity and Loudness

Using Nonverbal Clusters

Common Nonverbal Clusters EXHIBIT 4.8

Cluster Name	Cluster Meaning	Body Posture and Orientation	Movement of Hands, Arms, and Legs	Eyes and Facial Expressions
Openness	Openness, flexibility, and sincerity	<ul style="list-style-type: none"> • Moving closer • Leaning forward 	<ul style="list-style-type: none"> • Open hands • Removing coat • Unbutton collar • Uncrossed arms and legs 	<ul style="list-style-type: none"> • Slight smile • Good eye contact
Defensiveness	Defensiveness, skepticism, and apprehension	<ul style="list-style-type: none"> • Rigid body 	<ul style="list-style-type: none"> • Crossed arms and legs • Clenched fists 	<ul style="list-style-type: none"> • Minimal eye contact • Glancing sideways • Pursed lips
Evaluation	Evaluation and consideration of message	<ul style="list-style-type: none"> • Leaning forward 	<ul style="list-style-type: none"> • Hand on cheek • Stroking chin • Chin in palm of hand 	<ul style="list-style-type: none"> • Tilted head • Dropping glasses to tip of nose
Deception	Dishonesty and secretiveness	<ul style="list-style-type: none"> • Patterns of rocking 	<ul style="list-style-type: none"> • Fidgeting with objects • Increased leg movements 	<ul style="list-style-type: none"> • Increased eye movement • Frequent gazes elsewhere • Forced smile
Readiness	Dedication or commitment	<ul style="list-style-type: none"> • Sitting forward 	<ul style="list-style-type: none"> • Hands on hips • Legs uncrossed • Feet flat on floor 	<ul style="list-style-type: none"> • Increased eye contact
Boredom	Lack of interest and impatience	<ul style="list-style-type: none"> • Head in palm of hands • Slouching 	<ul style="list-style-type: none"> • Drumming fingers • Swinging a foot • Brushing and picking at items • Tapping feet 	<ul style="list-style-type: none"> • Poor eye contact • Glancing at watch • Blank stares

SUMMARY

- the importance of collaborative, two-way communication in trustbased selling.
- the primary types of questions and how they are applied in selling.
- the diverse roles and uses of strategic questioning in trust-based selling.
- the five steps of the ADAPT questioning sequence.

SUMMARY

- the four sequential steps for effective active listening.
- the superiority of pictures over words for explaining concepts and enhancing comprehension
- the different forms of nonverbal communication.

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